

SP90 Personnel Management Summary and Recommendations

Overview

Listening session was conducted on February 21st from 2p – 3pm in Room 200 and virtually through MS Teams. Meeting was facilitated by Erin McMahon. All comments and feedback can be viewed in the [comment summary document](#) and the [MS Teams Whiteboard](#). The slides, recordings, and other useful information can be found in the [SP/90 Day Listening Sessions](#) tab of the [Strategic Planning channel in the OEM – All Staff Team](#).

Findings

The ODEM 90 Day Assessment revealed six total lines of effort relative to internal and external communications:

- 1) ODEM does not maintain a culture of customer service to effectively train and empower employees to serve.
- 2) ODEM employees support both ODEM and its mission and desire to be trusted and engaged.
- 3) The climate assessment noted several areas of improvement that should be addressed through direct engagement with management teams and incorporated into the Engagement Action Plan (EAP).
- 4) ODEM lacks an established process to support feedback to management from colleagues and direct reports.
- 5) A complete organizational development and workforce study for ODEM is necessary to document the workload and provide recommendations for the realignment of resources and personnel to maximize organizational efficiencies.
- 6) ODEM's lack of permanent HR capability has adversely impacted its hiring, retention, recruiting and **development of positions**.

Of these six, three were determined to be in scope for the session:

- 1) ODEM does not maintain a culture of customer service to effectively train and empower employees to serve.
- 2) ODEM lacks an established process to support feedback to management from colleagues and direct reports.
- 3) ODEM's lack of permanent HR capability has adversely impacted its hiring, retention, recruiting and **development of positions**.

Polls

A total of eight polls were conducted during the Personnel Management listening session:



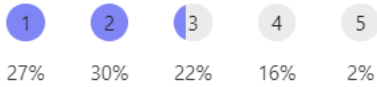
Polls

Names not recorded ; Results shared



How familiar are you with how positions are requested, approved and allocated?

2.3



You voted Level 3

36 responses

Done

Polls 2/21 2:12 PM



LIVE Poll: Names not recorded ; Results shared

How current is your position description?

- It was recently updated (within the last 6 months)
- I signed one when I was hired (a year ago or more)
- I signed one when I was hired (less than a year)
- I am not aware of a position description for my position.

Submit Vote

Edited

It was recently updated (within the last 6 months)	30% (11)
I signed one when I was hired (a year ago or more)	44% (16)
I signed one when I was hired (less than a year)	16% (6)
I am not aware of a position description for my position.	8% (3)

36 responses



LIVE Poll: Names not recorded ; Results shared

How closely does your PD align with the actual work you do?

- Perfectly
- Mostly. At least 80% of my current responsibilities are clearly identified in my PD.
- Some. Only 50-75% of my current responsibilities are captured.
- A little. Less than 50% of the work I do is accurately captured.
- I still don't have a PD.

[Submit Vote](#)

Edited

Perfectly	2% (1)
Mostly. At least 80% of my current responsibilities are clearly identified in my PD.	38% (14)
Some. Only 50-75% of my current responsibilities are captured.	38% (14)
A little. Less than 50% of the work I do is accurately captured.	19% (7)
I still don't have a PD.	0% (0)

36 responses

Polls 2/21 2:19 PM Edited



CLOSED Poll: Names not recorded ; Results shared

Please select all that apply:

- There is someone qualified to assume my responsibilities if I experience an unplanned or extended absence.
- The knowledge, training and certifications for my position are clearly documented.
- The agency structure provides an organic pathway for career promotion.

Edited

There is someone qualified to assume my responsibilities if I experience an unplanned or extended absence.	68% (13)
The knowledge, training and certifications for my position are clearly documented.	21% (4)
The agency structure provides an organic pathway for career promotion	10% (2)

19 responses



LIVE Poll: Names not recorded ; Results shared

Question. I know who to ask human resources related questions of and receive a complete and timely response

- True
- False

[Submit Vote](#)

Edited



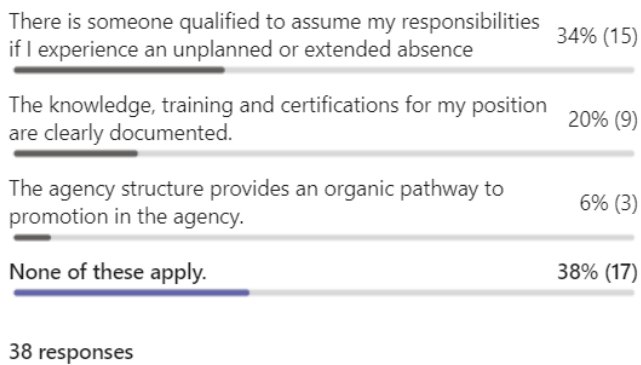
LIVE Poll: Names not recorded ; Results shared

Please select all that apply:

- There is someone qualified to assume my responsibilities if ...
- The knowledge, training and certifications for my position a...
- The agency structure provides an organic pathway to prom...
- None of these apply.

[Submit Vote](#)

Edited



Polls 2/21 2:55 PM



LIVE Poll: Names not recorded ; Results shared

My quarterly PAFs are:

- Productive
- Not productive
- I don't have them.

[Submit Vote](#)

Edited

Productive	67% (23)
Not productive	23% (8)
I don't have them.	8% (3)

34 responses

Polls 2/21 2:57 PM



LIVE Poll: Names not recorded ; Results shared

I would be interested in attending rotating drop in trainings on tools and processes:

- Yes
- No

[Submit Vote](#)

Edited

Yes	68% (17)
No	32% (8)

25 responses

Goals

Based on the guided discussions and exercises, six overarching goals were identified:

1. Develop agency-wide structure and governance for position acquisition, allocation and management.
2. Review all agency position descriptions to ensure the position clearly describes the duties and responsibilities required of the position by the agency

3. Hire and retain a right-sized and right-skilled workforce scalable to respond to blue sky and grey sky days effectively and efficiently (shared with Operational Effectiveness LOE)
4. Establish clear performance guidelines that include observable and measurable performance to provide opportunity for professional development
5. Implement an internal human resource section to support staff throughout the entire workforce development lifecycle
6. Capture and share organizational and peer to peer knowledge

Objectives

Three primary objectives in support of the overarching goals were identified.

1. Agency policies and procedures surrounding position governance:
 - Development
 1. Standardized position description development and maintenance process
 2. Detailed scope of work to be performed
 3. Levels of supervision
 4. Successor and predecessor identification
 5. Funding source
 - Acquisition
 1. Formal process for resource request and prioritization
 2. Acquisition monitoring and tracking
 - Position Establishment
 1. Annual development process based on agency and state priorities
 2. Out of cycle development process
 - Management
 1. Periodic review of work out of class, LD and temp positions
 2. Standardized PD review (manner and frequency)
2. Instill succession and promotion within organizational structure (shared with Operational Effectiveness)
 - Provide natural pathways for career progression in policy option package development (e.g. PA1, PA2, PA3, PA4, Lead, Manager)
 - Identify core capabilities and foundational knowledge by classification and role
 - Create cross-training and mentorship opportunities
 - Develop formal standards for position description development, review and maintenance
 - Focus development of individuals to meet future business needs
 - Capture and share organizational and peer to peer knowledge
3. Human resource personnel and tools to provide education, guidance and support
 - Onboarding
 - Retention
 - Offboarding
 - Affirmative action
 - Collective bargaining

- Benefits
- Payroll
 1. Time entry
 1. inside/outside activation
 2. by classification
- Leave
- Conflict resolution
- Personal and Professional Development

Recommended Action Plans

Develop Human Resource program plan to define services and points of contact

1. Quick reference sheets for current HR and payroll contacts
2. Open office hours
3. Dashboard for requesting and tracking assistance with FAQs
4. Searchable knowledge base for frequently asked questions
5. Develop process for award and recognition within the agency

Formal policies, processes, procedures and training

1. Toolkit for determining number and type of positions when developing POPs
2. Agency guidance for review, validation and documentation of position descriptions

Evaluate solutions for peer-to-peer knowledge transfer

1. Optional educational sessions hosted by internal agency subject matter experts
2. [Delve](#) or another solution to track and share organizational knowledge
3. Develop pathways for job shadowing / communities of practice based on specialized knowledge and skills

Workforce development

1. Expansion of annual Workday profile updates to all staff
2. Identification and documentation of specialized knowledge and skill within position description
3. Identification of functions required to be performed during blue and grey sky day with primary and alternate leads equally trained to perform duties, clearly outlined in PD

Measurable Outcomes

HR measurable outcomes to be developed following HR position approval and successful recruitment.