

RHODE ISLAND DEPARTMENT OF ENVIRONMENTAL MANAGEMENT

Office of Human Resources

2000-2001 Program Work Plan

Draft - August 1999

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 its 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, 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. An organizational chart is attached as Figure 1.

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, terminations/resignations, salary increases, leaves to protect status, management of limited period positions and 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 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 both 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 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). 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 as the designated Appointing Authority 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 the following areas: Quality Customer Service, Inspector Training, Computer Training, Ethics Training, Open Meetings, Public Records, Working with the Media, Time Management, Effective Presentations, Small Engine Repair, First Aid & CPR, Employee Assistance Program - Joint Labor/Management Training, Reacting to a Bomb Threat, Workplace Violence, 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 Supervisor Certification 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 the 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 Affirmative Action Plan. 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:

- **Implementation of a Professional Development Review System:** As part 1 of our efforts to develop a quality workforce, this Office will develop and implement a comprehensive/integrated performance evaluation and training system to enhance and cultivate the skills and abilities of supervisors 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 train supervisors on effective evaluation processes and the ways to develop staff skills and abilities.
- **Development of a Training Curriculum:** Part 2 of the goal to develop a quality workforce includes the need for continuous developmental training available to staff at no or low cost. Training shall be designed to develop inter-personal communication skills and technical development and topics shall be in subjects that are directly related to the effective and efficient performance of assigned duties. This training shall be directly responsive to and relational to the professional development plans identified as part of the Professional Development Review System.
- **Programmatic Review of Job Specifications:** An initiative identified to meet the evolving resource needs of the agency's programs is the strategy to conduct a 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.

- **Develop Proposals to Support Affirmative Action Initiatives at Master Contract Negotiations:** This year, the State will be re-negotiating the Master Contract Agreement with Council 94. The primary barriers to obtaining workforce diversity in unionized positions are the current seniority provisions that mandate selection in accordance with seniority. With the input of agency management staff and for submission to the Department of Administration for upcoming contract negotiations, this Office will develop proposed provisions that support affirmative action efforts.
- **Further Development of the Seasonal Mentor Program:** This year, the Office intends to solicit more full time staff to volunteer to be a mentor to better develop the pool of professional fields which may be explored. In addition, the Office will, by better advertisement, 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.
- **Development and Implementation of a Payroll Scanning System:** This year, the Office will continue to develop and will implement a payroll scanning system designed to incorporate the two manual processes done by the Department's Cost Accounting System and Payroll System. This initiative will serve to modernize and implement a less labor intensive and more efficient automated process that will provide the ability to conduct immediate analysis of payroll and project based expenditures. This information will then be used for speedy allocation and adjustment of federal funds and expenditures, 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:

- Development and implementation of a Supervisory Certification Program.
- Development and implementation of a training curriculum to develop interpersonal communication and technical skills of staff.
- Development and implementation of an Professional Development Review System based on departmental goals and objectives.
- Job specifications that are properly defined and meet program objectives.
- Provisions to be modified at union contract negotiations to support affirmative action initiatives.
- Development and implementation of an automated payroll scanning system for greater efficiency and effectiveness.
- Development of weekly analysis of payroll and project based expenditures for defining project based staffing, FTE counts, strategic planning, etc.

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

- 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 570.5 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 and to identify for union Master Contract negotiations those provisions which need to be modified to support affirmative action initiatives.

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 570.5 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 Certification Training Program 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 570.5 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 development and implementation of a Payroll Scanning Project and Automated Time Management System.

<p>OBJECTIVE 1: To manage and further develop efficiencies in meeting programmatic requirements and goals within an ongoing program of personnel, labor relations and <u>EEO</u> administration.</p>	<p>Environmental Indicators: 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.</p>	
<p>STRATEGIES</p>	<p>ACTIVITIES</p>	<p>PERFORMANCE MEASURES</p>
<p>To conduct programmatic review of job specifications to ensure responsibilities and authorities are properly defined and meet program objectives.</p>	<p>Develop a timeline by program that lists titles to be reviewed for proper definition and description. Timeline: December 1999. Begin review - January 2000.</p>	<p>Within one year, have completed review of 12 divisions and the job specifications utilized by them.</p>
<p>To identify for union Master Contract negotiations those provisions which need to be modified to support affirmative action initiatives</p>	<p>Develop for upcoming contract negotiations a list of proposals for consideration by the Department of Administration and Council 94. Timeline: March 2000.</p>	<p>Have ready for contract negotiations, a list of proposals which support affirmative action efforts.</p>
<p>To encourage interns, particularly minority interns to pursue an education and career in an environmental field through the Seasonal Mentoring Program.</p>	<p>Solicit more full time employees to sign on as mentors and better advertise the program to interns for greater participation. Timeline - immediately.</p>	<p>Increased number of full time staff volunteers and an increased number of interns participating in the program.</p>
<p>Partners: Department of Administration, Council 94 and Local 2881, full time employees and interns.</p>		

<p>OBJECTIVE 2: 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>Environmental Indicators: Enhance workforce skills and abilities.</p>	
---	---	--

STRATEGIES	ACTIVITIES	PERFORMANCE MEASURES
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.	Develop a course curriculum/Supervisory Certification program for supervisory personnel and put training in place. Timeline: Curriculum - September 1999. Begin training - January 2000.	Within two years from the date of implementation, at least 25 supervisors will have completed the curriculum and be certified.
Develop a training curriculum to develop interpersonal communication skills and technical development for better staff efficiency and effectiveness.	Establish a training calendar offering courses in those subjects that are directly related to the effective and efficient performance of assigned job duties. Timeline: September 1999. Begin training - September 1999.	Conduct at least 8 training courses in topics directly related to tasks assigned to employees within the agency.
Establish a staff performance evaluation system that is based on departmental goals and objectives and is designed to report staff successes, problems and developmental initiatives.	Design/Outline an Professional Development Review document and conduct training for supervisors to ensure correct and consistent interpretation and evaluation processes. Timeline: Completed form - August 1999 Conduct training - October 1999.	Within one year of implementation, have written evaluations completed on all non-union personnel.
Partners: Department of Administration, Office of Training & Development; DEM Training and Development Committee.		

OBJECTIVE 3 : 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.	Environmental Indicators: Increased efficiency and monitoring capability of payroll system.	
STRATEGIES	ACTIVITIES	PERFORMANCE MEASURES
Modernize by way of development and adoption of less labor intensive automated process in which employee time records are scanned into an electronic database.	Develop an automated system with the assistance of the Dept. of Administration/OIP. Timeline: Trial Test - September 1999; Full Implementation - February 2000.	Have an automated payroll and cost accounting system in place by February 2000.

Develop 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. Timeline: Trial Test - February 2000; Full Implementation - May 2000.	Generate and evaluate analysis reports on a weekly basis by May 2000.
Process the agency's bi-weekly payroll using the automated system within the time parameters set by the Dept. of Administration.	Process automated bi-weekly payroll in accordance with State mandates. Timeline: Trial Test - September 1999; Full Implementation - February 2000.	Effective and efficient processing of payroll on a bi-weekly basis.
Generate bi-weekly cost accounting reports for the speedy allocation and adjustment of federal funds and expenditures.	Generate bi-weekly reports and process immediate allocation of federal funds and expenditures. Timeline: Trial Test - September 1999; Full Implementation - February 2000.	Present bi-weekly reports to Management Services for the allocation of federal funds and expenditures.
Partners: Dept. of Administration/OIP; State Controller's Office; DEM Office of Management Services.		