

## RHODE ISLAND DEPARTMENT OF ENVIRONMENTAL MANAGEMENT

Office of Human Resources  
*FY2002 - FY2004 Work Plan*

### **I. Program Description:**

The Office of Human Resources performs all support functions for the agency's programs relating to Personnel Administration, Payroll Administration, Labor Relations, Training and Equal Employment Opportunity. These support functions are specified as programs within the Office of Human Resources as each encompasses many activities. In performing the tasks of the programs cited below, this Office works in coordination with every division and office in the Department of Environmental Management as partners in it's HR program. In addition, the work of this office requires coordination with outside agencies and programs such as the Department of Administration and Council 94.

As a support division, the activities of this Office serve to achieve a more effective and efficient workforce that in turn serves to achieve all the goals of this agency.

Due to reductions in staffing during past budget cuts and implementation of efficiency measures, staff within this office are designated to have primary responsibilities within a program but are cross trained to perform functions outside their primary program on an as needed basis.

Personnel Administration: The services provided by this program encompass "HR" management of all budgeted full time and seasonal positions within the agency. Activities performed by staff consist of posting of vacancies (internal and external to the Department), recruitment (including review and application of all rules, regulations, policies and union contract provisions), placement/hires, benefit administration, disciplinary actions, terminations/resignations, salary increases, leaves to protect status, management of limited period positions and other general personnel management activities.

Implementation of the OHR Liaison Process has served to expedite the filling of authorized vacancies. In this process, individuals from this office are assigned to vacancies as the designated Liaison and work with Division's to expedite the recruitment, screening, and interview and selection process. They ensure all policies, provisions, rules and regulations are adhered to during this process which, in turn, further reduces the instances of labor grievances.

This section also encompasses the recruitment and management activities of the Seasonal Employment Program. The tasks performed within this program include annual notification of the availability of seasonal positions and a recruitment effort that involves issuing press releases and sending packets of information that include an introductory letter, posters, position salary and description information and applications. Those packets are sent to all high schools, colleges, minority/ethnic organizations, senior centers, youth opportunity centers, and all state agencies. Applicants are then

screened for minority status, availability, interest and ability to travel. With the involvement of the respective Divisions, individuals are then placed and this section then processes all appointments, and subsequent transfers, disciplinary actions, resignations/terminations.

Through the Seasonal Employment Program, this office also established a Seasonal Mentoring Program. The Seasonal Mentoring Program is designed to encourage seasonal employees and, particularly minority interns, to pursue a career in an environmental field. Full time staff volunteer to be a Mentor. Seasonal employees can identify the profession they would like more information about and this office then pairs them with full time employees in that profession. Interns can accompany the full time staff on duty to learn about the things they do in that profession.

Payroll Administration: This program manages and oversees all activities involving processing of payroll, workers' compensation, leave administration (illness, maternity, educational, parental, etc.), employment verification, and application of current union compensatory time agreements. The duties performed within this program are for all seasonal and full-time employees.

Due to the direct involvement in management of worker compensation claims, a staff person within this section also serves as Liaison to the Statewide Health & Safety Task Force and the DEM Health and Safety Committee. The DEM Health & Safety Committee is comprised of volunteers throughout the Department who meet monthly, review DEM health & safety issues and make recommendations to the Director through the Director's Designee - the Chief of Human Resources. They also provide input to the DEM Training & Development Committee with regard to health & safety training.

Labor Relations: This program represents the Department and manages all claims of union contract violations through the grievance and arbitration process and all claims made by employees and/or applicants filed with and before the Commission for Human Rights, US Department of Labor, RI Department of Labor, Office of Federal Contract Compliance, Personnel Appeal Board, State Equal Opportunity Office, Governor's Commission on the Disabled, and Office of Administrator of Adjudication (DOA), etc. Representation of the Department in cases beyond the third level of the grievance process is done in conjunction with assigned Legal Counsel. The Chief of Human Resources is the designated Appointing Authority and conducts most disciplinary actions for full time and seasonal employees.

Training and Development: Due to the lack of staff and shortage of resources, this office established a Training & Development Committee consisting of volunteer efforts of seven full time employees employed in this agency. With their involvement, this office has been able to provide extensive training at either no or low cost in such topics as: Quality Customer Service, Inspector Training, Computer Software Packages, Ethics in State Government, Open Meetings, Public Records, Time Management, Effective Presentations, Small Engine Repair, Employee Assistance Program - Joint Labor/Management Training, Reacting to a Bomb Threat, Expert Witness Preparation, Writing Skills, Land Navigation, Sexual Harassment, Chainsaw Safety, Learning Styles Profiles, and Interviewing Techniques for Supervisors.

Currently, this section, while continuing to provide needed training, is focusing on the development and implementation of a Supervisory Skills Development Program, which will thoroughly train supervisors in every area and skill to make them effective and proficient in their supervisory roles.

Equal Employment Opportunity: Through the efforts of a Minority Recruitment Specialist, this Office has direct links and provides a direct contact for minority agencies and organizations assisting in our efforts to improve representation of protected classes and provide a diversified workforce. The Minority Recruitment Specialist works to develop a diverse applicant pool of minorities and protected class individuals interested in employment with the Department. In association with the Office's Liaison Program, all vacancies are monitored for the opportunity to hire and promote minorities, women, veterans and the disabled. This section is responsible for the development and annual publication of the Department's Annual Affirmative Action Plan as well as all semi-annual reports. In addition, the employees within this section monitor agency activities to ensure compliance with all policies, rules and regulations identified in the Affirmative Action Plan.

Staff within this section also serve as members and advisors to the DEM Equal Opportunity Committee. This Committee meets monthly, monitors and makes recommendations regarding the development of the agency's Affirmative Action Plan. They also discuss and address any general affirmative action/EEO issues with the intent of determining whether action needs to be taken through recommendations to the Director through the Designee - the Chief of Human Resources.

**II. Office Mission Statement:** To provide effective and efficient human resources support in the areas of Personnel Administration, Payroll Administration, Labor Relations, Equal Employment Opportunity and Training and Development.

**III. Office Highlights:**

The following are major highlights and initiatives being implemented by the Office of Human Resources in support of the Department's goals:

- **Continued Implementation and Monitoring of a Professional Development Review System:** In keeping with our efforts to develop a quality workforce, this Office will continue application of a performance evaluation and training system for all full-time non-union personnel. In addition, this office will attempt to expand this system to enhance and cultivate the skills and abilities of our unionized workforce with input from Council 94 and the Department of Administration. Our goal is to manage and evaluate the effectiveness and efficiency of staff performance as it relates to departmental goals, objectives and assigned program activities. This system will expand training for supervisors on effective evaluation processes and the ways to develop staff skills and abilities amongst our unionized workforce.
- **Development of a Pilot Job Share Program:** In accordance with the goals and objectives of the State Statute entitled "Alternative Work Schedules", this Office will work to develop and implement a Pilot Job Share Program in cooperation with Council 94 and the Department of Administration. As defined by the statute, the goals include improvement in service to the public, improvement in employee morale and greater efficiency of agency operations.
- **Development of a Supervisory Skills Development Training Curriculum:** Part of our goal to develop a quality workforce includes the need to train supervisors in every area and skill to make them effective and proficient in their supervisory roles at no or low cost. Training shall be designed to develop leadership, communication, project management skills and knowledge of legal obligations. Topics shall be in subjects that are directly related to the effective and efficient performance of assigned supervisory duties. This training shall be directly responsive to and relational to the professional development plans identified as part of the Professional Development Review System.

- **Continued Programmatic Review of Job Specifications:** To meet the evolving resource needs of the agency's programs, we have identified a strategy to conduct programmatic review of job specifications to ensure responsibilities and authorities are properly defined and meet the need of program objectives. Through this process, this Office, by submission to the Department of Administration for public hearing, can make changes to job descriptions so that they better define and reflect the resource needs of today.
- **Continued Evolution of the Seasonal Mentoring Program:** In keeping with our Affirmative Action hiring goals, the Office intends to further develop the pool of full time staff to volunteer to be a mentor to further develop the pool of professional fields which may be explored. In addition, the Office will encourage more seasonal interns to participate in the program early in the season. Through this increased participation, it is hoped that the Department will encourage more interns to pursue an education and a career in an environmental field.
- **Continued Development of a Payroll Scanning System:** During this period, the Office will continue to develop the payroll scanning system which has been designed to incorporate the two manual processes done via the Department's Cost Accounting System and Payroll System. This initiative includes further development of the analysis of payroll and project based expenditures, including automation of allocation and adjustment of federal funds and expenditures (currently performed by the Office of Management Services), evaluation of project based staffing, FTE evaluation and strategic planning.

#### **IV. Key Objectives and Strategies:**

In support of the Department's goals and strategic priorities, this Office has identified three key objectives that are critical to the efforts of developing a more effective and efficient workforce. Those objectives cited on the attached work plans focus on the strategies of "Incentives to drive change, Partnerships, Strategize and Prioritize, Targeted Efforts, Fairness, Planning for Growth, Customer Service, Setting Example and Investing in Ourselves". The Office of Human Resources Objectives specify strategies to address the following:

- Continued development and implementation of a Supervisory Skills Development Program in conjunction with the Department of Administration.
- Expansion of the Professional Development Review System to unionized employees with the input of the Department of Administration and Council 94.
- Continue to ensure job specifications are properly defined and meet program objectives; develop new hierarchies.
- Continued development of the automated payroll scanning system for weekly analysis of payroll and project based expenditures for defining project based staffing, FTE counts, strategic planning, etc.
- Develop and implement, in accordance with the goals and objectives of the State Statute entitled "Alternative Work Schedules", a Pilot Job Share Program in cooperation with Council 94 and the Department of Administration.

RHODE ISLAND DEPARTMENT OF ENVIRONMENTAL MANAGEMENT

FY2000 WORK PLAN - OFFICE OF HUMAN RESOURCES- Personnel, Labor Relations and EEO administration

- I. Program Name and Description: Office of Human Resources - provides administrative human resources support for DEM's programs which currently have an authorized FTE count of 584.5 full time employees and approximately 475 seasonal positions.
- II. Mission of Office: To provide effective and efficient human resources support in the areas of personnel administration, payroll administration, labor relations, Equal Employment Opportunity and Training.
- III. Program highlights (2-3 sentences on status; major successes, major problems, major initiatives): Personnel, Labor Relations and EEO Administration - Major successes within these areas include the implementation of a Recruitment Liaison Program that assigns individuals from this office to oversee and direct recruitment to authorized vacancies thus ensuring that positions are filled in a quicker time frame and all personnel rules, labor contract provisions and EEO initiatives are met. Major problems in addressing efficiency include the delays faced by the requirements imposed by the Dept. of Administration and the need for their approval on actions. Major initiatives include programmatic review of job specifications to ensure responsibilities and authorities are properly defined and meet program objectives by development of new hierarchies.

RHODE ISLAND DEPARTMENT OF ENVIRONMENTAL MANAGEMENT  
FY2000 WORK PLAN - OFFICE OF HUMAN RESOURCES- Training

- IV. Program Name and Description: Office of Human Resources - provides administrative human resources support for DEM's programs which currently have an authorized FTE count of 584.5 full time employees and approximately 475 seasonal positions.
- V. Mission of Office: To provide effective and efficient human resources support in the areas of Personnel Administration, Payroll Administration, Labor Relations, Equal Employment Opportunity and Training and Development.
- VI. Program highlights (2-3 sentences on status; major successes, major problems, major initiatives): Training and Development - Major successes within this program include the implementation of a Training & Development Committee which consists of volunteers throughout the agency and which coordinates, provides and directs developmental training to employees and supervisors at little or no cost. Major problems in implementing this initiative include lack of funding and staff who may be assigned to this effort. Major initiatives include the development and implementation of a Supervisory Skills Development Training Program (with input from the Department of Administration) that encompasses a comprehensive and integrated performance based staff evaluation system.

RHODE ISLAND DEPARTMENT OF ENVIRONMENTAL MANAGEMENT  
FY2000 WORK PLAN - OFFICE OF HUMAN RESOURCES- Payroll

- VII. Program Name and Description: Office of Human Resources - provides administrative human resources support for DEM's programs which currently have an authorized FTE count of 584.5 full time employees and approximately 475 seasonal positions.

- VIII. Mission of Office: To provide effective and efficient human resources support in the areas of personnel administration, payroll administration, labor relations, Equal Employment Opportunity and Training/Staff Development.
- IX. Program highlights (2-3 sentences on status; major successes, major problems, major initiatives): Payroll Administration - Major successes within this Office include the development and implementation of automation of the payroll data entry process and associated personnel database. Major problems in addressing efficiency include the delays faced by the requirements imposed by the Dept. of Administration and the need for their approval on actions. Major initiatives include the continued development of the Payroll Scanning Project and Automated Time Management System.

<b>OBJECTIVE 1:</b> To manage and further develop efficiencies in meeting programmatic requirements and goals within an ongoing program of <u>personnel, labor relations and EEO administration.</u>	<b>Environmental Indicators:</b> The activities of this Office serve to achieve a more effective and efficient workforce that in turn serves to achieve all goals of this agency.	
<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE MEASURES</b>
To continue to conduct programmatic review of job specifications to ensure responsibilities and authorities are properly defined and meet program objectives.	In accordance with established timeline by program, review titles for proper definition and description and determine if new hierarchies are needed.	Within one year, have completed review of 12 divisions and the job specifications utilized by them and submit proposals for modifications to the Associate Directors/Director.
To further develop the pool of full time staff volunteer mentors and to further develop the pool of professional fields which may be explored. In addition, the Office will encourage more seasonal interns to participate in the program early in the season. Through this increased participation, it is hoped that the Department will encourage more interns to pursue an education and a career in an environmental field.	Continue to solicit more full time employees to sign on as mentors and better advertise the program to interns for greater participation.	Increased number of full time staff volunteers and an increased number of interns participating in the program.
In accordance with the goals and objectives of the State Statute entitled "Alternative Work Schedules", to develop and implement a Job Share Program in cooperation with Council 94 and the Department of Administration for improvement in service to the public, employee morale and efficiency of agency operations.	Develop and implement a Job Share Program in cooperation with Council 94 and the Department of Administration	During this work period, develop and implement a Pilot Job Share Program in cooperation with Council 94 and the Department of Administration
Partners: Department of Administration, Council 94 and Local 2881, full time employees and interns.		

<p><b>OBJECTIVE 2:</b> To develop and implement a comprehensive/integrated performance evaluation and <u>training</u> system to enhance and cultivate the skills and abilities of supervisors, to manage and evaluate the effective and efficient performance of staff activities as they relate to departmental goals, objectives and assigned program activities; and to develop a quality workforce.</p>	<p><b>Environmental Indicators:</b> Enhance workforce skills and abilities.</p>	
<p><b>STRATEGIES</b></p>	<p><b>ACTIVITIES</b></p>	<p><b>PERFORMANCE MEASURES</b></p>
<p>Train supervisors on those subjects that are directly related to effective and efficient management of staff emphasizing analysis and evaluation of the work of staff as it relates to the Department's goals and objectives with input from the Department of Administration.</p>	<p>With assistance from DOA, continue development of a course curriculum for a Supervisory Skills Development program for supervisory personnel and put training in place.</p>	<p>Within two years from the date of implementation, at least 25 supervisors will have completed the curriculum and be certified.</p>
<p>Expand staff performance evaluation system that is based on departmental goals and objectives and is designed to report staff successes, problems and developmental initiatives to unionized staff with input from the Department of Administration and Council 94.</p>	<p>Expand Professional Development Review process to unionized staff and continue conducting training for supervisors to ensure correct and consistent interpretation and evaluation processes.</p>	<p>Within one year of implementation, have written evaluations completed on all union personnel.</p>
<p>Partners: Department of Administration, Office of Training &amp; Development; DEM Training and Development Committee.</p>		

<b>OBJECTIVE 3 :</b> To provide an efficient payroll delivery system through automated time management that also provides a method of analysis to monitor project activity and efficiency of staff performance.	<b>Environmental Indicators:</b> Increased efficiency and monitoring capability of payroll system.	
<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE MEASURES</b>
Continue development of weekly analysis (and the ability to conduct immediate analysis) of payroll and project based expenditures for such purposes as defining project based staffing, FTE counts, strategic planning, etc.	Generate project based analysis reports which analyze staff time, expenditures, etc.	Generate and evaluate analysis reports on a bi-weekly basis.
With the Office of Management Services, automate the cost accounting process for the speedy allocation and adjustment of federal funds and expenditures.	With the Office of Management Services, automate the cost accounting process for the speedy allocation and adjustment of federal funds and expenditures	Generate bi-weekly data files and transfer data to the Department of Administration for for the allocation of federal funds and expenditures as defined by the Office of Management Services.
Partners: Dept. of Administration/OIP; State Controller's Office; DEM Office of Management Services.		