Organizational Structure of the Office of State Personnel

Consulting Groups
The core of the organizational structure is five Consulting Groups led by Human Resources Managing Partners. Each of the five consulting groups is assigned a group of agencies and universities and is responsible for providing a variety of human resources consulting services to their clients. Human Resources Partners and Human Resources Associates are assigned to each Consulting Group. Human Resources Partners assigned to Consulting Groups function as generalists providing a variety of human resources consulting services to their clients. In addition, some Human Resource Partners retain a specialty role and must be experts in their specialty field. Specialists are necessary in program redesign, providing training to other Human Resource Partners and advising on complex issues that fall into their specialty areas.

In addition to the five Consulting Groups, there are six functions staffed to the State Personnel Director: Planning and Development, Human Resources Information Systems, Human Resources Development, Operations and Support Human Resources Accountability, and the Director's administrative staff. Within these groups, work performed is more internal in nature, involves a program oversight role, is largely administrative, or involves support to the Consulting Groups.

The following summarizes responsibilities assigned to each group:

Consulting Groups - These groups provide consulting services to assigned clients on the implementation and management of human resources programs in the following areas: classification and compensation, organizational design, policy administration, dispute resolution, employee relations (including employee assistance), performance management, competency and skill-based pay system development, FLSA, safety and health, workers compensation, unemployment insurance, equal opportunity services, work life benefits, recognition programs, recruitment and staffing, and workforce planning.

In providing services to client universities and agencies, each Consulting Group will be further divided into Consulting Teams. Consulting Team members will be selected by the Human Resources Managing Partner over each Consulting Group. Each team will consist of three Human Resources Partners and Associates. Each Consulting Team should have one team member with particular expertise in competency/performance pay systems and classification and a Human Resources Associate to provide a broad range of technical support. Initially, the remaining team member will be selected to provide as much variety of human resource program knowledge as possible within each team. The goal will be to develop employees as generalists in addition to their specialist role so that each team can handle most consulting requests independently. Of
course, expertise and advice from other Consulting Group members will always be required. In addition, Partners with specialty roles in compensation and classification will have additional assignments as occupational area experts.

With the establishment of five Consulting Groups, there are no longer divisions with the sole responsibility of providing direct services to agencies and universities in discrete program areas. The management of statewide programs will be assigned to Program Teams consisting of HR Partners and HR Associates from all of the Consulting Groups. Each major human resources functional area will have a program team. Managing Partners over Consulting Groups will provide direction to one or more Program Teams. The direct responsibility for the statewide implementation and management of human resources programs will be assigned to the Program Teams with guidance and direction provided by one of the Managing Partners over a Consulting Group. For example, one Managing Partner might be responsible for equal opportunity services. Human Resources Partners and Associates with responsibility for equal opportunity services from each team will form a Program Team. The Program Team will function independently in implementing and managing equal opportunity services programs under the general guidance and direction of the Managing Partner responsible for equal opportunity services. The Program Team Leader for equal opportunity services will report to the Managing Partner responsible for equal opportunity services.

**Operations and Support** - Areas of responsibility include purchasing, personnel, budget, communications, legislative relations, Temporary solutions, duplicating and office support, benefits, files and records, work-life programs, employee recognition programs, the State Personnel Commission, and FLEX program administration.

**Human Resources Information Systems** - Responsibilities include the management of a statewide human resources information system, LAN management and internal PC support, internal and external Information support, and new product development.

**Planning and Development** - Responsibilities include policy development, human resources strategic planning, operational planning and monitoring, legislative proposals, special projects, program development, research, and internal training plans. In order to allow the Consulting Groups to concentrate on providing services to agencies and universities on program implementation and management, new program development will be coordinated through the Planning and Development Group. HR Partners, Associates and Support Specialists will be temporarily assigned to Development Teams operating under the State Personnel Director with a member of the Planning and development staff serving as liaison between the Development Teams and the Director. With this approach, developmental projects should be completed quicker as Development Team members will be dedicated to the team and the teams will be removed from the organizational hierarchy.

**Human Resources Development** - Responsibilities include supervisory and management training, professional skills training, the Public Manager Program, organizational development, performance management, educational assistance, enterprise-wide licensing and providing support, input and services for internal staff training efforts.

**Human Resources Accountability** - Responsibilities include the development and implementation of programs to assure that agencies and universities remain in compliance with human resources laws, rules and regulations and programs to assure that human resources programs are delivered effectively in order to meet organizational needs.
Consulting Group Program Teams

Compensation
This program team is responsible for all activities necessary to establish pay ranges and rates of pay; set market averages and entry rates; monitor occupational, turnover, and recruitment trends; and administer market Increases.

Examples of Activities
- Maintain a database of compensation and benefit information
- Provide labor market information to clients
- Monitor labor market trends
- Design pay plans rate structures and make recommendations for legislative increases
- Set market averages and other market reverence points
- Monitor turnover and recruitment trends

Classification
This program team is responsible for the accurate classification of positions within the current classification system and the allocation of classes from the current to the new banded structure.

Examples of Activities
- Provide consultative services to agencies and universities on the classification of positions
- Review reclassification requests from agencies and universities without authority
- Conduct occupational and organizational studies to assure determine impacts of change on classifications
- Conduct labor market reviews of occupational areas to determine the correct grade assignment
- Allocate current classes into the new banded pay plan noting and solving any transition problems

Competency Performance Pay Systems
This program team is responsible for the statewide implementation of compensation systems that move employees through established pay ranges. Systems include competency-based pay systems, skill-based pay systems, and pay-for-performance systems.

Examples of Activities
- Develop training programs and provide training in the development and implementation of compensation programs
- Provide consultative services to agencies and universities as they develop compensation programs
- Lead projects to develop compensation programs for occupational groups

Recruitment and Staffing
This program team is responsible for providing consultation and direct assistance to agencies and universities in recruitment for hard-to-fill vacancies and for consultation and direct assistance in recruitment programs designed to increase diversity of the workforce. In addition employees provide technical assistance in the development of succession plans and skills banks.
Examples of Activities
- The implementation of an internet recruitment strategy
- Provide direct assistance to agencies in the recruitment of hard-to-fill vacancies
- Provide technical assistance in the development of agency and university skills banks
- Provide technical assistance in the development of succession plans
- Participate in planning and operating job fairs
- Attendance at job fairs to represent State government
- Provide assistance to agencies and universities on the posting of positions

Workers compensation unemployment insurance
This program team is responsible for liaison between State agencies and universities and contractors and providing technical assistance in the reduction of worker's compensation and unemployment Insurance claims.

Examples of Activities
- Monitor trends in worker's compensation and unemployment Insurance claims and advise agencies and universities about problems and potential solutions.
- Act as liaison between universities and agendas and contractors troubleshooting and solving any problems.
- Provide consultative services to agencies and universities on the development and improvement of programs
- Administer contracts between the State and service providers

Safety and Industrial Hygiene (Two Teams)
These two program teams are responsible for assuring that agencies and universities have effective safety and health programs in place.

Examples of Activities
- Monitor trends in accidents and health problems and design programs to reduce accidents and health problems
- Review annual reports from agencies and universities for effectiveness of their activities and prepare legislative reports as required
- Develop training programs and provide direct training to agency and university safety and health workers and employees
- Provide consultative services on safety and health problem areas

Employee Relations
This program team is responsible for the implementation of a statewide employee relations strategy including alternate dispute resolution processes and for providing employee assistance consultation to employees.

Examples of Activities
- Provides technical assistance in the design of grievance processes including alternate dispute resolution
- Provides or arranges for mediation services
- Provides technical assistance on complex grievance situations
- Develops and provides training on the design of employee relations programs
- Provides employee assistance consultation
Equal Opportunity Services
This program team is responsible for monitoring the State's workforce to insure compliance with State and Federal regulations and for providing technical assistance in the implementation of programs designed to increase the diversity of the State's workforce.

Examples of Activities
- Provides assistance to agencies and universities in workforce analysis and monitoring
- Provides training in workforce analysis and monitoring
- Implements programs specifically designed to improve workforce diversity
- Provides consultative services to agencies and universities on methods and programs to improve diversity

Policy Administration
This program team is responsible for the implementation of all rules and regulations regarding employee compensation including base and premium pay programs and FLSA.

Examples of Activities
- Provides consultative services to agencies and universities on the interpretation of rules and regulations
- Recognizes the need for changes to rules and regulations and drafts new or revised rules and regulations. Monitors agencies and universities for compliance to rules and regulations.
- Reviews transactions for agencies and universities without authority for compliance

Workforce Planning
This program team is responsible for the preparation of a statewide workforce plan and for advising agencies and universities on the development of individual workforce plans.

Examples of Activities
- Collects and analyzes information of workforce trends Forecast future trends
- Analyzes information on the State's current workforce and predicts shortages and surpluses
- Trains agency and university staff on the development of workforce plans
- Reviews agency and university workforce plans and provides advice on improvements

Local Government
This program team is responsible for all activities related to the review and approval of local government pay plans and substantially equivalent requests.

Examples of Activities
- Prepares instructional packages for local governmental organizations to use in submitting pay plans for approval
- Provides technical consultation on the preparation of local government pay plans
- Reviews and recommends approval or changes to local government pay plans submitted for approval
- Prepares State Personnel Commission recommendations for the approval of local government pay plans
- Maintains database and files on local government pay plans
- Reviews and recommends approval of substantially equivalent requests
- Advises local governments on the design and operation of substantially equivalent human resources programs