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COMMISSION
ON REFORM
AND EFFICIENCY

**C
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**HUMAN
RESOURCES
MANAGEMENT
IN MINNESOTA
STATE
GOVERNMENT**

**SUMMARY
REPORT**

FEBRUARY 1993

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THE CORE VISION OF STATE GOVERNMENT

The Commission on Reform and Efficiency envisions a Minnesota state government that is mission driven, oriented toward quality outcomes, efficient, responsive to clients, and respectful of all stakeholders. These goals are defined below.

Mission driven

State government will have clearly defined purposes and internal organizational structures that support the achievement of those aims.

Oriented toward quality outcomes

State government will provide quality services. It will focus its human, technical, and financial resources on producing measurable results. Success will be measured by actual outcomes rather than processes performed or dollars spent.

Efficient

State government will be cost-conscious. It will be organized so that outcomes are achieved with the least amount of input. Structures will be flexible and responsive to changes in the social, economic, and technological environments. There will be minimal duplication of services and adequate communication between units. Competition will be fostered. Appropriate delivery mechanisms will be used.

Responsive to clients

State government services will be designed with the customer in mind. Services will be accessible, located conveniently, and provided in a timely manner, and customers will clearly understand legal requirements. Employees will be rewarded for being responsive and respectful. Bureaucratic approvals and forms will be minimized.

Respectful of stakeholders

State government will be sensitive to the needs of all stakeholders in providing services. It will recognize the importance of respecting and cultivating employees. It will foster cooperative relationships with local units of government, and nonprofit and business sectors. It will provide services in the spirit of assisting individual clients and serving the broader public interest.

— Feb. 27, 1992

CONTENTS

EXECUTIVE SUMMARY 1

INTRODUCTION 3

BACKGROUND 5

Need for reform 5

Joining forces 5

Project organization 6

A new vision 6

Need for a culture change 6

RECOMMENDATIONS 7

Systemwide changes 7

Hiring and deployment 7

Classification and compensation 9

Performance management 11

Training and development 13

Creating consistency 15

IMPLEMENTATION 17

APPENDICES 19

EXECUTIVE SUMMARY

The state's half-century-old personnel system was designed as a bureaucratic process to ensure stability and standardization at a time when government was characterized by political patronage and inequitably applied personnel policies. Since the 1939 founding of this system, state government and the economic, social, and political environments that shape it have changed dramatically. Minnesota's management of its human resources, however, has remained essentially the same, resulting in a system that is too complex and unresponsive to meet the needs of government and the people it serves.

In the spring of 1992, the Commission on Reform and Efficiency (CORE) joined with the Minnesota Department of Employee Relations (DOER), which administers the state's human resources system, to study the system and develop recommendations for its reform.

To identify problems and shortcomings in the system, CORE and DOER met with hundreds of stakeholders, including agency managers, personnel directors, line employees, union representatives, applicant advocacy group representatives, deputy commissioners, legislators, and legislative staff. CORE also consulted external human resources professionals and academics and researched human resources trends and innovations to develop recommendations that incorporate the best principles and practices from both the public and private sectors.

The CORE recommendations focus on four major areas of the human resources system: hiring and deployment, classification and compensation, performance management, and training and development.

If implemented, these recommendations would create:

- A hiring and deployment system that responds efficiently and fairly to the needs of the state and its agencies.
- A job classification system that responds to changes in work and the workplace.
- A compensation system that rewards employees for their knowledge, skills, and performance.
- A performance management system that incorporates citizen feedback and fosters employee development.
- An approach to training and development that is clearly linked to organizational goals and customer service.

CORE's recommendations would accomplish these goals by: increasing employee and management accountability; creating a culture of quality and responsiveness; decentralizing many decision-making responsibilities to agencies; increasing system flexibility and adaptability; and reinforcing the values of investing in and developing state government's most important resource, its employees.

The implementation of these recommendations would preserve the principles of fairness, equity, and access while giving state employees and agencies the tools and support they need to provide the best service to the people of Minnesota.

INTRODUCTION

People serving people. That's what government is all about. One of the best ways to improve state government is to improve the human resources management system through which the people who deliver the services are employed and supported. This report provides a framework for doing that.

More than 50 years ago, Minnesota developed a civil service system that guaranteed that all citizens had equal access to state jobs and that state workers were fairly compensated. This system served the state well, but as resources have shrunk and demands have increased, it has become, in many ways, a shackle on the state's ability to meet the needs of its citizens. People both inside and outside of state government find this system frustrating and inflexible, too complex and inefficient. It is time to chart a new course for human resources management.

In the spring of 1992, the Commission on Reform and Efficiency (CORE) joined with the Department of Employee Relations (DOER), which administers the state's human resources system, to launch the Human Resources Management Project. This endeavor has produced a comprehensive set of recommendations, summarized in this report, for shaping the state's personnel policies and processes into a single, integrated human resources management system that will preserve the principles of access, fairness, and equity while offering the flexibility and responsiveness needed to provide efficient, effective government services.

The recommendations cover four areas of the human resources system:

- how employees are hired and deployed
- how jobs are classified and compensation is determined
- how employee performance is managed
- how employees are trained and developed

The recommendations do not call for totally eliminating the present human resources system. They do, however, call for dramatically reforming it to be simpler, more cost effective and efficient, and better able to carry the state into the twenty-first century.

While these recommendations were prepared with the executive branch in mind, CORE believes that the judicial and legislative branches would benefit from implementing many of them. In fact, it suggests that state government would gain from having a more consistent human resources management philosophy across all three branches.

Summarizing this complex project and all of the recommendations in a few short pages is difficult. Work was conducted over many months and involved the input of hundreds of people, including state agency heads, managers, supervisors, employees, legislators, union representatives, and outside experts. A more detailed report, *Human Resources Management in Minnesota State Government*, is available from the Department of Administration, Management Analysis Division, 203 Administration Building, 50 Sherburne Ave., St. Paul 55155, telephone (612) 296-7041 or from DOER at (612) 296-5438.

BACKGROUND

"We need more flexibility and less control."

"It takes too long to get employees hired."

"The system is too bureaucratic and complicated."

"There isn't a strong commitment to employee development."

These comments represent the feelings of many people who are involved with the state's human resources system. DOER sought the opinions of more than 400 managers, personnel directors, legislators, union representatives, employees, and others during its strategic planning process in 1991 and 1992. In focus groups, interviews, and surveys, respondents said over and over again that the system needs improving now.

A common complaint was that the present system is too complicated and slow. It can sometimes take months to fill a position, and often applicants are no longer available when the job offer is made. Out of frustration, many managers and supervisors have resorted to going around the system; in fact, about three-quarters of all appointments are made without using the test-based selection process.

Other concerns raised include:

- Salaries do not reflect the job market.
- The consequences for good or poor performance are applied inconsistently.
- Job expectations and evaluations do not reflect customers' needs.
- The job classification system does not

accommodate technical skills and jobs, and the process takes too long.

These weaknesses have had a significant negative impact on the state's ability to provide good service to its citizens.

Need for reform

The people of Minnesota expect more from their government, while at the same time, the state is under severe budget constraints. Balancing these forces is the challenge state government now faces.

But it can be done through restructuring and streamlining all areas of government. Doing this with the human resources management system is especially important because the system directly affects the efficiency of all state agencies.

The state now has a unique opportunity to reform the human resources management system to make it more efficient and responsive to change. The quality of government services will suffer if the state ignores this opportunity.

Joining forces

While DOER was hearing the pleas for change, members of CORE were uncovering similar frustrations with the human resources system. They were hearing employees, managers, legislators, and others say the system was too complex.

Faced with the challenge of improving the system, DOER and CORE joined forces to launch the Human Resources Management Project. Their objective was to explore ways to build a system that is simple, cost-effective, responsive to customers' needs, and driven by agencies' missions.

Project organization

The Human Resources Management Project was coordinated by a steering committee of CORE members. Four teams were established to examine the major components of the human resources system. (Appendix A lists the project participants.)

The teams included DOER employees, CORE staff, and representatives of other state agencies, and had valuable consulting expertise donated by Arthur Andersen & Co. and Hewitt Associates. The teams also were guided by an advisory committee composed of state agency managers and personnel directors, union representatives, applicant advocates, and legislative staff.

The wide range of people participating in the project meant that there would be different opinions about the extent of the problem as well as the right solutions. Despite these differences, CORE is confident that these recommendations respond to many of the needs and concerns expressed by all stakeholder groups.

A new vision

The project began with the creation of a vision of what the state's human resources system should be (see Appendix B). The vision is of a system that would:

- meet customers' needs
- be simple and user-friendly
- focus on outcomes and results
- anticipate and adapt to change
- reflect the diversity of the community
- base rewards on performance
- value employees
- build an effective statewide management team

Need for a culture change

For the ideal human resources system to succeed, the state needs to create a culture in which change can flourish. This will require new attitudes and practices from the people involved with the human resources system. In such a culture:

- state agencies act on clearly defined missions, values, and visions;
- customer service and quality outcomes are priorities;
- long-range planning is practiced; and
- authority and accountability for managing human resources are delegated to agencies.

With this kind of culture, the state would be able to benefit from the changes being recommended for building the ideal human resources management system.

RECOMMENDATIONS

Change never comes easily and usually involves certain risks and considerable effort. CORE believes, however, that the benefits of improving the state's human resources management system far outweigh any risks. CORE's recommendations begin with systemwide structural reforms, then focus on each of the four main components of the human resources management system.

Systemwide changes

Improving the four main components of the human resources management system would be difficult unless certain structural changes are made first in the system. The four systemwide recommendations that should be implemented are:

1. *Establish a human resources strategic planning process that includes all three branches of government. This process should be part of a comprehensive strategic plan for state government service and delivery, and it should form the foundation for human resources planning in each state agency.*
2. *Restructure the state's human resources function through decentralization of authorities and responsibilities to state agencies.*
3. *Reshape the state's organizational cultures and values by: clarifying mission, vision, and values; communicating the new organizational values to employees; training employees in the application of*

the new values to their work behavior and decision making; and recognizing and reinforcing behavior based on the desired cultural values.

4. *Continue to develop a human resources management information system that can support the CORE reform recommendations.*

Hiring and deployment

The state uses an examination and scoring system to ensure that it hires employees on the basis of their job-related qualifications. While this was intended to be the fairest way to hire, it also is time-consuming and complicated. The hiring system also includes these aspects:

- In 1990, roughly 150,000 job information calls were fielded, 80,000 applications processed, 700 exams conducted, and 10,000 vacancies filled.
 - Employees can be appointed to positions in more than two dozen ways.
 - Three to 14 weeks can pass between the decision to fill a vacancy and the final appointment; the average appointment takes 77 days. Applicants are often unavailable by the time the job offer is made.
 - DOER tests and scores candidates using written exams or experience and training ratings but leaves the final choice to the hiring agency.
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Need for reform

Two major weaknesses in the state's hiring system were identified through discussions with stakeholders: 1) managers and supervisors often end up with applicants who do not have the specific skills required for the job, and 2) the hiring process takes too long.

Other weaknesses include:

- The hiring system is too bureaucratic and difficult to understand.
- The examination and scoring system is slow and complex; almost 75 percent of all jobs are filled in ways that avoid this process.
- Managers and supervisors need more flexibility in how prospective employees are recruited and assessed.
- Too much control rests with DOER, and not enough authority and accountability are delegated to state agencies.
- The state does a poor job of recruiting applicants, especially from protected groups.
- The state fails to maximize its current human resources by not fully exploring opportunities to redeploy employees who face layoff.

Recommendations

CORE's hiring and deployment recommendations are designed to establish a hiring and deployment system that is fair, simple, and efficient.

5. *Establish systems to enhance and facili-*

tate the flexible deployment of state employees to quickly and efficiently satisfy needs identified through work force planning for short- and long-term temporary assignments throughout the state.

6. *Develop a centralized recruiting effort to obtain access to more protected-group applicants and to help hiring managers and supervisors recruit for unique, high-level, or hard-to-fill positions.*
7. *Make available a range of assessment techniques to qualify and evaluate candidates.*
8. *Hire for specific jobs, not general job classifications. Revise the current system to encourage the conduct of the hiring process on a position-specific basis whenever feasible. Focus on assessing candidates on the particular knowledge, skills, abilities, and experience related to the specific position that the hiring authority is seeking to fill.*
9. *Implement a data base of hiring-related information accessible to all agencies.*

Benefits

These recommendations would create a dramatic and positive shift in the way state employees are hired. Agencies would be better equipped to hire people who are most qualified for the specific jobs and most able to help accomplish the organization's mission. Other benefits would also be realized:

- Agencies would be able to adapt to changes quicker because the hiring process would be streamlined.
- Managers and supervisors would have a

wider range of recruiting and assessment options to ensure that they are getting the most qualified person for the job.

- The state would attract highly qualified workers from all backgrounds.
- Productivity would increase through the better fit of employees and positions.
- All those involved in the hiring process — managers, supervisors, and applicants alike — would have more and better hiring-related information.
- The state would be able to measure how appropriately it matches employees and jobs.
- The state would minimize the effects of downsizing and budget cuts by ensuring the efficient deployment of current employees.

Classification and compensation

When hired, state employees are placed in a particular category or classification that is based on the responsibilities of their job. For example, a person who is hired to perform primarily clerical duties may be classified as a Clerk 1, 2, or 3, depending on the level of responsibility assigned to and the skills required for the job. Each classification has a designated salary, or compensation, range.

State government's classification and compensation systems will be especially difficult to reform because they are so complex. Some facts about the present systems include:

- The state has more than 40,000 employees in more than 100 agencies.
- There are more than 2,100 different job classifications and about 200 salary ranges.
- Each job is classified according to the purpose and responsibilities of the position and the knowledge, skills, and abilities required to perform the job.
- Classification is not a mandatory subject of collective bargaining. Compensation is.
- The Hay system is used to evaluate positions to determine the appropriate compensation for them.

Need for reform

Both the classification and the compensation systems have several weaknesses. The major problem with the first is that it is too complicated, cumbersome, and difficult to understand; with the second, pay and rewards are not closely tied to performance.

Among other weaknesses are:

- The classification process is too slow, and the specifications are out-of-date and inconsistent.
- There are more than twice as many job classifications as necessary.
- The classification and compensation systems are confusing and unconnected to agencies' missions.
- The Hay system does not reflect all as-

pects of a job, and it is not well understood by managers or employees.

- The job evaluation process does not take into account market considerations.
- Salary progression is limited for some managers and other high-level professionals, and their salaries are unresponsive to the market.
- The layoff process is complicated, and too few alternatives to layoff, such as retraining or redeployment, exist.
- The few existing incentive and reward programs are ineffective.

Recommendations

In general, the classification and compensation systems need to be consistent, clear, and easy to understand. They should promote employee growth and development and be flexible to deal with the variety of positions in state service.

A common feature of CORE's recommendations for improving classification and compensation is the delegation of more authority to agencies to evaluate, classify, and compensate jobs within a set of statewide guidelines.

The specific recommendations focus on job evaluation, compensation, and classification:

10. *Establish a job evaluation structure that modifies the current system to clearly identify compensable factors and introduce market considerations.*
11. *Develop compensation strategies that integrate broad-banding, target salaries,*

skill- and knowledge-based pay, variable pay programs, and reward systems to support a move to flatter organization structures, allow greater job-to-job mobility, and encourage employee development.

12. *Develop a classification system that organizes work within occupational families and broad classifications, defining within each family three levels of the career path: entry/developmental, full performance, and senior/expert.*

Benefits

A key benefit of these recommendations would be that agency heads, managers, supervisors, and others involved in human resources management would have more flexibility in classifying and compensating employees in ways that are consistent with agency missions. Also:

- The system would be simpler, fairer, and less bureaucratic.
- Compensable factors would focus on knowledge, skills, customer service, and achieving the organization's mission, instead of on longevity.
- Use of fewer distinctions in level, title, and status would encourage teamwork.
- Pay opportunities would be linked to learning new skills, taking on new tasks, and improving customer service.
- Market data would be incorporated within pay equity guidelines.
- Technical employees would be compensat-

ed appropriately without having to move to supervisory positions.

- How jobs are valued would be clearly communicated to employees and managers.
- Employee development would be encouraged and supported.

Performance management

The goal of performance management is to ensure that employees are performing to the best of their ability to help the organization achieve its mission and goals.

The executive branch uses a performance appraisal process that was implemented in 1974 and last revised in 1979. While the process may have been effective when it was first established, it no longer meets the organization's or the employee's needs.

The system focuses on an annual formal evaluation of employees by their immediate supervisor. Performance ratings are determined by the supervisor and summarized on an appraisal form. Step salary increases are granted or denied to employees covered by union contracts on the basis of performance.

Need for reform

Most state employees are hard-working and dedicated, but the current performance management system does not help them continuously improve their efforts. Nor does it have a key component of effective performance management: It is not linked to customer needs or the organization's mission and goals. Other weaknesses include:

- The consequences for good or poor performance are not applied consistently, and the purposes of performance evaluation are unclear and conflicting.
- The system does not support two-way communication, self-evaluations, or evaluations by coworkers, subordinates, or customers.
- Performance management and employee development are not high priorities of many agencies.
- The focus is on only the individual's performance, not the organization's, the work unit's, or the individual's as part of a team.

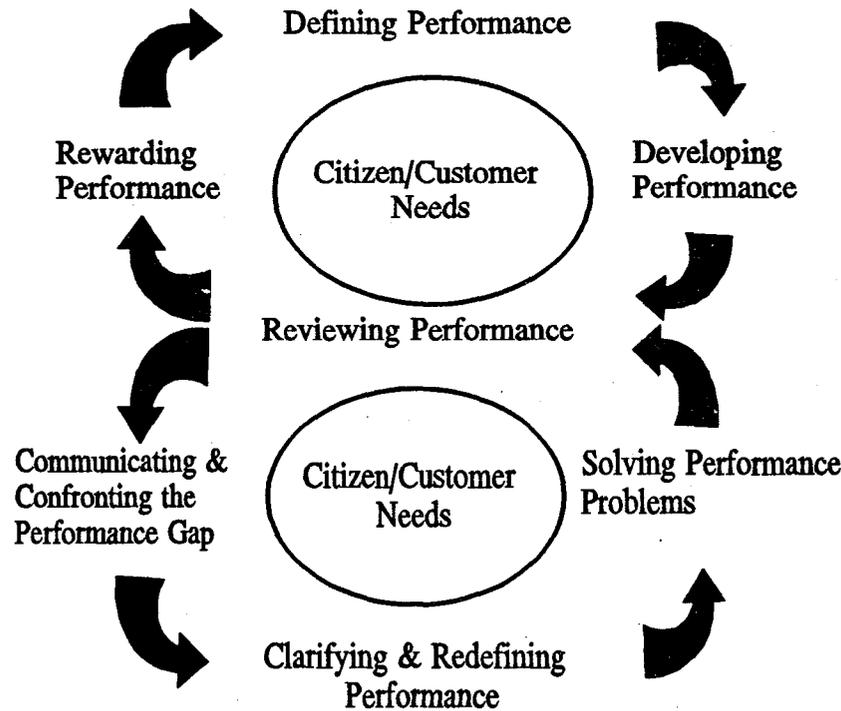
Recommendation

13. *Replace the present employee performance appraisal process with a performance management model built around customer needs and designed to improve organizational, work unit, and individual employee performance.*

It is time to recognize that employees are a valuable resource in state government and to provide managers and employees with a better system for managing organizational and individual performance.

CORE recommends replacing the present employee performance *appraisal* process with a performance *management* process that is designed to provide agency heads, managers, and employees with the tools they need to consistently meet customers' needs and focuses attention on continuous quality improvement (see Figure 1).

Figure 1. General Model of Performance Management



The components of this recommended system are:

- *Work plans.* Employees and supervisors would jointly develop and update employee work plans that would describe specific responsibilities and the results that are expected during a given period. These plans would supplement the more permanent position description.
- *Outcome-based performance measures.* The process would identify ways for employees to improve their performance and develop their skills. The emphasis would be on the details of job performance and the outcomes achieved rather than on overall ratings.
- *Informal, ongoing communication.* Communication would be ongoing and would also involve customers and coworkers, instead of coming only from the top down.
- *Development plans.* Plans would be developed to help employees and work teams attain the skills and knowledge they need to excel in their jobs.
- *Performance correction.* Performance problems identified by this performance management process would be addressed

initially through informal problem solving and coaching. If the problems continued after each cause had been addressed, the supervisor would then begin a formal process of more frequent performance review and documentation, progressive discipline if necessary, and eventual discharge if required.

- *Rewards and recognition.* Under this model, good performance would be rewarded not only through salary increases but also through the creative and consistent use of noncash rewards and recognition.

Benefits

The key benefit of a performance management system is a sharper focus on achieving organizational goals and meeting customer needs for organizations, work units, and individuals, along with consistent rewards for meeting those goals and needs. Other benefits include:

- Achieving organizational goals and meeting customer needs are higher priorities; employees are rewarded for meeting goals and needs.
- Employees and supervisors communicate better about performance, and they are able to work together better to enhance individual employee and team performance and responsibility.
- Work assignments and expectations are better documented.
- Appropriate training is identified and provided to help improve employee efficiency and effectiveness.
- Performance problems are identified and resolved earlier.

Training and development

DOER offers a variety of training statewide, with courses ranging from managerial and supervisory skills to effective writing and time management. It also conducts training that is legally mandated, such as sexual harassment prevention. Many agencies, however, have developed their own extensive training programs. DOER is charged with approving agency training plans and all managerial and supervisory training.

Need for reform

The state's scarce training resources are being used in an unfocused manner, which is wasteful and results in activities that are not in line with customer needs and agency goals. Other problems with the current system include:

- Training is not seen as a legitimate budget expenditure; skimping on it results in reduced productivity and customer needs not being met.
- Training efforts are often duplicated because there is little coordination or sharing among agencies and no central repository of information on training resources.
- The training needs of employees and agencies are rarely assessed.
- Training outcomes are not measured.
- Little is done to address employee development.
- Retraining is not used to reduce layoffs.
- Many managers and supervisors are inadequately prepared and would need improved skills to be effective in the new management systems recommended by CORE.

Recommendations

Training and development are the keys to preparing the work force for the future. With proper training and development, state employees would be better equipped to adapt to new systems recommended by CORE and to provide excellent service to Minnesotans. To achieve this, CORE recommends the following:

14. *Link training and development decisions to organizational goals, objectives, and performance, using performance-based budgeting, performance management, and compensation to reinforce the link.*
15. *Refocus the state's centralized training function on coordinating, facilitating, and tracking, rather than on delivering, training.*
16. *Establish mechanisms and interagency, interorganizational relationships to maximize training resources and facilitate cooperation and the sharing of employee learning opportunities.*
17. *Redefine career development as employee development to emphasize professional growth rather than promotion. Improve employee access to training and development options and opportunities.*
18. *Respond to the following specific needs that were expressed by stakeholders:*
 - *retraining*
 - *managerial skills*
 - *technology skills*
 - *customer service skills*

- *knowledge of quality improvement principles and tools*
- *employee orientation*
- *training for changes resulting from CORE*

Benefits

The recommended changes would result in training that is directly connected to achieving specific outcomes that would help each agency realize its mission. Other important benefits are:

- Employees would have a clearer understanding of their roles in and the tools they would need for achieving the goals of the organization.
- More coordination of training would occur across agencies, thereby reducing duplication of efforts and stretching resources farther.
- Agencies would be able to choose from a wide range of training options.
- Employees would have more opportunities to develop skills in their current positions and take on new challenges through mobility assignments.
- Employee morale and productivity would improve.
- Managers and supervisors would have the skills to effectively use the new management systems recommended by CORE.
- Retraining would reduce the costs of layoffs.

Creating consistency

The three branches of state government — executive, legislative, and judicial — vary in size, function, and structure, and they have separate human resources systems. While these systems are responsive to their respective branch and its purposes, they are also duplicative and often lead to inequities in pay and opportunities for promotion and movement. As one employer, the state should maintain high standards of equity, fairness, and consistency for its work force across all branches while recognizing the unique needs of each branch.

Recommendations

19. *Because the state is one employer, the three branches of government should increase equity and consistency in their human resources management practices by:*
 - *Having one policy governing affirmative action, equal employment opportunity, and sexual harassment to ensure that each branch is equally accountable for its actions.*
 - *Mandating pay equity for all branches to ensure that positions that are valued equally by the employer receive equitable pay.*
 - *Using a common job evaluation system for all three branches to allow the state to monitor and compare employee compensation across all three branches.*
 - *Adopting one classification system*
 20. *During the implementation of any recommendations for the executive branch, the changes should be discussed with the other two branches to keep them informed and to foster consistency where needed. Adoption of a single human resources management system is possible if all branches see that the new system is more flexible, easily administered, and successfully meets the needs of all users.*
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to facilitate employee deployment and enable cross-branch comparison. The classification model recommended by CORE is broad enough to accommodate the diverse needs of each branch while allowing for statewide consistency and comparison.

IMPLEMENTATION

The CORE recommendations provide a framework for improving state government's human resources management system. Moving toward this improved system would require careful planning and implementation.

These recommendations would need to be implemented in one of three ways:

- through administrative policies and procedures
- through collective bargaining
- through legislation

Recommendations that could be implemented through administrative means could be initiated immediately. Those that would require changes in collective bargaining agreements

or legislation would be implemented over a longer period. Some of the recommendations would be impossible to implement throughout the state in a single step. Pilot projects should be established to test new programs and implement major changes cautiously and smoothly.

During the next year, DOER will develop a detailed timeline that will include specific immediate, short-term, and long-term action steps to be taken to fully implement the recommendations. This plan will also identify the necessary financial and human resources.

Full implementation of the recommendations would likely take 10 years. By then, we will be well into the twenty-first century. CORE is confident that, if fully implemented, the new human resources management system would enable state government to meet the challenges of the year 2000 and beyond.

APPENDICES

A. CORE Human Resources Project Participants

B. CORE Vision for the State's Human Resources System

APPENDIX A

CORE Human Resources Project Participants

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VISION FOR THE STATE'S HUMAN RESOURCES SYSTEM

The following set of principles will be reflected in the creation and operation of the state's human resources system. This ideal system relates to both those functions which manage and motivate state employees and to the overall work environment. The ideal system reflects a constructive labor-management partnership. In order to succeed, this vision must be embraced by state employees and policy makers at all levels. All employees should be empowered, responsible and accountable for promoting these principles.

Outcome-Based Human Resources System

The HR system will support the goals of state government and the provision of effective state services to the public. The focus of the system will be on achieving results, rather than following procedures.

Customer-Oriented

The HR system will be driven by the needs of its primary customers, while considering the interests of other stakeholders. HR professionals will understand their roles and responsibilities, and how to help their customers fulfill the missions of their organizations.

Simple, User-Friendly

The HR system will be accessible, flexible, easy to use, consistent and fair, and at the same time require a minimum of time and expense. The system will respond quickly and with flexibility to the needs of stakeholders. Processes will be streamlined. The HR function will be viewed as a facilitator rather than a controller.

Strategic, Proactive, Change-Based Human Resources Function

The HR system will search out and adapt to changes in both the internal and external environments. Mechanisms will be in place to gather and analyze relevant information. The system and the culture will be flexible to respond to the future needs of its customers. In addressing these changes, the HR system will strive to obtain a balance between the competing needs of its various customers and stakeholders and, with these groups, develop partnerships for change.

Reflects the Community and Maximizes Opportunity

The HR system will seek, reward and value work force diversity. Real opportunity and access will exist for all individuals at all levels of employment.

Performance-Based Management Systems

The HR system will focus on recognizing employees for the outcomes of their work, rather than for the activities which they pursue. Recognition, promotion and compensation will reflect the proven ability of the individual or team to produce results.

Quality Employer that Values Employees

The HR system, recognizing that employees are a critical resource, will respect their needs as individuals, value their dignity, acknowledge their contributions, treat them consistently, support a healthy work environment and foster a constructive labor-management partnership. Employees will take pride in working for the state. The public will understand and value the role of the state employee and the state as an employer.

Creative Optimal Work Force Deployment

The HR system will facilitate the selection, development and retention of well-qualified employees and provide them with the skills, responsibility and authority to deliver services. Workers will be deployed in a manner that is personally rewarding and accomplishes the mission of the organization. Individual skills will be fully utilized and accessible to agencies across the state. The system will encourage the development of flexible work schemes to accommodate the needs of a diverse work force.

Increased Effectiveness of Statewide Management Team

The HR system will acknowledge the important roles played by managers, and provide them with the skills and information required to do their jobs. It will promote an atmosphere which is conducive to change and risk taking and which rewards outcomes of these behaviors. Elected officials and state managers will share a commitment to common values and principles for the state overall.

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