

D E P A R T M E N T O F P U B L I C S A F E T Y

M A N A G E M E N T S T U D Y

September, 1975 - March, 1976

Department of Administration

INTRODUCTION

In August, 1975, Commissioner of Public Safety Edward G. Novak, requested the Commissioner of Administration to undertake a study of the Public Safety Department.¹ Commissioner of Administration Richard L. Brubacher responded by assigning the study to a four-member management analyst team. The team, which began the study on September 2, 1975, was augmented by a Public Safety employee, the department's Affirmative Action officer, and continued to function as a team until the close of the study, March 5, 1976. The following six weeks were spent meeting with the management group of each division in the Department of Public Safety, going over the team's recommendations and findings.

The chief investigative tool used by the study team to conduct the study was the personal interview. Generally, interviews were conducted by division, with one division being completed before the next was started. Prior to the actual interviews, the following material was reviewed by the entire team: appropriate statutes, appropriate rules and regulations, previous studies, including LEAP reports and those from the Public Examiner, and position descriptions for all division personnel. The interview format was designed to elicit information which allowed the study team:

- 1) To expand upon what was written in the position description.
- 2) To understand and chart the flow of selected administrative procedures.
- 3) To identify those aspects of the operation which the interviewee viewed as being "right".
- 4) To identify those areas in need of improvement.
- 5) To substantiate those concerns for which the Commissioner had specific interest.

¹M.S. Chapter 299A.01 Subd. 5: The commissioner of administration shall review on a regular basis the duties and responsibilities of the various state departments, agencies, and boards which have an operational effect upon the safety of the public, and recommend to the governor and Legislature such organizational and statutory policies as will best serve the purposes of Laws 1969, Chapter 1129.

The team met as a group daily to compare notes and to discuss items which appeared to require concentrated effort and further exploration. This follow-up technique included a comparison of daily operation to statutory and regulatory wording; review of the frequency of statements concerning those aspects of the operation viewed as being "right" as well as those in need of improvement; re-interviewing of key personnel by the same or other members of the team; interviews with persons outside state government (clientele of the department); and a comparison of information received to that obtained from other state agencies. The number of persons interviewed by division is the subject of Figure 1. Note that the Divisions of Motor Vehicle and Drivers License are separated. Each of these units was undergoing its own operations study relating to its electronic data processing systems. Accordingly, the decision was made to restrict the team's effort in these two agencies to areas impacted by overall organizational proposals.

Figure 2 details the breakdown of interviewees by type of position. Figures 3 and 4 denote percentages of male and female and metropolitan and out-state employees interviewed. By not including Motor Vehicle and Drivers License divisions, more than 23% of the department's 1771 employees were interviewed at least once. Including these two divisions, the percentage drops to 15.5%, which is still substantially greater than that used by public opinion polls who often perform valid studies based on a selection of 1 or 2%.

The team determined early in the study that the chief mission of the Department of Public Safety is to protect us, Mr. and Ms. Public, from our worst enemies...ourselves. But over the years, the dangers from which we must be guarded--change--and other take their place. For example, early in our history, the big danger in the community was from witches. A whole system was developed to identify, investigate, and apprehend witches. After a while our perception of real danger shifted to other things, like playing baseball on Sunday. And later still it was drinking hard liquor. Today, we consider car thieves, drug users, highway speeders, and oil spillers threats to the public safety. And we have to devise systems to protect ourselves from these new dangers.

DIVISION	DEPARTMENT		STUDY		
	TOTAL NUMBER EMPLOYEES	PERCENT EMPLOYEES BY DIVISION	EMPLOYEES INTER- VIEWED	% TOTAL EMPLOYEES INTERVIEWED	% DIVISION EMPLOYEES INTERVIEWED
COMMISSIONER'S OFFICE	65	3.7	23	8.4	35.4
ACCOUNTING	24	1.4	16	5.8	66.7
P.T.E.R.	19	1.1	9	3.3	47.4
LIQUOR CONTROL	23	1.3	24	8.7	93.3
HIGHWAY PATROL	616	34.8	65	23.6	10.6
CAPITOL SECURITY	42	2.4	11	4.0	26.2
FIRE MARSHAL	38	2.1	15	5.5	39.5
EMERGENCY SERVICES	46	2.6	21	7.6	45.7
B. C. A.	144	8.1	52	18.9	36.1
SUB-TOTAL	1017	57.5	236	25.8	23.2
DRIVERS LICENSE	416	23.5	10	3.6	2.4
MOTOR VEHICLE	338	19.0	29	10.6	8.6
TOTAL	1771	100.0	275	100.0	15.5

Figure 1

OCCUPATIONAL CATEGORY	DEPARTMENT		STUDY		
	TOTAL EMPLOYEES	% EMPLOYEES BY CATEGORY	NUMBER EMPLOYEES INTERVIEWED	% TOTAL EMPLOYEES INTERVIEWED	% OF CATEGORY INTERVIEWED
MANAGEMENT	14	0.8	14	5.1	100.0
SUPERVISORY	194	10.9	57	20.7	29.4
PROFESSIONAL	118	6.7	63	22.9	53.4
TECHNICAL	104	5.9	14	5.0	13.5
CLERICAL	796	44.9	71	25.8	8.9
OPERATIVE	52	2.9	4	1.5	7.7
TRAINEE	5	0.3	1	0.4	20.0
SERVICE	488	27.6	51	18.6	10.5
TOTAL	1771	100.0	275	100.0	15.5

Figure 2

	DEPARTMENT PERCENTAGE	STUDY PERCENTAGE
MALE	57.3	69.4
FEMALE	42.7	30.6

Figure 3

	DEPARTMENT PERCENTAGE	STUDY PERCENTAGE
METROPOLITAN AREA	60	88.7
OUT STATE	40	11.3

Figure 4

And tomorrow we will have other dreadful dangers to worry about--such as private flying saucers without proper fire extinguishers.

The point is, for those who work in the Department of Public Safety, the mandate to protect the public does not go away, even though the names of the dangers keep changing. The study team has tried to accommodate to that fact in our recommendations for organization revision. We believe that within our recommendations we have provided for the major concerns expressed by Commissioner of Public Safety Edward Novak when he requested the study: The need to develop a cohesiveness for the department; need for managerial accountability; the ability to evaluate training and other professional services; the mechanics to examine relevancy of department programs; the need to improve specific administrative tasks. We believe our proposals do answer these needs - and at the same time allow the Commissioner flexibility to modify when changes are necessary. We believe also, that we have provided line managers with what they have said they needed most: clear lines of authority and greater accountability. And, finally, we think we have provided interesting and challenging jobs for all Public Safety employees.

As the interviews with Public Safety employees took place, it became evident that many concerned staff members had excellent suggestions for improving a number of the conditions which had led to the study. It was also apparent that many of these suggestions could be implemented within a fairly short time frame without awaiting the end of the study and publication of a final report. Accordingly, the findings of the study were placed into three basic groups:

- 1) Those the Commissioner of Public Safety might wish to take action on at once.
- 2) Those which could also be areas of concern in other divisions, such as licensing or investigating responsibilities.
- 3) Those which were unique to a particular division but which called for long-range planning to correct.

The team met regularly with Commissioner Novak and discussed items in all three categories. All recommendations calling for immediate attention were, in fact, implemented with dispatch. Such items

- included:
- Improving the safety conditions in the BCA laboratory.
 - Rewriting and improving the BCA information brochure.
 - Improving the visibility of the Commissioner in operating divisions and out-state affairs.
 - Removing or locking confidential files containing violations data.
 - Revising the liquor tax audit procedures.
 - Defining and implementing the division of duties relating to inspection versus investigation for Liquor Control, Fire Marshal and Criminal Apprehension agents.
 - Including liquor and fire service personnel in training courses.
 - Resolving several personnel classification problems.
 - Developing new procedures for labeling cans containing evidence in crime lab.
 - Assigning to an attorney the study of court appearances required of crime lab specialists.
 - Combining all divisional biennial reports into one department volume.
 - Improved security and telephone service for criminal investigation undercover agents.
 - Requiring more frequent physical examinations of enforcement personnel.
 - Clarifying notification procedures in times of emergency.
 - Revising procedures for calling tow trucks to remove vehicles from state patrolled highways.

PROPOSED ORGANIZATION REVISION

The Department of Public Safety's current organization is reflected in Figure 5. Note the shaded area. This covers the Commissioner's staff - those units which report to the Commissioner. Four staff units on the left report to the Assistant Commissioner, although some of these have been observed to deal directly with the Commissioner as well.

Figures 5, 6, 7, 8 and 9 represent the proposed revision of the Department of Public Safety. Note that the new organization is developed to emphasize the Department's three basic programs: Licensing, Safety Investigation and Law Enforcement, and Management Services. We intend this organization structure to begin a bond between units with mutual concerns; to cause, no matter how artificially at first, frequent meetings and discussions of problems, of plans for the future; to develop a recognition throughout the department of what "those people" in the other organization blocks are all about. Therefore, divisions which are engaged in similar programs will form a Bureau headed by an Assistant Commissioner. The Commissioner, his three Assistant Commissioners, and the Assistant to the Commissioner will form the nucleus, or executive council for the department. The Commissioner will hold five people² directly accountable, instead of seventeen. He will have more time to travel to field offices and to hear reports from concerned citizens. The purpose of this structure is to assist the Commissioner in developing his team, where all the players understand the goals, the rules, and what each is expected to do. Figure 6 depicts the Executive Council. The three bureaus are:

Figure 7 The Bureau of Management Services, headed by an Assistant Commissioner. This is the broad central group providing staff services and technical needs to all divisions.

Figure 8 The Bureau of Licensing, headed by an Assistant Commissioner. This Bureau will include all licensing activities in the department.

² including the Finance Controller

DEPARTMENT OF PUBLIC SAFETY

COMMISSIONER'S STAFF

TOTAL: 9

4/16/76

Page 1 of 17

- PROPOSED -

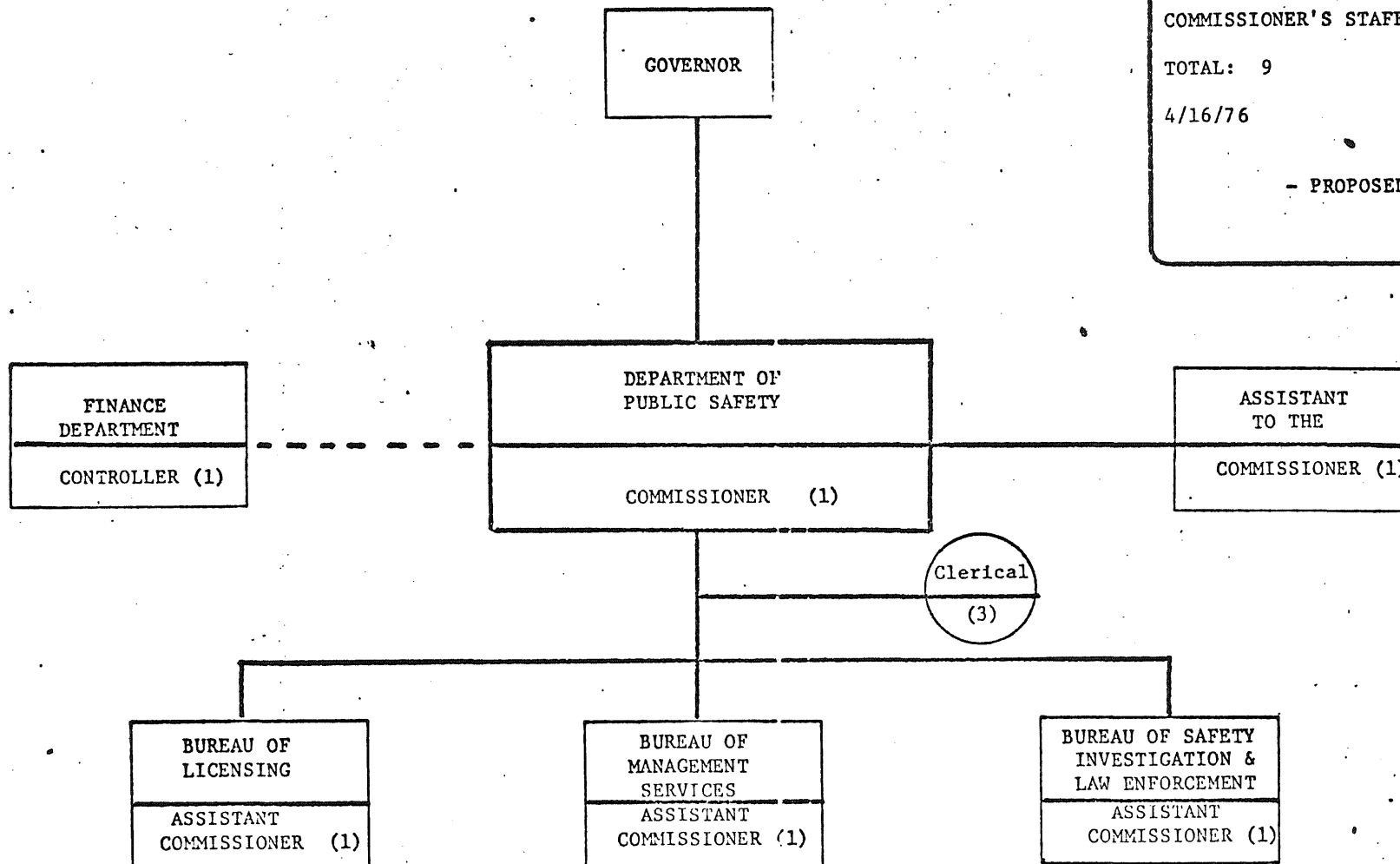


Figure 6

MINNESOTA DEPARTMENT OF PUBLIC SAFETY

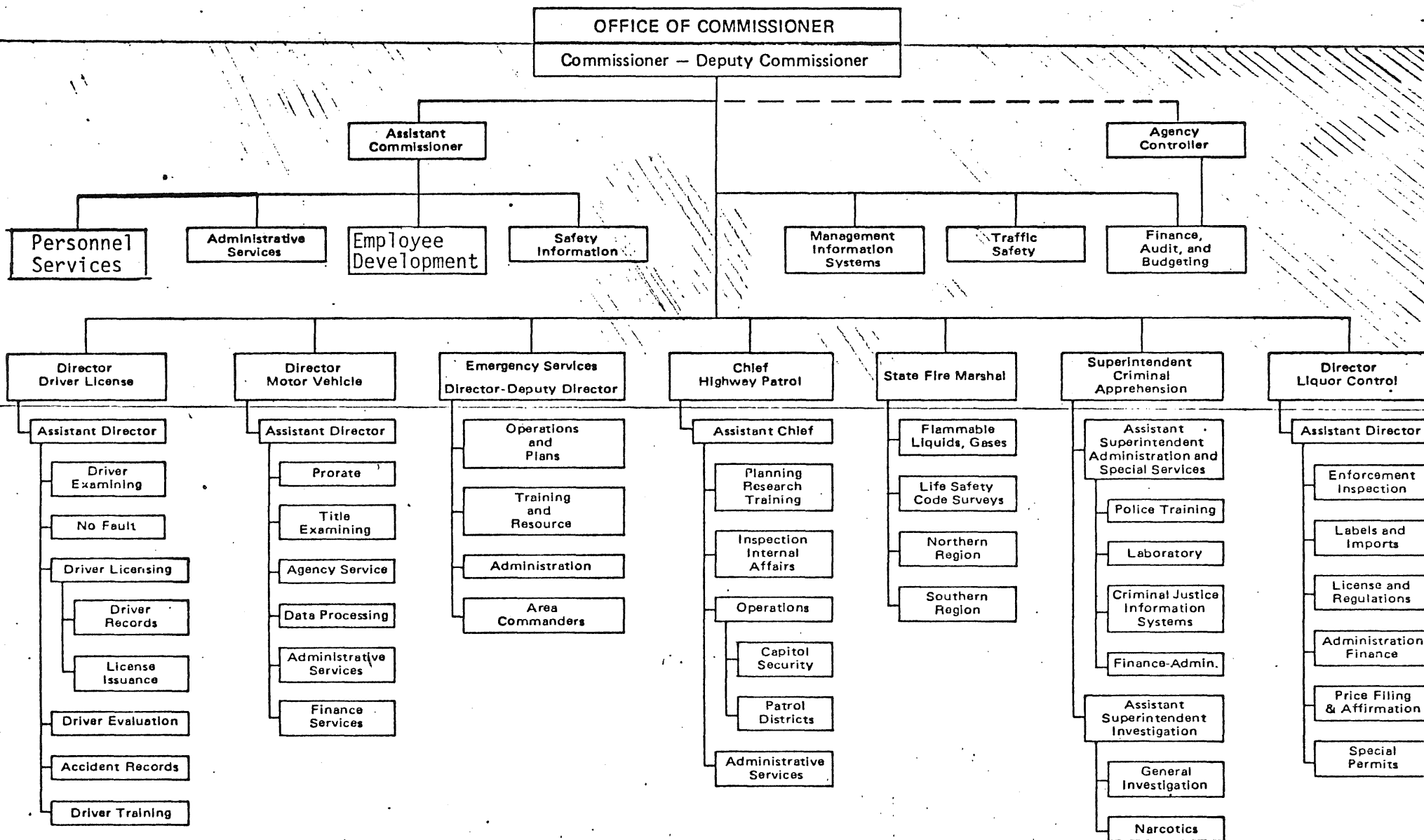


Figure 5

Edward G. Novak

Edward G. Novak, Commissioner

Figure 9 The Bureau of Safety Investigation and Law Enforcement, also headed by an Assistant Commissioner. This Bureau will include all divisions which deal with criminal activities, with emergency actions, with threats to the public (both natural and man-made).

COMMISSIONER'S STAFF

Currently, seventeen division heads and unit supervisors report more or less directly to the Commissioner of Public Safety. Under the proposed revision, the three Assistant Commissioners and the Finance Department controller will be directly accountable to the Commissioner. In the past, the Commissioner has often had to use his supervisors in a staff capacity to handle short-term special projects, to represent him at meetings and conferences, to research or study unique proposals affecting more than one division. These sorts of tasks properly fall within the job description for Assistant to the Commissioner. Therefore, we recommend establishing within the Department of Public Safety a new position of Assistant to the Commissioner to be comparable in duties and salary to similar positions in other state agencies.

The balance of the front office staff is composed of an administrative assistant and two clerical positions. The office is well-organized and well-informed on procedures³ and responsibilities. With the advent of two more assistant commissioners to the Commissioner's staff, the department's personnel division, Employee Relations, should review in twelve months the workload of these three employees.

Of particular note is a log kept for the Commissioner by his Administrative Assistant detailing correspondence turned over to managers for response. The log is an effective tool in personnel evaluation and could well be adopted by other commissioners and managers.

³ In fact, this staff was one of the few we studied which developed and uses a procedures manual.

DEPARTMENT OF PUBLIC SAFETY
BUREAU OF MANAGEMENT SERVICES

4/16/76

Page 2 of

- PROPOSED -

GOVERNOR

PUBLIC
SAFETY
COMMISSIONER

FINANCE
DEPARTMENT
CONTROLLER

BUREAU OF
MANAGEMENT
SERVICES
ASSISTANT
COMMISSIONER

LEGAL
LEGAL
SUPERVISOR

P P & A
DIVISION**
DIRECTOR

EMPLOYEE
RELATIONS
DIRECTOR

ADMIN.
SERVICES
DIRECTOR

FINANCE
DIVISION
DIRECTOR

CRIME VICT
REPARATION
EXECUTIVE
DIRECTOR

Legal Advice &
Counsel

- *Planning
- *Management &
Administrative
Analysts
- *Public Information
- *Safety Program
Development
- *Federal Grants
Coordinator
- *Records Management

- *Personnel Services
- *Employee Development
- Speakers Bureau
- Department OSHA
Training
- *Labor Relations
- *Affirmative Action

- *Purchasing
- *Equipment Evaluator
- *Storage & Supplies
- *Real Property Leasing

- *Department Budget
- *Driver License Audit
- *Motor Vehicle Audit
- *Departmental Accounting
- Divisional Accounting
- *Federal Funds Accounting
& Audit
- *Warrant Disbursement
- *Payroll Preparation

DEPARTMENT OF PUBLIC SAFETY

BUREAU OF LICENSING

TOTAL: 22

4/16/76

Page 8 of 17

- PROPOSED -

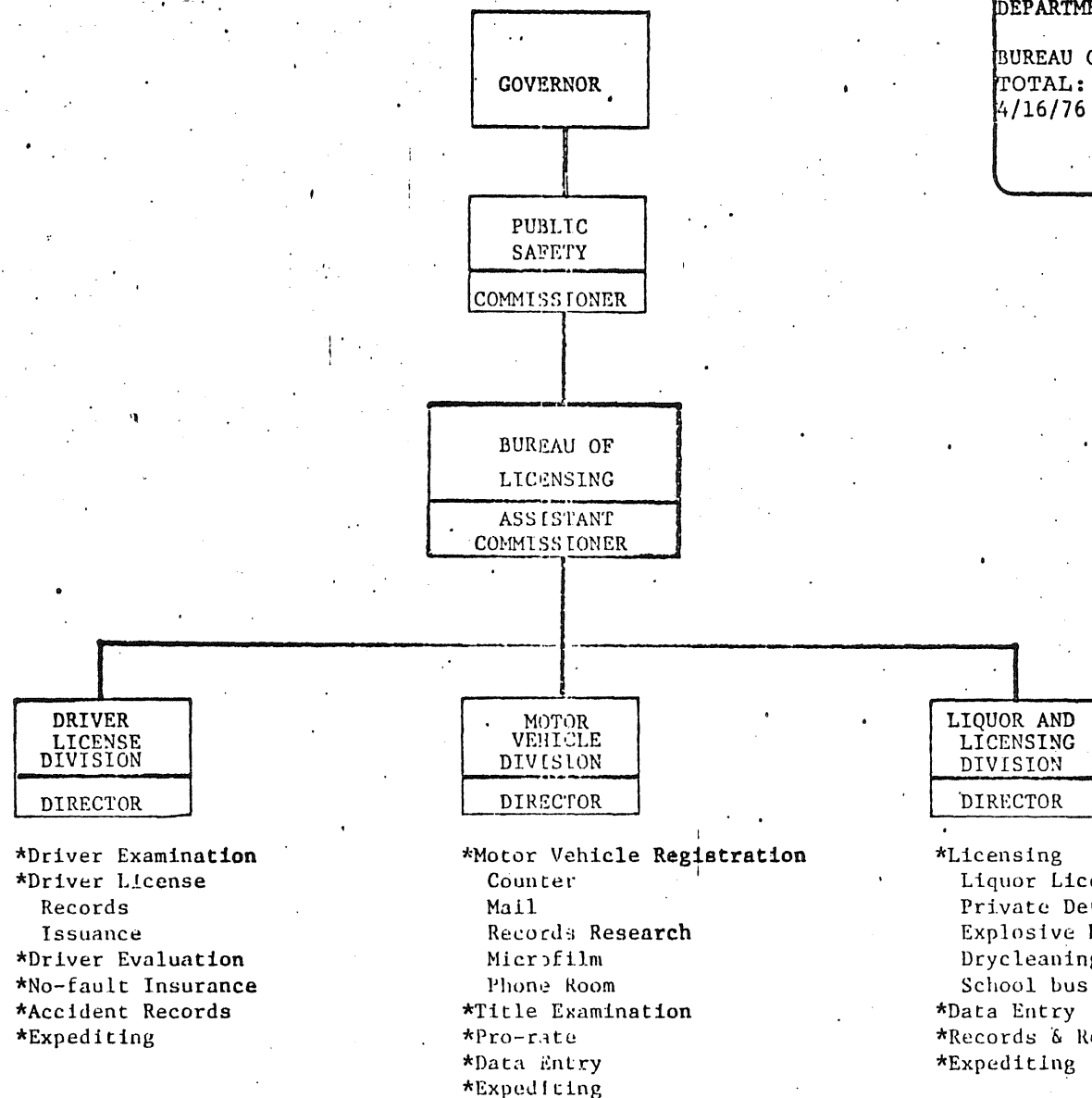


Figure 8

4/16/76

Page 12 of 17

- PROPOSED -

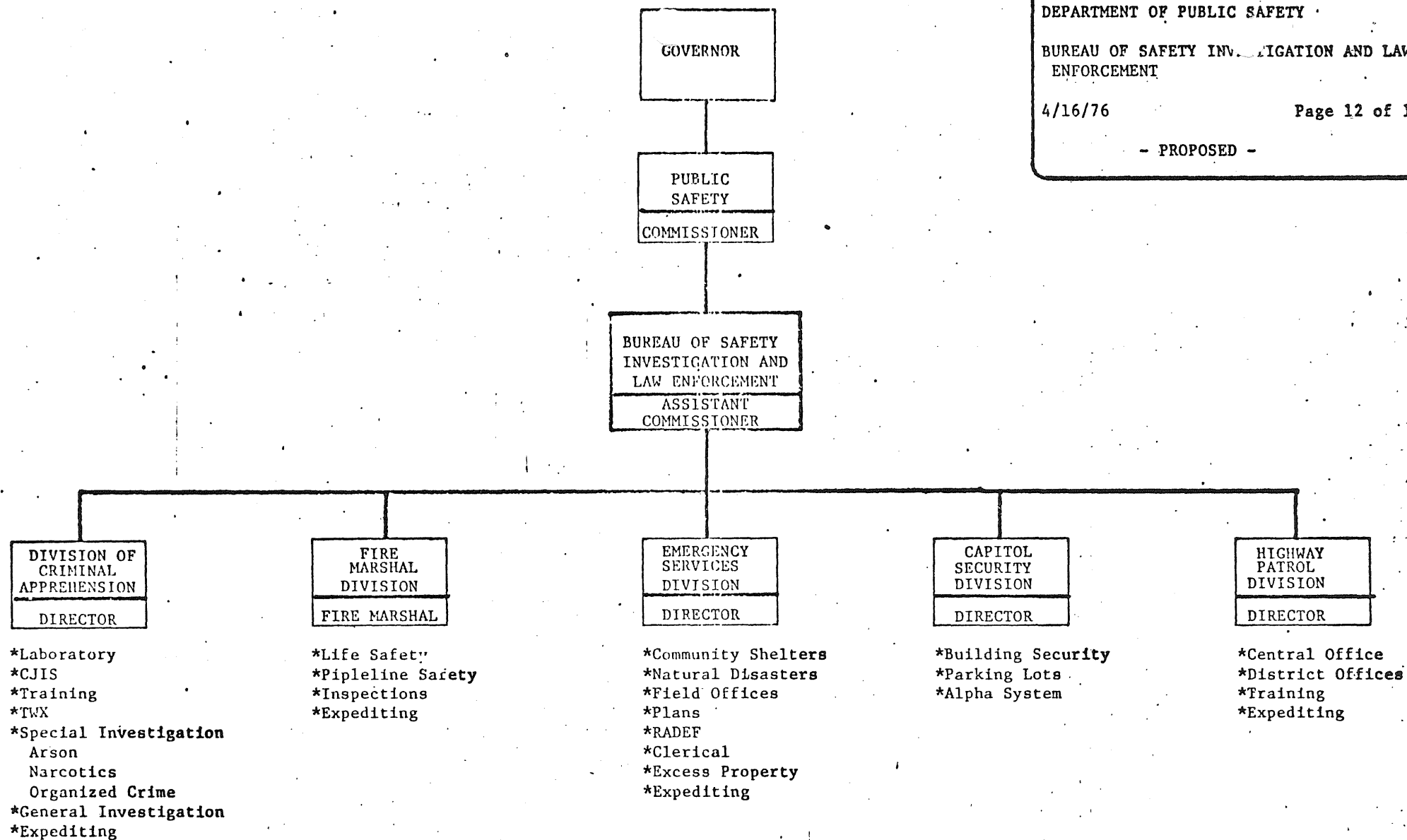


Figure 9

BUREAU OF MANAGEMENT SERVICES

The Bureau of Management Services is made up of these divisions: Legal, Program Planning and Analysis, Employee Relations, Administrative Services, Finance, and Crime Victims Reparations Board. The latter was not a part of the study because the Board actually supervises and holds accountable its tiny staff; Public Safety Department provides only a few administrative type services, under M.S. 299B.05.

The Bureau of Management Services is created to provide centrally those services required by each of the operating divisions. Such services include not only those which many of the divisions are currently providing for themselves, but also those which are not readily available on short notice. An example of the latter is legal assistance.

Legal

Interviews with employees throughout the Department of Public Safety revealed the need for a unified, coordinated legal staff assigned directly to Public Safety. Generally, state departments and agencies are assigned at least one attorney by the Attorney General. At present, about twelve attorneys are working in some manner with Public Safety divisions. Few of these attorneys carry Public Safety assignments as a primary responsibility. Coordination among the attorneys could not be identified. In fact, when interviewed, many Attorneys General did not know which other members of the Attorney General's staff were involved with the Department of Public Safety. In one instance, two attorneys claimed to be performing the same responsibilities for a Public Safety division and yet both stated that little communication and no coordination of work took place between them.

Many Public Safety Division staff members expressed confusion about the Department's relationship with the Attorney General's Office. Division staff members work directly with attorneys through informal relationships. It appears that in most cases, certain attorneys handled the legal affairs

of divisions before the Department of Public Safety was created and those relationships have been informally maintained. It also appears that in some cases, attorneys handled special cases for Public Safety divisions and then have continued to be called upon for later assistance because they were known to division staff members. The present situation does not allow the Department to exercise control over the progress of, and to place priorities upon, its legal work. Further, legal work is not coordinated, and formal means do not exist for the Commissioner to have direct input or receive status reports concerning the Department's legal business.

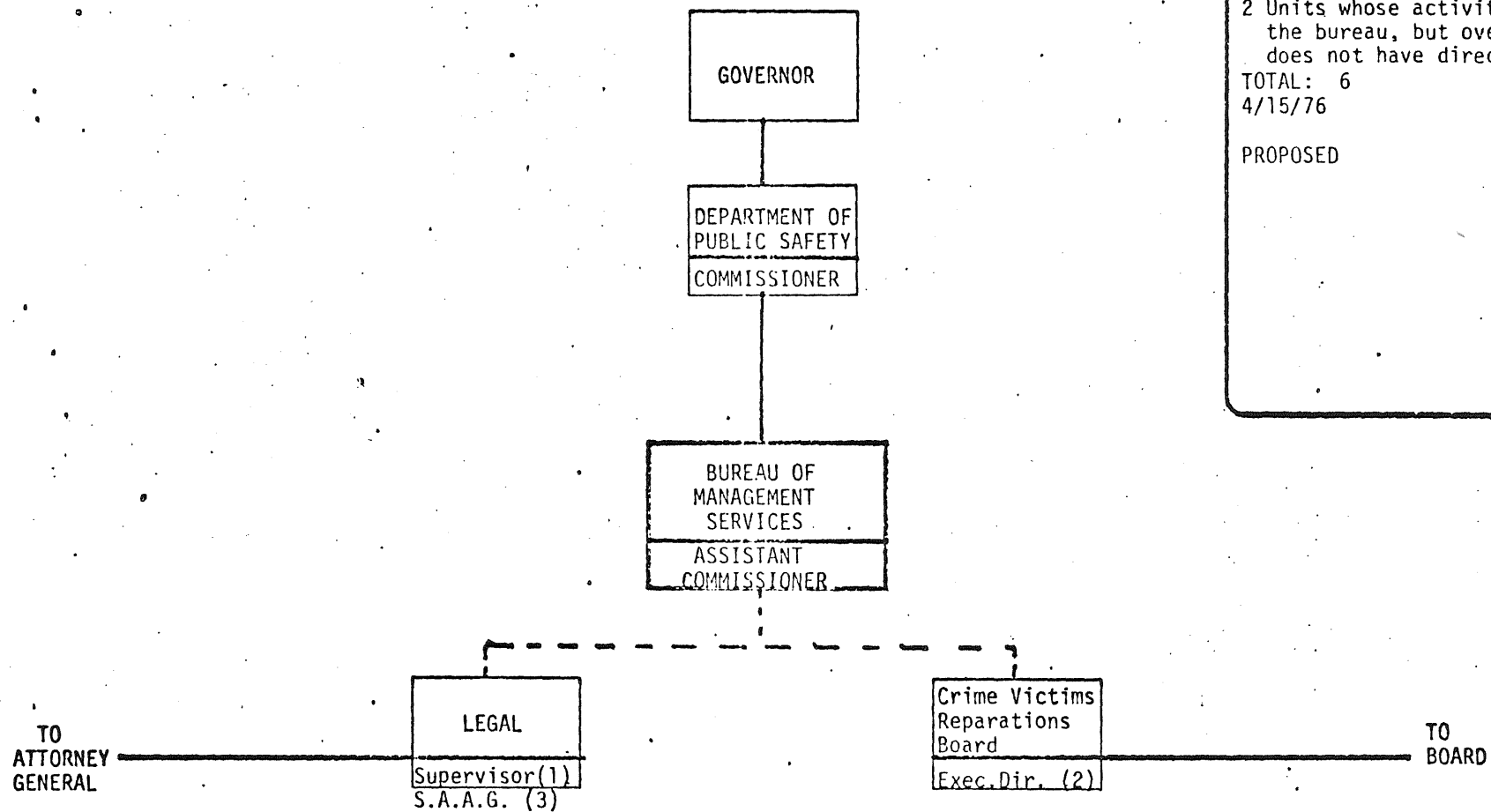
Based upon our estimate of full-time equivalent work now being performed by the Attorney General's staff, it is therefore recommended that the Commissioner of Public Safety request that the Attorney General designate one attorney from his staff to act as chief counsel for the Department of Public Safety. That person should supervise a staff of attorneys who together should handle all legal matters which are currently handled by the twelve attorneys on a part-time basis.

Additional attorneys should be requested as need becomes apparent. Legal staff should report to the Commissioner through the Deputy Commissioner.⁴

Program Planning and Analysis Division

Government agencies deal in information. Information is generated from data processing systems which include both automated and manual varieties. The Department of Public Safety is one of the state's largest data processors in terms of dollars, transactions, and persons involved. In fact, at a recent meeting called to discuss printing procedures, over 50 people attended, and they did not represent the entire number of Public Safety employees involved with printing. Regarding electronic data processing, monthly figures from Department of Administration's Information Systems Division indicate that Public Safety is the largest single user of the state's teleprocessing facilities. Yet the Commissioner

⁴ Near the conclusion of the study, a verbal agreement was reached between the Office of Attorney General and the Department of Public Safety that the Attorney General will designate four attorneys to represent the Department of Public Safety full time. These four will be part of the Attorney General's Criminal Division, but will be devoted entirely to Public Safety Department legal problems.



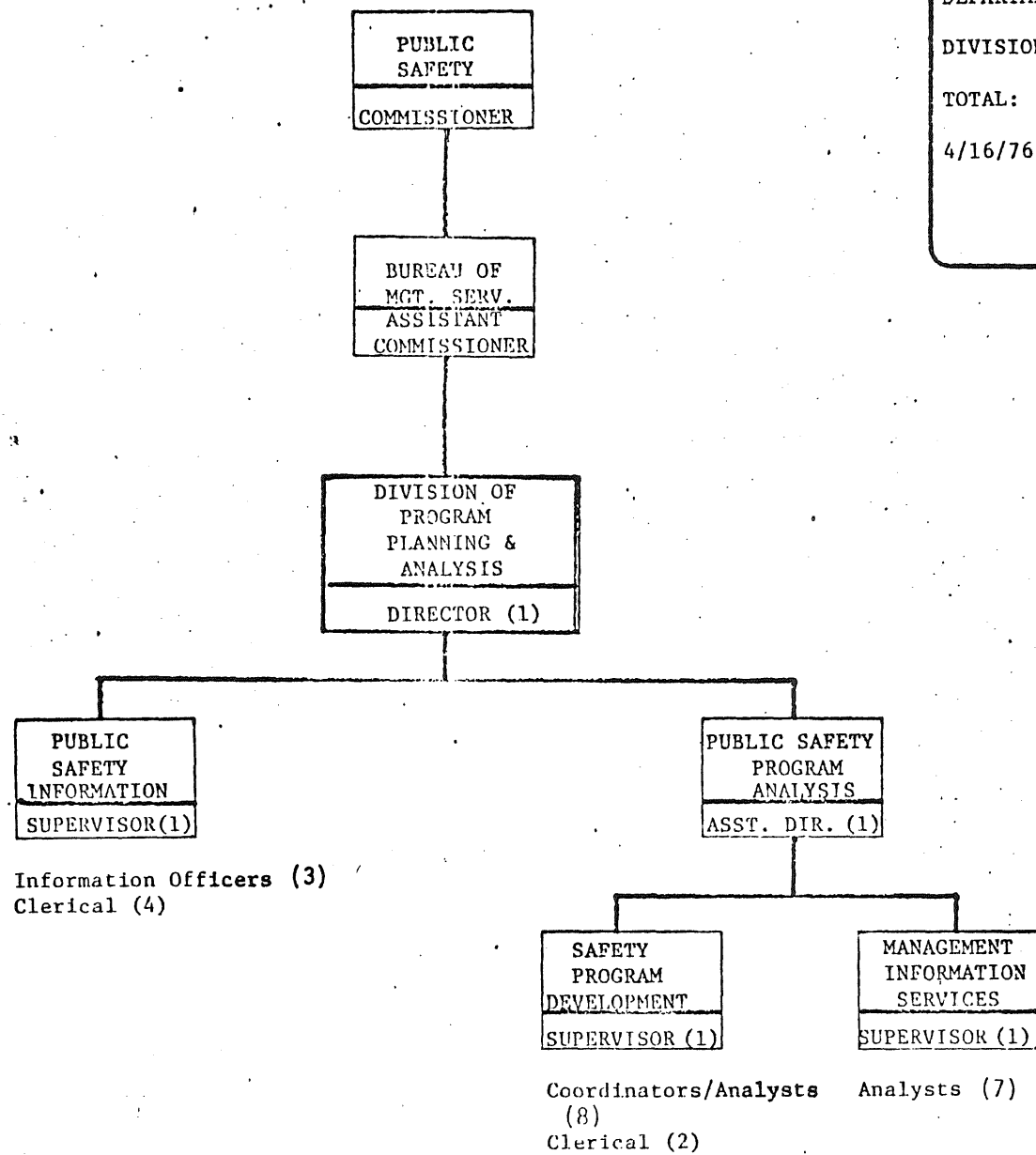
DEPARTMENT OF PUBLIC SAFETY
BUREAU OF MANAGEMENT SERVICES
2 Units whose activities fall within
the bureau, but over which the bui
does not have direct control

TOTAL: 6
4/15/76

Page 7 of 17

PROPOSED

Figure 10



DEPARTMENT OF PUBLIC SAFETY
DIVISION OF PROGRAM PLANNING & ANALY
TOTAL: 31
4/16/76
- PROPOSED -

receives very little in the way of management planning information supplied as a result of this mammoth data processing effort. One reason, we believe, is the fragmented, non-directed and non-coordinated approach taken to information handling in the Department of Public Safety. We recommend, therefore, that the Division of Program Planning and Analysis be formed to concentrate on all aspects of procedures necessary to translate data into information. Within this Division will be housed the safety program planning activity, the federal fund coordinating activity, the analyst resources necessary to develop new information systems as well as those required for maintaining and modifying on-going systems, and the department's records management activity. Within the division will also be the Public Safety Information Section which will have final responsibility for all official documents, news releases monthly and annual departmental reports, graphics and forms design activities. The following organization charts, figures 10 and 11, show this organization.

Employee Relations Division

Throughout the study, the heads of the operating divisions expressed dissatisfaction with the services provided by Personnel, Training, and Employee Relations. In many cases, this dissatisfaction was found to be justified. A portion of the dissatisfaction appears to stem from a lack of leadership within Personnel, Training, and Employee Relations, while the balance seems to be the result of the fragmentation of personnel/training-related responsibilities throughout the operating divisions. This has resulted in something less than a departmental approach to training for Public Safety, and what is perceived by employees to be a substantial degree of inconsistency regarding the application of personnel policies and procedures.

As a result of these findings, the Commissioner of Public Safety has recently taken steps to construct a vital Personnel, Training, and Employee Relations Division to be re-named, Employee Relations. The most noteworthy move has been to place authority for all but police-related training within Employee Relations under the Employee Development Supervisor.

DEPARTMENT OF PUBLIC SAFETY
DIVISION OF EMPLOYEE RELATIONS

TOTAL :12

4/16/76

Page 4 of

- PROPOSED -

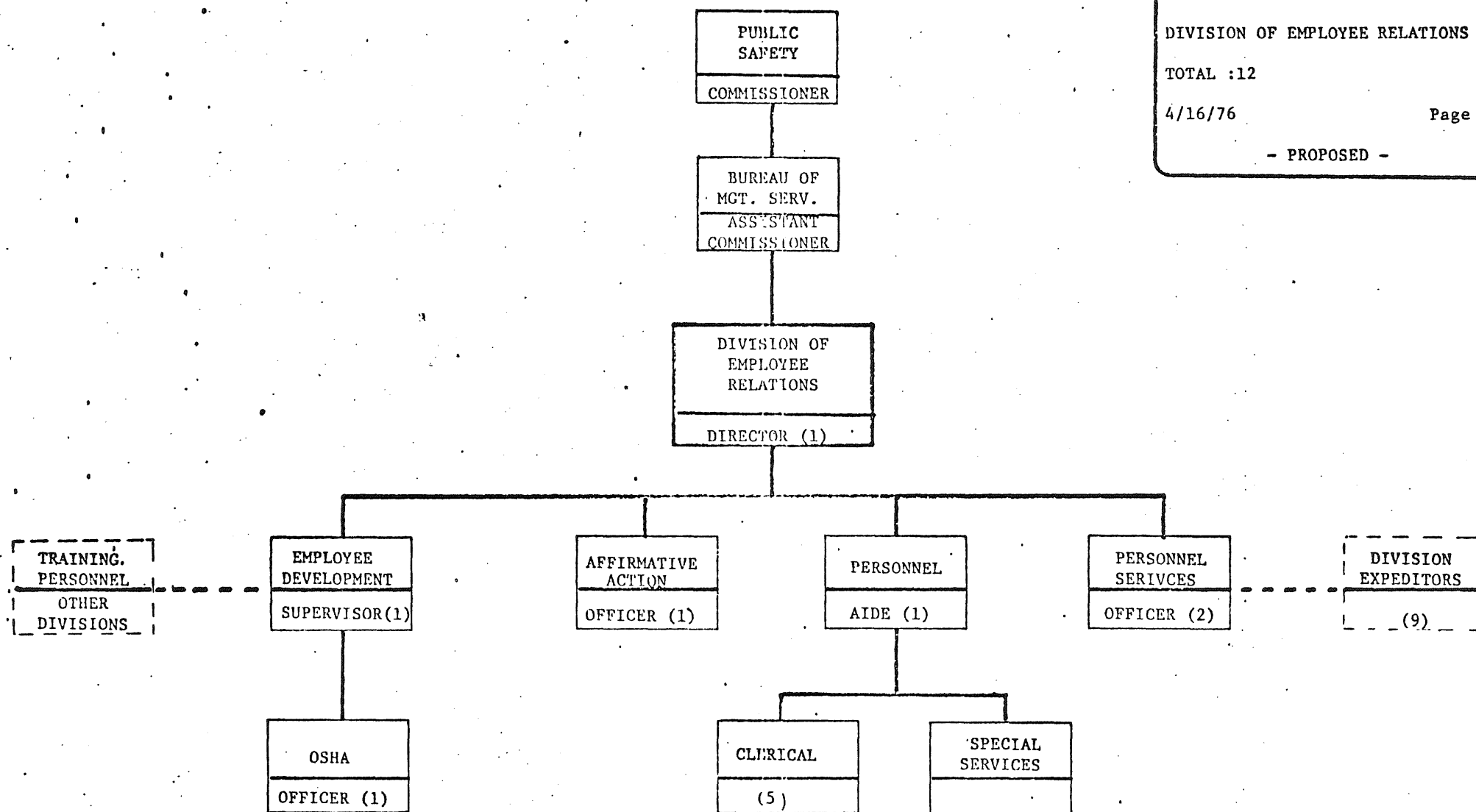


Figure 12 -20-

The second step to be taken will be to change the reporting structure of those persons now involved in personnel transactions. The image of, and service provided, by Employee Relations should be further enhanced when all individuals⁵ in the operating divisions who are responsible for personnel transactions report to the Director of Employee Relations rather than to operating division directors. This places responsibility for providing timely responses to personnel and training problems on the Director, Employee Relations.

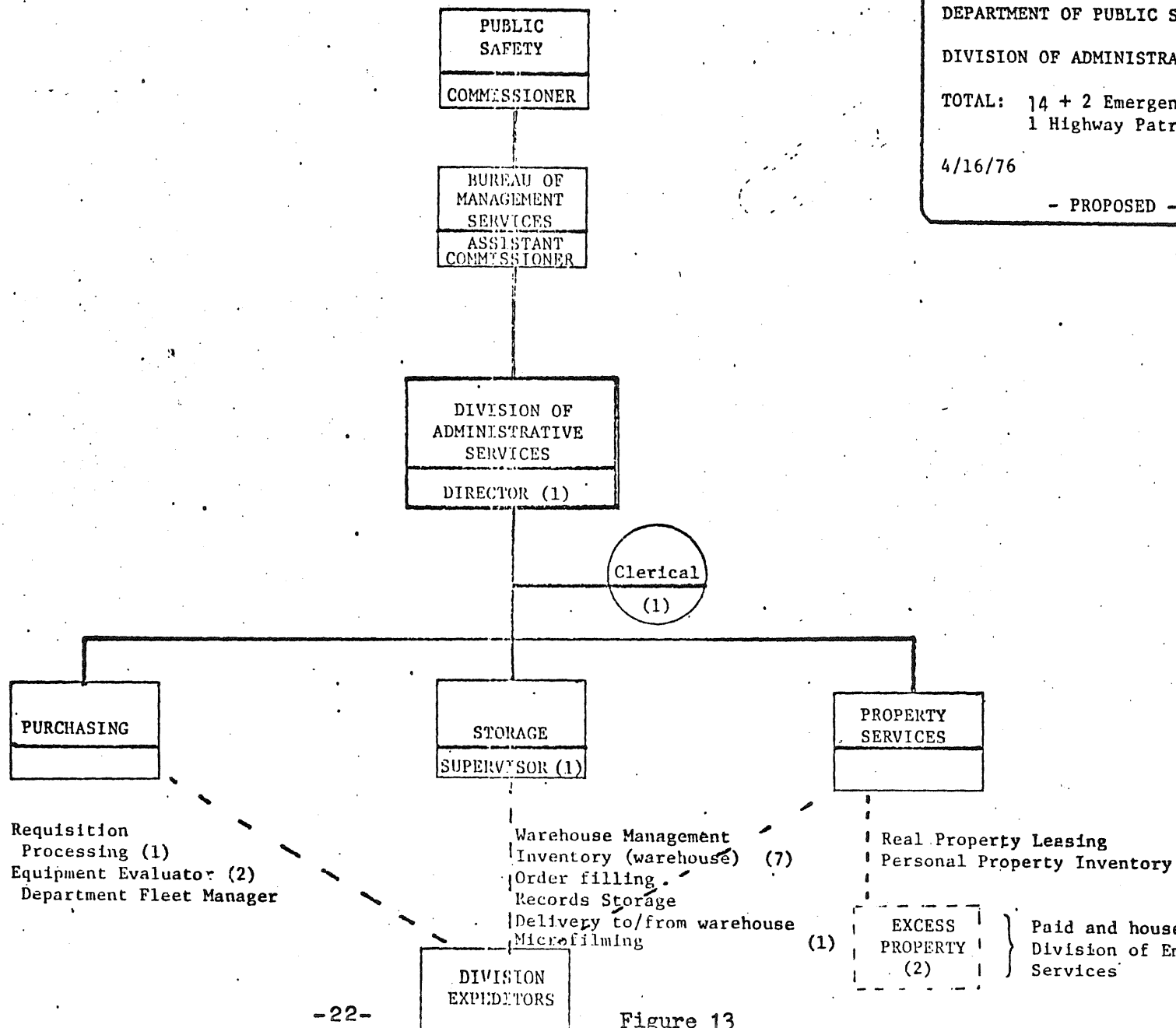
Administrative Services Division

Virtually all divisions of the department have personnel whose only responsibilities are to expedite transactions relating to Administrative Services. Examples of the areas in which some of these transactions fall are purchasing, warehousing, records storage, real property leasing, communication systems, and office remodeling.

It is recommended that these functions be centralized within a Division of Administrative Services (Figure 12) and be provided upon request to all operating divisions and the Commissioner's Office. The Division of Administrative Services will be headed by a Director reporting to Assistant Commissioner Bureau of Management Services. Centralized administrative services will facilitate monitoring such activities on a department-wide basis; improve the quality and turn-around time of on-going services; and aid in establishing new services to fulfill the needs of the department.

The Department of Public Safety purchases annually what may be the most diverse assortment of goods in state government ranging from aircraft, law enforcement weapons, liquor purity testers, breatholizers, to license plates for all Minnesota vehicles. Yet satisfied customers are hard to find. The management study team was able to document several instances of poor specifications, items ordered against the wishes of personnel in the field, and the absence of adequate research prior to ordering.

⁵ Except expediting personnel, see page 25



DEPARTMENT OF PUBLIC SAFETY

DIVISION OF ADMINISTRATIVE SERVICES

TOTAL: 14 + 2 Emergency Services and
1 Highway Patrol employees

4/16/76

Page 5 of 1

- PROPOSED -

It is recommended that the position of Equipment Evaluator be established within the purchasing section of Administrative Services Division, Bureau of Management Services with responsibilities:

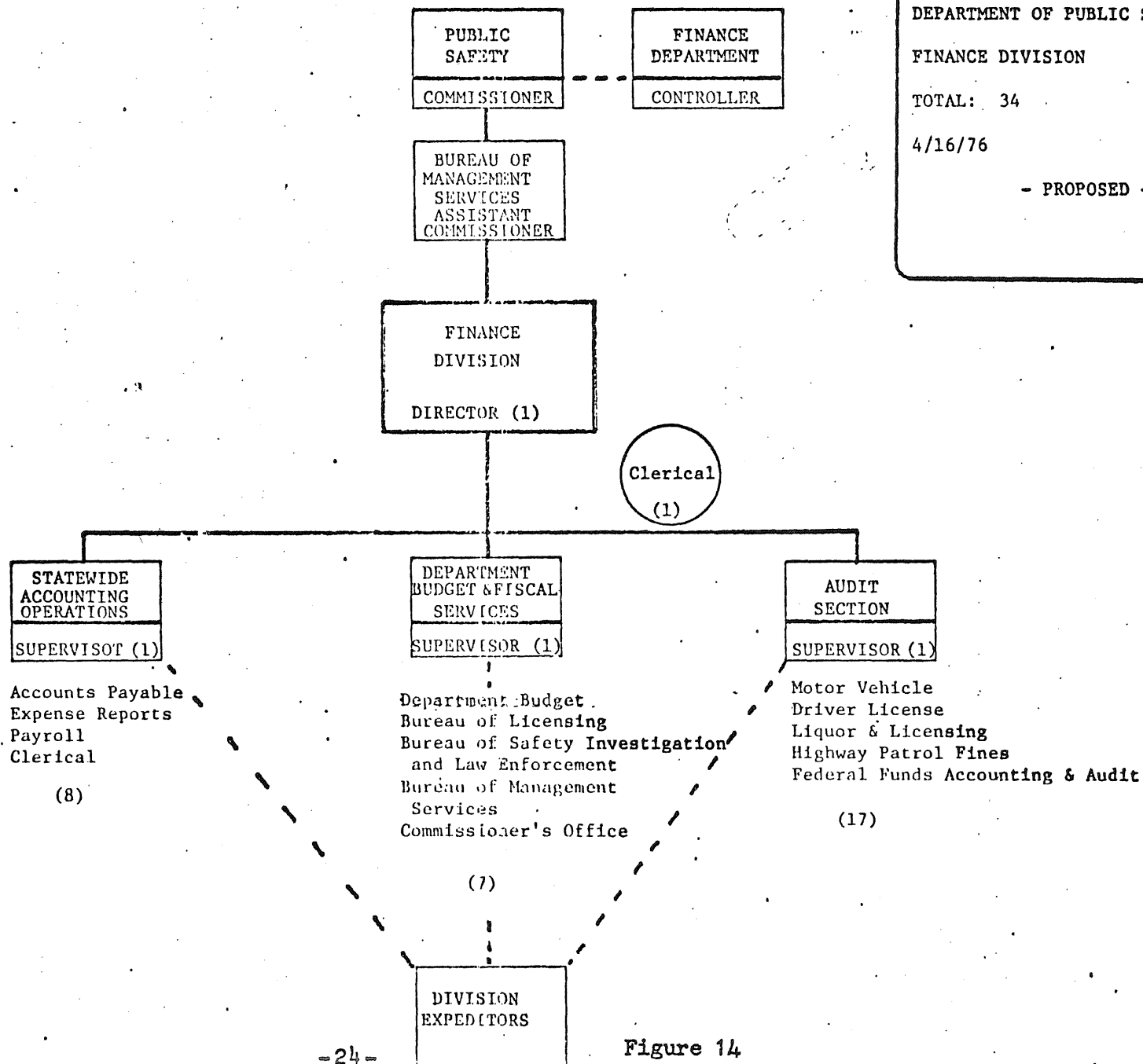
- 1) To develop and maintain knowledge of new and pending products which may be useful to the Department of Public Safety.
- 2) To research and evaluate key equipment and products required for the efficient operation of the Department of Public Safety.
- 3) To review the Federal excess property catalog in order to respond to needs by Public Safety Divisions and take advantage of savings wherever possible.
- 4) To advise the Commissioner, when requested, on the relative merits of equipment available.
- 5) To review and approve all Department of Public Safety requisitions for purchase of equipment.

The Equipment Evaluator will have specific responsibility for purchases relating to communications equipment, working closely with Department of Administration's Telecommunication Division. (Consideration may be given at a later date to adding a position of assistant to the Equipment Evaluator, specializing in communication equipment.)

Finance Division

The major problem relating to the Department of Public Safety's fiscal services is the fact that, as with Employee Relations, a fragmentation of authority and responsibility for this function exists. The Finance Section currently is a staff function reporting to the Commissioner.

The study team was particularly concerned that the two major licensing programs, Drivers License and Motor Vehicle Registration, both of which record thousands of dollars in daily transactions, are audited by members of the operating divisions. We recommend that the reporting relationship of such auditors be transferred to the Finance Division and that all new automated systems designed to handle licensing functions accommodate to



DEPARTMENT OF PUBLIC SAFETY

FINANCE DIVISION

TOTAL: 34

4/16/76

Page 6 of 1

- PROPOSED -

Figure 14

such separation of responsibilities. We make the same recommendation concerning the audit function for all Department of Public Safety divisions.

A number of divisions also have accounting personnel reporting to division heads rather than to the head of the Finance Section. While the study team understands the necessity for direct input from operating divisions, it is recommended that all accounting personnel, except expediting personnel, report to the Finance Division, headed by the Finance Director. In this way, the Finance Director will have control and final responsibility for the entire financial program of the department. The Finance Director will report to the Assistant Commissioner, Bureau of Management Services.

Expediting Personnel in Operations Divisions

Throughout the study it was recognized that operating divisions of Department of Public Safety, particularly the larger divisions, have a volume of transactions sufficiently high to warrant on-site personnel to expedite transactions through the Employee Relations, Finance, and Administrative Services Division.

We recommend, therefore, that key individuals in each division be designated as expeditors. Their function will be to facilitate preparation of requests for services and supplies using proper forms and procedures; to maintain control over such requisitions; to provide information to division management regarding the status of requisitions; to work closely with the service division to expedite the satisfactory completion of the requisition. Whether those tasks require one or three individuals (one to expedite transactions through each of the central service divisions), depends upon the size of the operating division and the magnitude and complexity of transactions involved.

Regardless of the number of personnel in this classification, it is recommended that the expeditors, where possible, share a commonality of classification and report to the operating division whose transactions they are expediting. It is recommended that Employee Relations Division and the Department of Personnel audit the positions proposed to arrive at the proper description, classification, and number of positions required.

Bureau of Licensing

Licensing is a primary function of the Department of Public Safety. Drivers License Division processes more than one million licenses per year. Motor Vehicle Division annually handles over four million vehicle transactions. The department also handles a number of smaller volume licensing systems.

The Drivers License and Motor Vehicle Divisions are currently undergoing detailed studies to revise data processing procedures. Specific division organization structures can only be developed after the systems studies are completed and should be important recommendations of those studies. However, driver licensing and motor vehicle registering are seen as similar functions. They are related in that both systems concern the operation of motor vehicles, and both systems produce information needed by law enforcement agencies. Further, both are high-volume electronic data processing systems requiring expert staff.

The chief consideration facing Public Safety planning group is the nature and degree of service which should be made available to the public within the licensing function. Based upon only surface observations, the study team believes that substantial improvements in service and a reduction in people costs could result from combining most functions of the Motor Vehicle and Drivers License Divisions.

Together with motorist-oriented licensing, the department issues a variety of other types of licenses. The present Liquor Control Division licenses wholesale and retail liquor vendors and issues liquor-related

permits. The Division of Criminal Apprehension issues licenses and/or permits for sale and storage of explosives, private detectives and protective agents. The Fire Marshal Division issues certificates to dry cleaners and theaters.

Interviews with licensing staff in these three divisions revealed that licensing procedures, vary widely. However, common problems were identified in each system. Briefly, record management programs could not be identified, strict renewal standards and follow-up procedures were not apparent, and inspection schedules were not automatically developed as a result of the licensing system. In some cases, licensing activities are handled as auxiliary responsibilities.

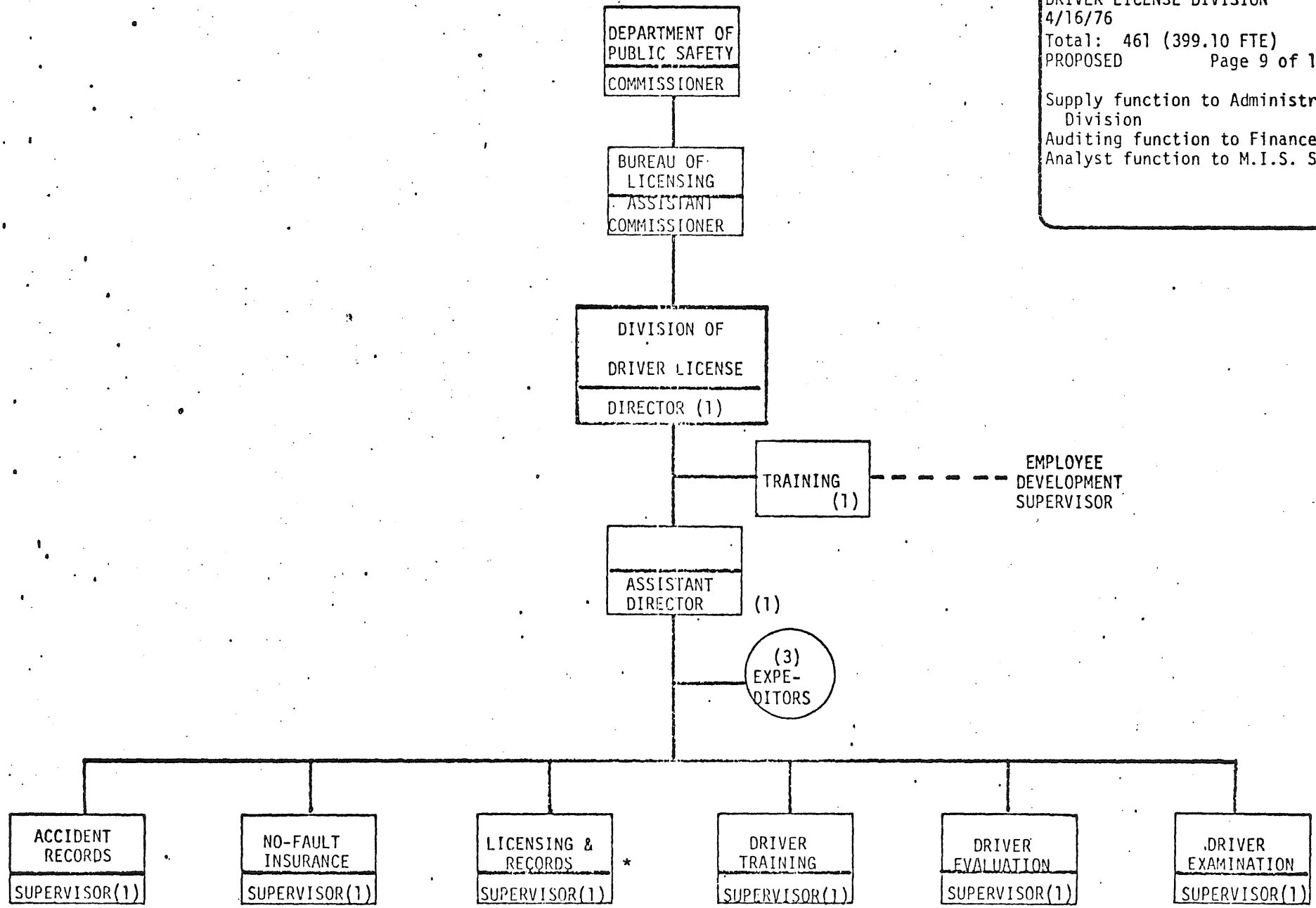
It is recommended that the Department of Public Safety consolidate all small-volume manual licensing systems into one licensing division, headed by a division director with expertise in data processing, records management, and licensing systems. The Department of Public Safety should also begin working with the Information Systems Division, Department of Administration, to convert manual licensing programs to the statewide licensing system, designed for small-volume licensing operations. If recommendations concerning miscellaneous licensing systems are implemented, electronic data processing will be employed in all the licensing activities of the Department.

Licensing is one of the items indicated earlier in relation to change. Licensing is not only a form of control, but it's one of the best revenue producers around. So that while many items which no longer need to be controlled are not removed from licensing systems, other items are often added. As for example, bicycles and handguns.

We recommend that the Department of Public Safety consolidate licensing activities within the Licensing Bureau headed by an Assistant Commissioner. The Bureau organization should reflect the ultimate design of/and services produced by the department's licensing systems. The organization charts following are based upon the current division of licensing

DEPARTMENT OF PUBLIC SAFETY
 DRIVER LICENSE DIVISION
 4/16/76
 Total: 461 (399.10 FTE)
 PROPOSED Page 9 of 17

Supply function to Administrative Ser
 Division
 Auditing function to Finance Division
 Analyst function to M.I.S. Section



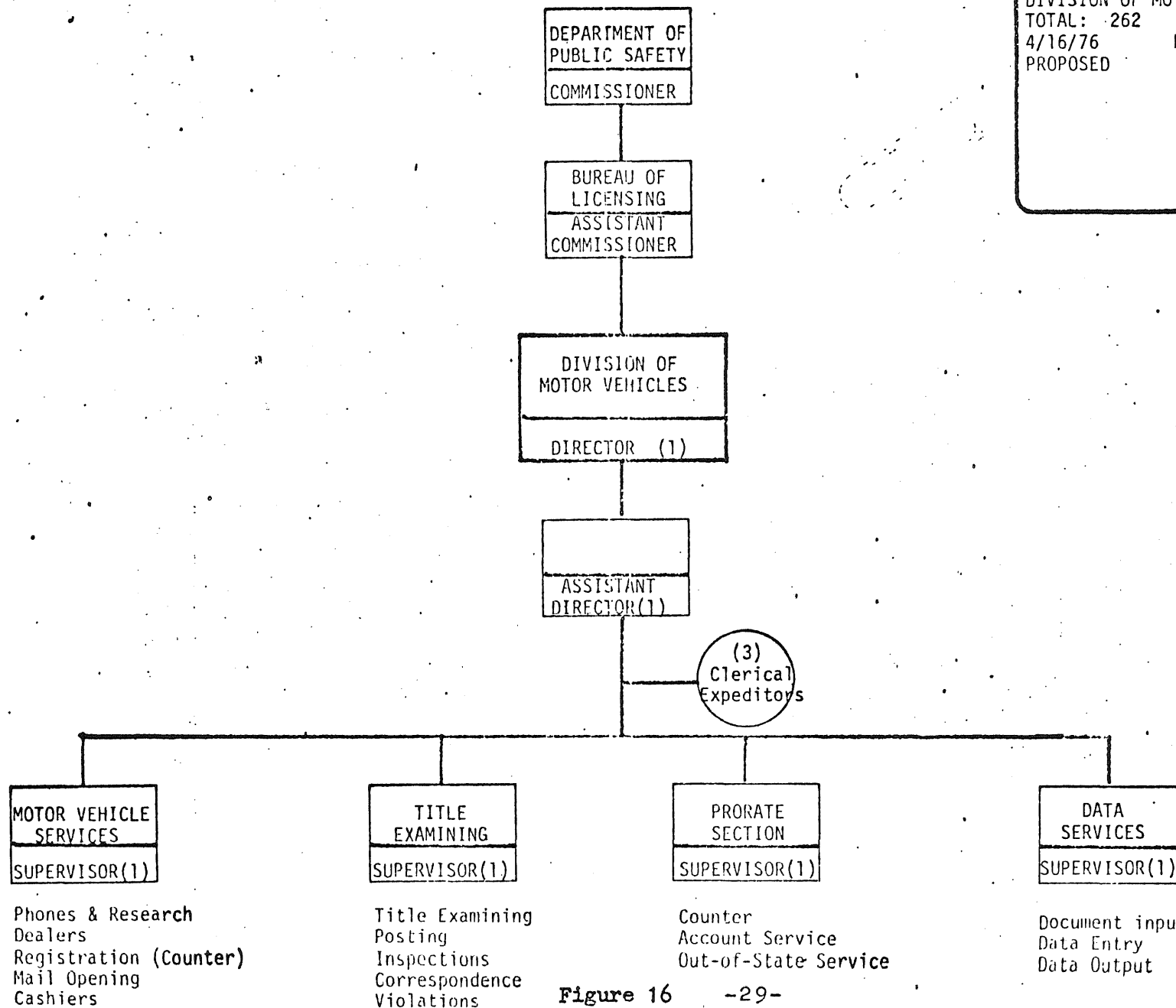


Figure 16 -29-

DEPARTMENT OF PUBLIC SAFETY
 LIQUOR AND LICENSING DIVISION
 TOTAL: 22
 4/16/76 Page 11 of 17
 PROPOSED

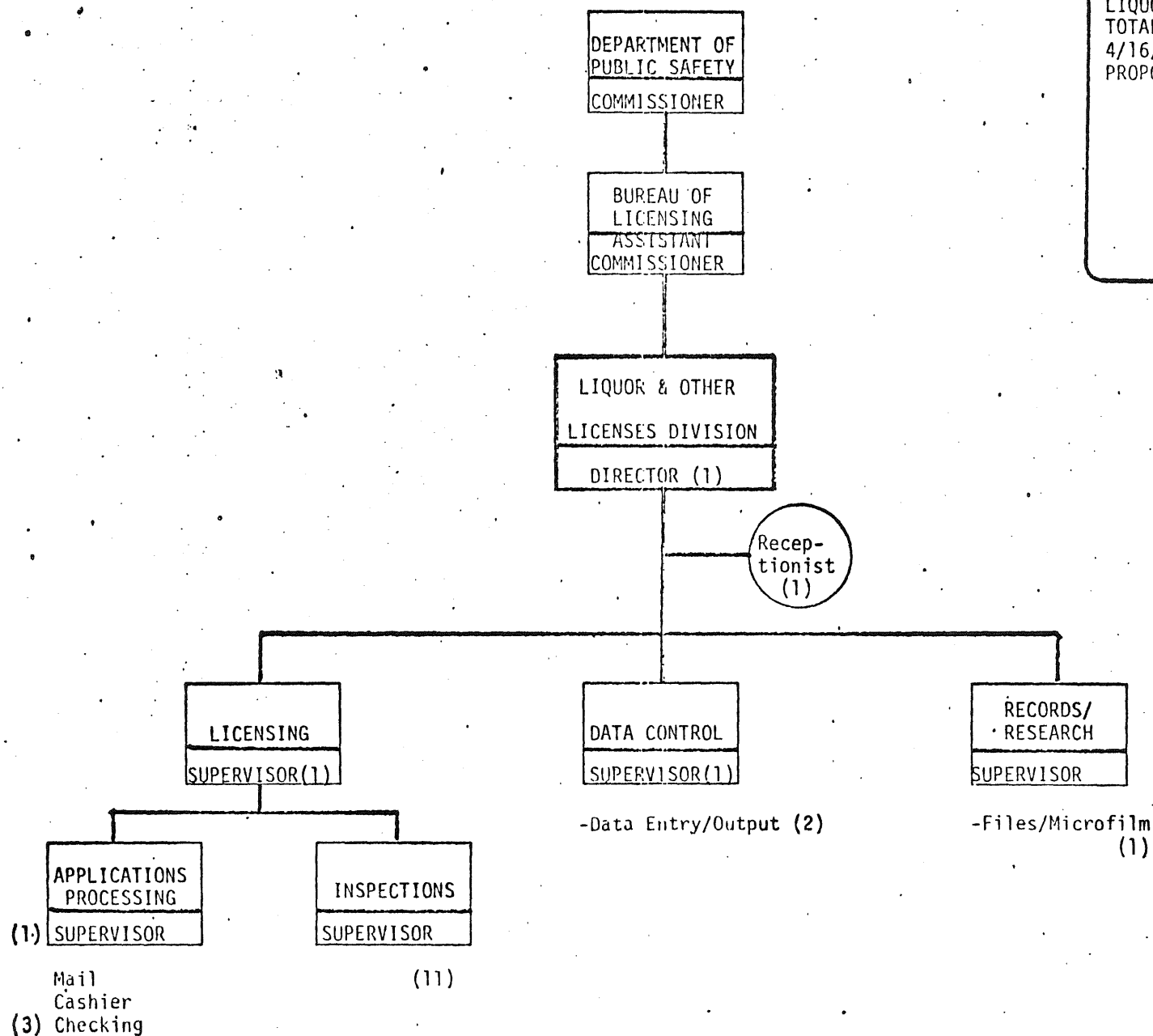


Figure 17

functions, taking into account only those changes which relate to centralizing staff services. The study team wishes to go on record as noting that many other organizational structures are possible within this bureau. Further, the team wishes to recommend that the concept of combining the two major licensing systems be aggressively pursued so that all possible alternative proposals, controls, products, services and administrative procedures are analyzed from a cost-benefit standpoint.

During the interim, we recommend an organization based upon three divisions: Drivers License, Motor Vehicle Registration, and Liquor and Other Licences. Our aim here is to set up machinery which will accommodate new licensing systems without swamping the older, on-going systems. We hope to make visible the cost of new licensing operations, so that when the legislature does add responsibilities in this area, we can produce reasonable cost figures which can be relied upon for funding purposes.

Bureau of Safety Investigation and Law Enforcement

Organization has been defined as the arrangement and sub-division of activities to secure economy of effort through specialization and coordination of work, thereby leading to unity of action. The current arrangements of safety, investigative, and enforcement activities in the Department of Public Safety is such that their relative autonomy defeats and makes nearly impossible that coordination of effort. (This is also true within each unit in regard to the purchase of equipment, the utilization of legal assistance, intra-departmental communications and numerous other functions, which at present appear to operate independently.)

The study then found, particularly in the area of investigation, that very little cooperation and sharing of information takes place between agents of the various divisions. The result is duplication of files, and worse, the necessity to operate without benefit of full knowledge of the case. In addition, the team found a reluctance to share experience,

in the form of training, with other investigative staffs. A portion of responsibility for the present situation must be placed on the ambiguity of the Minnesota Statutes. Recommendations regarding the specific statutes will be found in Section III of this report.

Organizationally, we recommend that a Bureau of Safety Investigation and enforcement be formed to include the Divisions of Criminal Apprehension, Highway Patrol, Fire Marshal, Emergency Services and Capitol Complex Security. Consolidating the divisions and activities which interface so naturally, and placing them under the leadership of an assistant commissioner will form a visible line of accountability and enhance the opportunities for such similarly oriented agencies to work together in solving problems of mutual concern. Figures 14 through 16 show the divisions within the new Bureau.

Liquor Inspection -vs- Investigation

Currently the Liquor Control Division has the responsibility for inspections to ascertain compliance with license conditions, and to determine the desirability of granting a license. Statutorily, the Division is also responsible for investigating violations relating to the wholesaling and manufacturing of intoxicating beverages. There is growing concern, not only in Minnesota, but throughout the country, that regulatory agencies be examined and held accountable according to today's need for their services. Such activity has been referred to as the "sunset" movement. (see following news items). Shortly after the end of Prohibition, when the original Liquor Control Commission was established, the state's regulatory requirements were quite different from those of today. There was, for example, an urgent need to inspect proofage of liquor sold and to set standards for quality of products. Quality standards, for the most part, are now set at the Federal level, and liquor testing is more accurately and easily done by collecting samples for laboratory use than through on-site testing.

For these reasons, plus the fact that Minnesota no longer requires a tax stamp on each bottle of intoxicating spirits,⁶ on-site inspections have little value.

⁶ Inspectors, therefore, cannot tell by looking at merchandise if the tax has, or has not, been paid.

We recommend that the role of liquor inspectors be altered according to the guidelines set down by Commissioner Novak in the following memoranda (including similar guidelines for State Fire Marshal arson investigators). In addition, inspectors should increase their role as the communication link among local businessmen, local law enforcement units and state law enforcement groups. Inspectors' chief responsibilities will be to inform all concerned regarding rules and statutory requirements; to notify appropriate law enforcement units regarding violations; and most importantly, to follow up on all cases so reported, to record case findings and to ensure that such information is integrated into the state's criminal justice information system.

It is further recommended that investigations, whenever they relate to criminal activity, be assigned to the Criminal Apprehension Division. Clarifying assignments along these lines will allow for full, standard investigations of all cases so identified and better enable the department to make apprehensions as a result of criminal activities which appear to be related. Specific recommendations relating to inspection procedures will be found in Section III.

'Sunset' move gaining in Congress

By Congressional Quarterly

Washington, D.C.

Hoping to capitalize on the public's "anti-Washington" mood, members of Congress are seeking support for bills to make federal programs regularly justify their existence or come to an end.

The proposals are called "sunset" bills and share the goal of improving government performance by eliminating duplication and waste.

A Senate subcommittee has completed hearings on one proposal that generally would require all federal activities to be reapproved by Congress at least every four years. It also would apply the concept of a zero-base budget review to federal programs. That is, congressional committees would begin with the assumption that a program would receive no money. Then, working up from zero, they would assess the value of gradual increases.

The sponsors of the measure contend that the public has become so dissatisfied with an increasingly complicated — and expensive — federal government that something must be done to make it more productive.

While none of the witnesses at the recent hearings quarreled with that, some found fault with the bill on other counts and suggested that improvements are possible without new legislation. The issue became: Should Congress pass a "sunset," zero-base budgeting bill?

The proliferation of federal programs, accompanied by duplication, inefficiencies and conflicting purposes, has resulted, said Sen. Edmund Muskie, D-Maine, "in a bumper crop of public disenchantment with government so unresponsive that it cannot even perform the simple day-to-day tasks that need to be done."

Muskie pointed out that in 1975 the government listed 1,030 aid programs (including 228 health-related, 156 in the area of income security and social service, and 83 in housing) and that there are 44 independent agencies and 1,240 advisory boards, committees, commissions and councils besides the 11 Cabinet departments.

"There may have been a time when we could afford nearly a thousand different legislative solutions to a few dozen national problems — when we did not have to worry which programs were working and which ones were not, because we knew there was enough in the till for everyone. Today, we no longer have those options," said Muskie, a principal sponsor of the bill.

A Republican sponsor, Sen. William Roth Jr. of Delaware, believes it "would end the unspoken rule that money spent on a program this year must be continued or increased in next year's budget." That axiom, he said, has led to the practice "of throwing good money after bad for a wasted enterprise."

Rep. Norman Mineta, D-Calif., former mayor of San Jose, is sponsoring a similar bill in the House. He argued, that it would have a "positive impact" on federal-local relationships as bureaucratic red tape was cut and federal grant programs were overhauled to reduce overlapping or contradictory objectives.

The goals of the Muskie bill are laudable, said the director of the Office of Management and Budget (OMB), James Lynn. But its overriding problem is the "mechanical and inflexible" approach to evaluating federal programs. Some activities, Lynn explained, need reviews more than every four years, some less. The bill could result in a mass of paperwork, but little meaningful evaluation.

Another problem, said Alice Rivlin, director of the Congressional Budget Office, is the bill's sweeping mandate for zero-base budgeting. It is a lot of work, she said. There also are many cases where there is no dispute that an activity should be continued, such as national defense and a census. Rather than an across-the-board requirement for zero-base budgeting, Rivlin and others urge a more elective approach.

Commerce Secretary Elliot Richardson said attention should be given first to so-called "uncontrollable" programs that can be changed or eliminated only through

legislation.

Other witnesses before the Senate subcommittee suggested that new legislation might not be needed to accomplish some of the goals envisioned by the bill's sponsors. "Don't wait for legislation," said former OMB Director Roy Ash. He urged Congress and OMB to start immediately on selected zero-base analyses.

Reinforcing that, Comptroller General Elmer Staats told the subcommittee that the General Accounting Office already has the authority to study duplicative or conflicting aspects of federal grant programs.

AMERICAN NOTES

How Long Ago It Seems

Remember the Chicago Seven? Well, they were seven men accused, under a somewhat dubious conspiracy statute, of plotting to cross state lines to disrupt the 1968 Democratic Convention. They stirred up demonstrators and helped lead street protests against the Chicago police that often turned violent. One of their leaders was Jerry Rubin, field marshal of the yippies. Remember the yippies? Well, they were the Youth International Party (YIP).

Six years ago a New York Times editorial described the trial of "the Chicago Seven" as "the shame of American justice"—and many Americans agreed. Last week Rubin, 37, now promoting his newest book, *Growing Up at 37*, confessed in a guest column in the Chicago Sun-Times, courtesy of Columnist Bob Greene, that he and his co-defendants were "guilty as hell. Guilty as charged." Explained Rubin: "Let's face it. We wanted disruption. We planned it." But, added Rubin, "guilty does not mean 'wrong.'"

The trial's semi-retired judge, Julius Hoffman, 50, who had handed down 123 contempt citations to the defendants for such actions as blowing a kiss to the jury, felt triumphant: "I've been vindicated."

It all seems a long time ago—except perhaps for Hubert Humphrey. Had it not been for the chaos in Chicago, which convinced many TV watchers that the Democratic Party was run by a bunch of radicals, R.H.H. just might have edged out Richard Nixon for the presidency in 1968.

→ Sunset in Colorado

In Colorado, almost everything from banks and insurance companies to barbers and dance schools is licensed by state agencies. The Board of Cosmetology, for one, is so stringent about problems like split ends and sensitive scalps that it requires a hairdresser trainee to undergo 1,650 hours of instruction, including a full 100 hours of supervised shampooing.

That sort of thing not only costs tax dollars to administer but also winds up stifling competition, since plumbers scrutinize plumbers, nursing-home administrators oversee nursing homes, etc. To curtail such cozy practices, the Colorado House of Representatives has recently passed a "sunset" law that would require each of the state's 41 regulatory agencies to justify its existence every six years—or quietly expire. The state senate is expected to approve the bill in the next few weeks. Legislators know that most agencies will fight hard to stay

in business, but many will be forced to streamline themselves or—bureaucrat's nightmare—to consolidate with others.

It would be a fine example for the U.S.: after all, other states have set up special boards to regulate goat's-milk dealers, tree experts, wholesale minnow operators, dealers in scrap tobacco. High time for many of them to fade into the sunset.

And as for those federal agencies...

Needed: Strong Soldiers

"What urban education needs is not more money but more parents willing to give their children care, motivation and chastisement—the will to learn." The speaker is the Rev. Jesse Jackson, a former lieutenant of Martin Luther King, oratorical spellbinder and director of Chicago-based Operation PUSH (People United to Save Humanity), a community development organization founded to help the urban poor. Jackson has been preaching a new gospel of self-discipline to replace self-pity among black high school youths. "We keep saying that Johnny doesn't read because he's deprived, hungry and discriminated against," says Jackson. "One of the reasons Johnny does not read well is that Johnny doesn't practice reading." Is Jackson blaming the victims of discrimination and deprivation for their own plight? No, he replies emphatically. "Racism is the enemy," he says. "But it takes strong soldiers to fight a strong enemy, and you don't produce strong soldiers by crying about what the enemy has done to you."

In Washington (where school enrollment is 97% black), Jackson's remarks have been warmly received by Acting School Superintendent Vincent Reed and many teachers. But some of his listeners wonder: Can students, by an act of will, overcome chaotic family lives and schools with overworked teachers and inadequate equipment, textbooks and libraries? Jackson's answer is bound to stir hot arguments. "Nobody will save us from us," says he, "but us."

Glory and Danger

Concluding his Boston foreign policy speech (see story page 14), Secretary of State Henry Kissinger stated a pious hope that deserves a moment's consideration above the din of conflict:

"Americans have always made history rather than let history chart our course. We, the present generation of Americans, will do no less. So let this year mark the end of our divisions. Let us usher in an era of national reconciliation and rededication by all Americans to their common destiny. Let us have a clear vision of what is before us—glory and danger alike."

RONALD REAGAN & WIFE NANCY AT A PRESS

PRIMARIES

The Ford

The crowds love a winner, and everywhere that Gerald Ford went as he campaigned in Illinois thronged the streets to get a glimpse. Often they greeted him with rousing cheers, feet stamping, whistles and cries of "Go get 'em, Jerry," and "We love you, Jerry." The uneasy and awkward candidate of last fall is beginning to turn the voters on.

His victories in the first four primaries achieved the alchemy. This week in Illinois, Ford is expected to score his fifth win. Next week he stands a good chance to pick up his sixth, in North Carolina. But few victories that he has ever gained were quite as reassuring to him as last week's win in Florida—a big, fast growing, variegated state that until recently had been considered Ronald Reagan country. After Ford got the news in Washington, last Tuesday night, he grinned broadly and declared, memorably, "All I can say is that it feels as warm and comforting as a ray of Florida sunshine."

Later that evening, as workers in his national campaign headquarters jubilantly tossed Florida oranges to one another, the President warned them against overconfidence. And White House Counselor Rogers C.B. Morton cautioned: "We don't want to gloat." But in winning 53% of the Republican vote in Florida, Ford practically eliminated Reagan from the running.

By some counts, the President now

TALL

120s

Towers
over
ordinary
cigarettes

TALL

Warning: The Surgeon General Has
Determined That Cigarette Smoking
Is Dangerous to Your Health.

Filter: 20 mg. "tar", 1.5 mg. nicotine
av. per cigarette by FTC method.

tentatively scheduling a fall of my own
on April 9 as I leave for work from my
second-floor apartment. Please arrange
for a TIME photographer to be present
around 8 a.m. for coverage of this spec-
tacular event.

*Linda Burt Gill
Houston*

Prove or Perish

I was interested in reading your
American Notes item on Colorado's
"sunset laws" [March 22].

The idea that regulatory agencies
should have to justify their existence
or go out of business is most com-
mendable, but not novel. Congressman
Abner J. Mikva and I have each in-
troduced legislation to require major
federal regulatory agencies to prove
their worth or "self-destruct" within
seven years.

*Joseph R. Biden Jr.
U.S. Senator, Delaware
Washington, D.C.*

Lemmon Aid

Your lambasting of Lemmon's per-
formance in *The Entertainer* [March 15]
was hitting a bit below the belt. I was for-
tunate enough to have seen Laurence
Olivier enact the role of Archie Rice,
and it was an incomparably flawless por-
trayal. But because Olivier is an impos-
sible act to follow, does that mean that
John Osborne's play must be buried in
a time capsule for several generations,
awaiting another Olivier?

*Fleur Tamon
San Antonio*

IBM Doesn't Do It

Your article "The Big Payoff" [Feb.
23] correctly points out that IBM is
among those companies that "are wide-
ly known for refusing to make payoffs."

However, elsewhere in the story, you
report IBM and other U.S. corporations
found their legal political contributions
in Canada and Italy "embarrassing."

IBM initiated publicity last summer
about IBM Canada's decision to forgo
its legal practice of making political con-
tributions (an average of \$36,000 per
year in the past five years). This deci-
sion to halt these contributions was
made because IBM Canada concluded
that it was important for IBM to have a
worldwide policy on this matter.

As for Italy, IBM Italy did not, and
does not, make political contributions.

IBM's policy on political contribu-
tions, payoffs, bribes, or any other ques-
tionable payments is clear: we simply
don't do it.

*Frank T. Cary
Chairman of the Board, IBM
Armonk, N.Y.*

Address Letters to TIME, Time & Life Building,
Rockefeller Center, New York, N.Y. 10020

TALL

120s

All those
extra puffs.
Costs no more
than 100s.TALL
MENTHOL

120s

20 FILTER CIGARETTES

Warning: The Surgeon General Has
Determined That Cigarette Smoking
Is Dangerous to Your Health.

Menthol: 18 mg. "tar", 1.6 mg. nicotine
av. per cigarette by FTC method.

TO : Joseph Novak, Liquor Control
Paul Tschida, BCA

DATE: April 20, 1976

FROM : Edward G. Novak
Commissioner

PHONE: -6642

SUBJECT: Investigative and Operational Procedures

As I have received concurrence from both of you relative to the attached memo, you may now consider this an agreement of cooperation by your respective Divisions.

EGN:lcr
Attachment

TO :

DATE: DRAFT

FROM :

PHONE: _____

SUBJECT: Changes in Investigative and Operational Procedures

Recently a study of the Department of Public Safety by a team from the Department of Administration was conducted. Subsequently conferences were held with Commissioner Novak, the Study Team, and the Division Heads. The following procedures have been established to more closely coordinate the investigative capabilities of the Bureau of Criminal Apprehension and the Liquor Control Division.

1. Inspections of liquor retail establishments, liquor wholesalers, beer wholesalers, and manufacturers will proceed according to the division's statutory responsibilities.

When circumstances indicate that a crime other than a liquor violation, such as prostitution, gambling, or fencing of stolen goods, has been committed, liquor control agents will notify the appropriate law enforcement agency.

Criminal investigation will be pursued by state/local government law enforcement agents trained in criminal apprehension.

All incidents of liquor law violations and all criminal investigations in which services/resources of the state are requested or utilized will be reported centrally within the Department of Public Safety. Data will be audited and information shared by the needing divisions within the department. This procedure will require a control, or log-keeping, activity in addition to the reporting system, both of which should be developed cooperatively by the Liquor Control Division and the Bureau of Criminal Apprehension.

2. Continue at the regional level an ongoing training and information exchange program between Bureau of Criminal Apprehension and Liquor Control field staff on a formal basis.
3. Include and incorporate all liquor law convictions with the Bureau of Criminal Apprehension existing records system.

4. A review and evaluation of all existing and projected training programs of both Bureau of Criminal Apprehension and Liquor Control Division.
5. A cross-over of training between Bureau of Criminal Apprehension and Liquor Control Division in which liquor laws and regulations and procedures for dealing with liquor violations are stressed.
6. A systematic program for performing and recording the statutorily required liquor inspections will be implemented simultaneously with items 1-5.

TO :

DATE:

FROM :

PHONE:

SUBJECT: CHANGES IN OPERATIONAL PROCEDURE

Recently a study of the Department of Public Safety by a team from the Department of Administration was conducted. Subsequently conferences were held with Commissioner Novak, the Study Team, and the Division Heads. The following procedures have been established to more closely coordinate the investigative capabilities of the Bureau of Criminal Apprehension and the State Fire Marshal.

1. When a fire occurs where circumstances indicate that arson and/or another crime may have been committed, the first responding State agency shall immediately notify the cooperating agency.

The utilization of professional resources is recommended along the following guidelines:

Identification of the origin of fires and explosions and related disasters will be made by fire-experienced personnel in local fire departments or, upon request, by the State Fire Marshal's Office.

If the commission of a crime, or crimes, is indicated, criminal investigation will be pursued by state/local government law enforcement agents trained in criminal apprehension.

All incidents of fire and explosions and related disasters in which services/resources of the state are requested or utilized will be reported centrally within the Department of Public Safety. Data will be audited and information shared by the needing divisions within the department. This procedure will require a control, or log-keeping, activity in addition to the reporting system, both of which should be developed cooperatively by the State Fire Marshal's Office and the Division of Criminal Apprehension.

2. Continue at the regional level an ongoing training and information exchange program between Bureau of Criminal Apprehension and Fire Marshal field staff on a formal basis.

All Fire/Arson Investigators

Page 2

3. Include and incorporate all incendiary fire records with the Bureau of Criminal Apprehension existing records system.
4. A review and evaluation of all existing and projected training programs of both Bureau of Criminal Apprehension and State Fire Marshal.
5. A cross-over of training between Bureau of Criminal Apprehension and State Fire Marshal. (This has already been implemented with the registration of Fire Marshal field staff in the new basic crime scene preservation and processing course.)
6. A systematic program for performing and recording the statutorily required fire safety inspections will be implemented simultaneously with items 1-5.

WW:lcr

State Fire Marshal

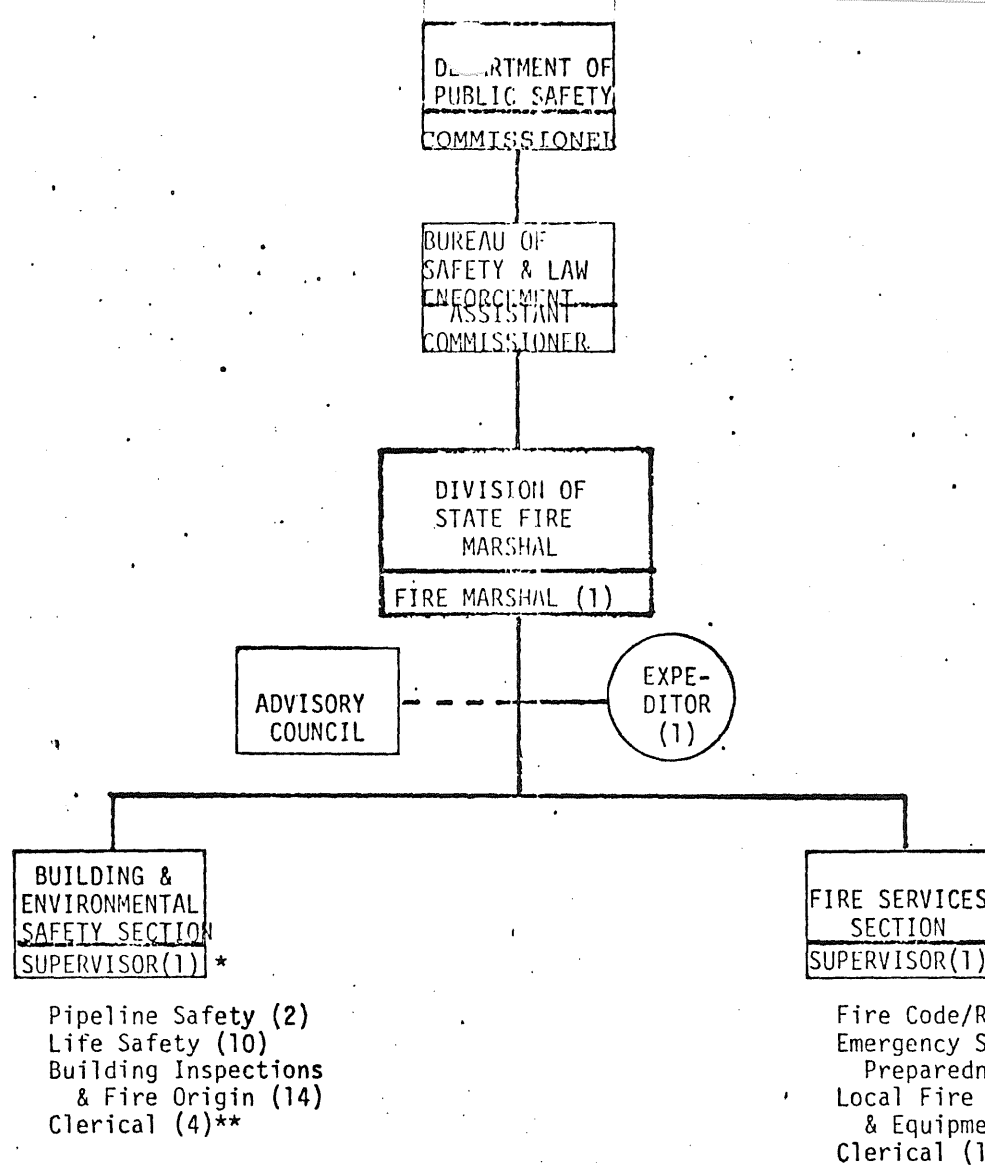
A number of state agencies have responsibility for monitoring building safety, either during construction or after a building is completed and occupied. Examples of these functions are:

Fire Marshal	Department of Public Safety
Electrical Regulation	Board of Electricity
State Building Code	Department of Administration
Plumbing Regulation	Department of Health
Boiler Regulation	Department of Labor and Industry
Health Facilities Engineering Services	Department of Health
Standards Compliance for Health Care Facilities	Department of Health/Fire Marshal

Building safety is an important program and should be handled in a concerted manner.

By combining all of the above activities within a single agency, inspections could be made which cover all aspects of building safety. Building safety programs could be implemented which guarantee more effective and intense inspections, at the same time reducing the number of on-site visits. Reporting would be centralized allowing for better analysis of data. The study team recognizes the necessity for statutory changes to effect this recommendation and suggests that the Commissioners of Public Safety and Administration coordinate the effort prior to bringing it before the proper Legislative Interim Committees.

While the goal of the recommendation is the combining of the above functions into one program, the short-range recommendation is to establish capability within the Department of Public Safety to deal with safety-oriented inspection activities on a state-wide basis, preferably within the existing Fire Marshal Division.



DIVISION OF STATE FIRE MARSHAL
TOTAL: 38
4/16/76 ge 14 of 17
PROPOSED

* Also acts as liaison with BCA.
** An additional data entry position n
be needed if volume is increased du
to use of 902 form.
***Same as supervisor.

Figure 18

Arson Investigations

Among the responsibilities of the office of the State Fire Marshal is that of investigating arson. Given the fact that arson is a serious crime, that its incidence appears to be increasing, and that arson is often related to the commission of other crimes, it is recommended that once the Fire Marshal personnel have established that the crime of arson and/or other crimes have been committed, the responsibility for investigating such crimes lies with local law enforcement and ^{local} fire service agencies and/or with the Division of Criminal Apprehension.

Capitol Complex Security Division

We recommended that Capitol Complex Security be removed from the Highway Patrol Division and be given division status reporting to the Assistant Commissioner for Safety Investigation and Enforcement. This recommendation is based on existing statute, M.S. 299E, which states that Capitol Complex Security shall be a separate division, and describes the differing responsibilities and goals of the Highway Patrol and Capitol Complex Security. It is further recommended that security for the Governor's mansion continue to be the responsibility of the Highway Patrol under provisions of M.S. 299D.03, Subdivision 1 (10).

In order to effect a smooth transition, it is recommended that the Commissioner retain the authority to reassign Highway Patrol personnel to the positions of Director, Assistant Director, and Investigator within the Division of Capitol Complex Security to accommodate current Highway Patrol personnel in these positions. At such time as current personnel are no longer employed within Capitol Complex Security, it is recommended that new personnel appointed to these positions have no ties with the Highway Patrol. Currently, one Highway Patrol Officer acts as an investigator of crimes committed within the Capitol complex. This position should continue to be filled by a member of the Highway Patrol, but in addition, that individual will have a dual reporting assignment to the Division of Criminal Apprehension which will provide appropriate formal training and procedural instruction.

DEPARTMENT OF
IC SAFETY
COMMISSIONER

BUREAU OF
SAFETY & LAW
ENFORCEMENT
ASSISTANT
COMMISSIONER

DIVISION OF
CRIMINAL
APPREHENSION
DIRECTOR

Clerical
(1)

ASSISTANT
DIRECTOR (1)

ASSISTANT
DIRECTOR (1)

DIVISION OF CRIMINAL APPREHENSION
TOTAL PERSONNEL 154
4/16/76 F 13 of 17
PROPOSED

LABORATORY
(40)

CRIMINAL
JUSTICE IN-
FORMATION
SYSTEM (34)

POLICE
TRAINING
(14)

EXPEDITORS
(3)

GENERAL IN-
VESTIGATION
(20)

ORGANIZED
CRIME IN-
VESTIGATION
(10)

SPECIAL IN-
VESTIGATION
(1)

CLERICAL
STAFF (1)

ZONE 1
(6)

ZONE 2
(4)

ZONE 3
(6)

METRO
ZONE (4)

Figure 19.

* Bureau of Safety Investigation
and Enforcement

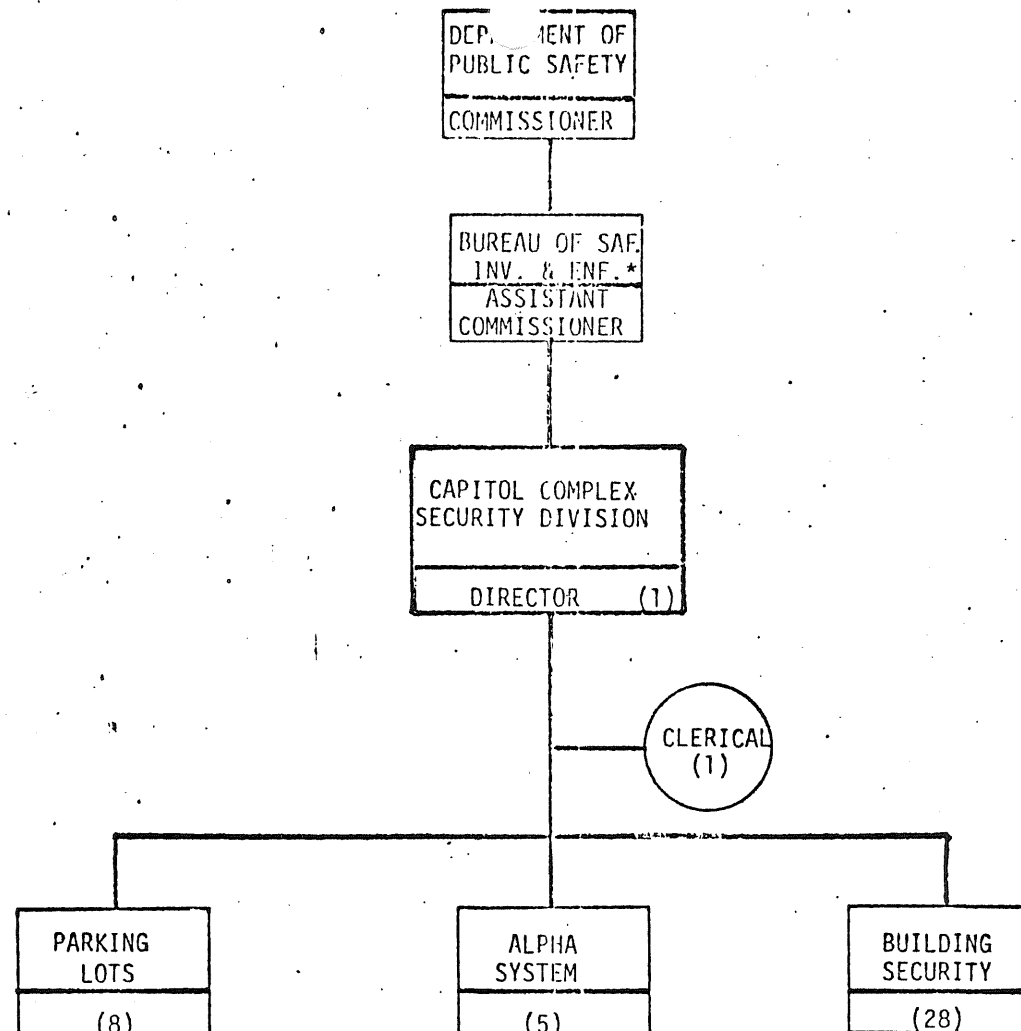


Figure 20

Emergency Services Division

Organizationally, the study team recommends minor regroupings of functions to even the workload among the deputy and two assistant directors. The team believes the division is top-heavy in the management level and recommends that Employee Relations Division flag at least one assistant director position. When the position becomes vacant it should be reviewed for reclassification.

Highway Patrol Division

The object of the team's organization recommendation for Highway Patrol is to strengthen the field inspection function and to remain consistent with the previous recommendations for centralizing staff services. Accordingly, the expeditors' duties have been clarified, and staff services will be provided through the central divisions.

DEPARTMENT OF
PUBLIC SAFETY
COMMISSIONER

BUREAU OF SAF.
INV. & ENF.*
ASSISTANT
COMMISSIONER

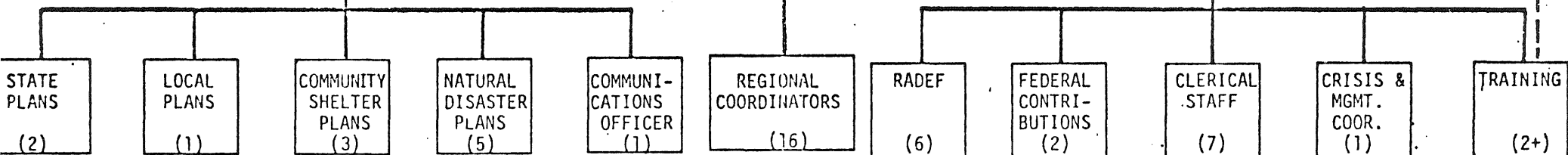
DIVISION OF
EMERGENCY
SERVICES
DIRECTOR (1)

ADMIN.
SEC.
(1)

DEPUTY
DIRECTOR (1)

ASSISTANT
DIRECTOR (1)

ASSISTANT
DIRECTOR (1)



DIVISION OF EMERGENCY SERVICES
TOTAL PERSONNEL: 51 + vacancy
4/16/76 Page 17 of 17
PROPOSED

* Bureau of Safety Investigation
and Enforcement

EMPLOYEE
RELATIONS
EMPL. DEV.
SUPV.

Figure 21

*1 Sergeant attached to Administrative Services as fleet manager (18)

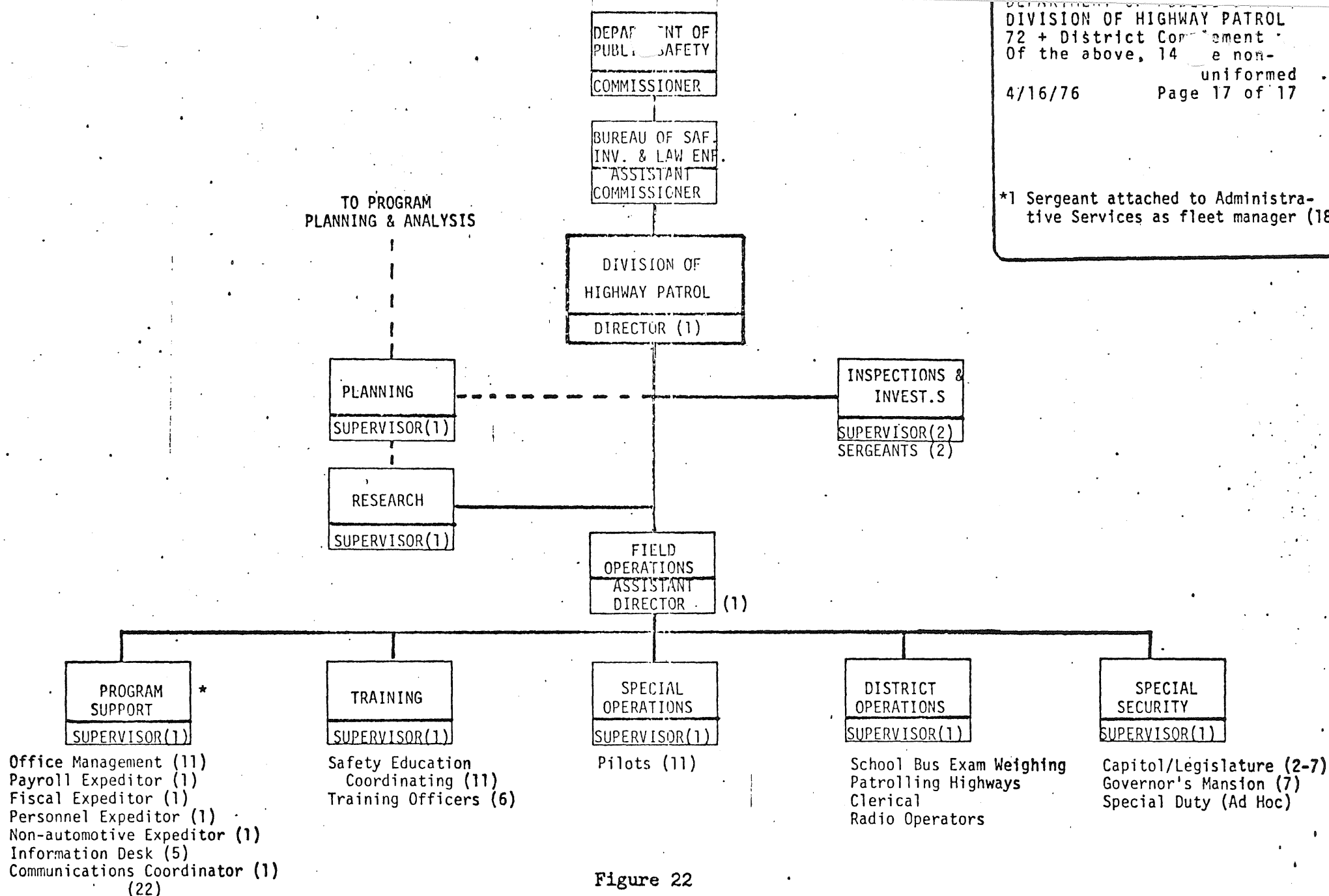


Figure 22

Summary

In summary, the recommended organization revisions are:

1. Formation of three bureaus to handle the three basic departmental functions -- licensing, safety investigation and enforcement and staff, or management, services -- each bureau to be headed by a deputy commissioner.
2. Establish an Assistant to the Commissioner position to aid the Commissioner with problems or projects of a short duration and of a special or unique nature.
3. Establish centralized support services -- finance, personnel, administrative -- upon which the operations divisions must depend.
4. Establish expediting positions within each operation division which act as liaison with the central service to process and control the paperflow.
5. Develop a central department planning function oriented specifically toward safety programs but also providing impetus to the executive council in long-range planning.
6. Establish a third licensing division to handle all smaller volume licensing systems now scattered through the department, and to process those new licensing responsibilities assigned to the department through legislation.
7. Conduct an in-depth analysis of licensing services as they should be delivered in the future; and upon this analysis base the organization of the Licensing Bureau and the design of the licensing systems.
8. Separate the inspection and investigatory functions so that when it is clearly identified that a crime has been committed, the law enforcement authorities take over the investigation and pursuit of the case.
9. Establish the new position of equipment evaluator to provide expert assistance in evaluating and recommending items for purchase by the department.

10. Separate the Capitol Complex Security Division from the Highway Patrol and establish it as an operating division.

POSITION DESCRIPTION

Position Title: Assistant to the Commissioner

Position Purpose:

To provide assistance to the Commissioner with problems or projects of a short duration and a special or unique nature.

Reportability:

Reports to the Commissioner

Dimensions:

Principal clientele - Commissioner and immediate staff

Principal Responsibilities:

1. To supervise the development and initial implementation of special, one-time projects which relate to the organization of the department so that quality, impact, and efficiency may be tested prior to program development within operating divisions.
2. To prepare special research projects for the Commissioner so that the Commissioner may make decisions concerning departmental policies and/or positions on issues related to public safety.

Authorities:

- 1a. To develop implementation plans and schedules.
- b. To contact any necessary resource persons.
- c. To supervise personnel as committed by the Commissioner and his staff to special projects.
- d. To request information from operating divisions as required by the Commissioner.
- e. To coordinate planning and implementation with the Program Planning and Analysis Division.
- 2a. To make contacts with appropriate resource persons to gather information on behalf of the Commissioner.
- b. To gather resource materials and documentation as needed.

3. To provide assistance to the Commissioner in handling departmental problems or projects of a confidential nature which may impact more than one division so that the Commissioner may make decisions and problems may be handled without jeopardizing confidentiality in sensitive matters.
 4. To coordinate and monitor the department's legislative program so that the Commissioner is aware of the status of all proposed legislation.
 5. To assist the Commissioner in preparation of speeches and statements so that departmental policy and views are presented to the public in a well-researched, thoughtfully written manner.
 6. To act as liaison with special study or research groups working within and outside the Department of Public Safety so that studies may be coordinated and conducted with a minimum of disruption to operations and the Commissioner may be aware of the activities and findings of such groups.
 7. To assist in the development of administrative rules and regulations so that departmental rules and regulations reflect department and clientele needs and are consistent with existing statutes.
- c. To report with recommendations to the Commissioner.
 - 3a. To research the problem or project as directed by the Commissioner.
 - b. To report with recommendations, alternatives, and impacts to the Commissioner.
 - c. To take actions as directed by the Commissioner.
 - 4a. To maintain records of all legislation pertaining to public safety and action taken thereon.
 - b. To attend legislative hearings and report to the Commissioner.
 - c. To assist the Commissioner in coordinating legislative proposals received from the Assistant Commissioners.
 - d. To assist the Commissioner in legislative presentation
 - 5a. To meet with the Commissioner to ascertain his needs and desires.
 - b. To contact appropriate resource persons for necessary information.
 - 6a. To meet regularly with study/research group leadership
 - b. To provide information to study/research groups as approved by the Commissioner.
 - c. To report study/research groups' activities and findings to the Commissioner.
 - d. To act as liaison between study/research group leadership and bureau heads and division directors.
 - 7a. To periodically review all departmental rules and regulations.
 - b. To conduct research relative to specific rules and regulations.
 - c. To recommend additions and deletions in departmental rules and regulations.

NATURE AND SCOPE

Relationships:

The incumbent works directly for and with the Commissioner who may direct that other departmental employees or staff members be contacted. The incumbent may also contact persons outside the department concerning special assignments as directed by the Commissioner. The incumbent may supervise selected department personnel during the initial testing and implementation of a short-term project as assigned by the Commissioner.

Skills, Knowledges, and Abilities:

The incumbent must be able to organize and manage experimental projects and to assess their effectiveness. The ability to handle projects and problems of a special or confidential nature is essential. The incumbent must speak and write clearly and must be able to research issues thoroughly and to present concise, adoptable recommendations based on research. S/he must be able to meet and work with a variety of people from within and outside state government.

Problem Solving:

The incumbent will be responsible for solving managerial and organizational problems associated with implementation of new programs not confined to single divisions within the department. Problem solving will generally involve decisions concerning program guidelines based on orientation and policy established by the Commissioner. The incumbent will be responsible for solving problems concerning personnel, equipment, space, and any other resources involved in establishing and evaluating a pilot project. Once a project has been accepted as viable, the incumbent will handle all problems encountered in transferring responsibility for the operation of the project (program) to the operating division. Problem-solving may also involve confidential personnel or management decisions as determined by the Commissioner.

Freedom to Act:

The incumbent is limited by the Commissioner's prior approval in all activities. Once approval has been received, the incumbent may contact resource persons and gather information as needed. Pilot projects or programs may be organized and conducted as the incumbent determines under the direction of the Commissioner. The Commissioner shall be informed on a regular basis of the progress of such projects/programs and all other activities and responsibilities assigned to the incumbent.

POSITION DESCRIPTION

Position Title: Assistant Commissioner Bureau of Management Services

Position Purpose:

To direct the Bureau of Management Services and to perform such duties as the Commissioner may delegate or assign.

Reportability and Dimensions:

Reports to: Commissioner of Public Safety

Supervises: 6 Directors including those of Finance, Personnel, Administrative Services and Program Planning and Analysis.

Principal Clientele: Approximately 2,000 department employees and Public Safety management.

Annual Payroll: Approximately \$18,500,000.00

Annual Budget: Approximately \$33,000,000.00

Principal Responsibilities:

1. To direct the Bureau of Management Services, so that centralized fiscal, personnel, administrative, and informational services are provided to all divisions within the department in the most efficient manner possible.

Authorities:

- 1a. To approve new services and cost-cutting procedures proposed for centralized services.
- b. To review regular division status reports and make recommendations.
- c. To maintain the level of qualified personnel to staff key positions within the Bureau.
- d. To coordinate, develop and maintain services contracts with existing state departments and agencies for the economic and efficient use of business equipment including computers.
- e. To execute contracts and agreements with existing state agencies for maintenance and services for maintenance and servicing vehicles, communication equipment and use of buildings and grounds.
- f. To develop and maintain integrated fiscal services for the department.

Responsibilities cont.

2. To serve as alternate to Commissioner in time of absence or when conflict in scheduling arises, so that the Department image of unity, integrity and efficiency will be maintained.
3. To ensure that the Bureau's chief resource-information is constantly available to the Commissioner, so that he will be able to base decisions on accurate, timely data.
4. To serve as key member in the Commissioner's planning group so that the department's wide range of problems and purposes will receive benefit of impartial and detailed discussion.
5. To assist the Commissioner in mediating inter and intra divisional disputes so that the Commissioner will have the benefit of all possible knowledge of the situation under study prior to decision-making.

Authorities cont.

- 2a. To represent the Commissioner at meetings.
 - b. To address groups on topics relating to departmental activities and policies.
 - c. To conduct staff meetings and field visits which the Commissioner is unable to attend.
 - d. To present awards, certificates, etc. in the Commissioner's absence.
- 3a. To implement and maintain a regular reporting system which includes items of information necessary to manage the department effectively.
 - b. To obtain legal opinion on proposed programs and legislation prior to submitting same to Commissioner for approval.
 - c. To maintain a perpetual inventory of the department's finances, fixed assets, manpower resources, and projects in process.
- 4a. To meet regularly as well as informally with planning group and other department committees.
 - b. To compile data and distribute information to groups as required.
 - c. To report informally and regularly to Commissioner on scope of proposed projects; trend information on a national and local basis; details of complex issues facing the department.
- 5a. To meet regularly with other division heads relative to Bureau services.
 - b. To resolve or recommend resolution of problems relating to management services.
 - c. To establish policies concerning the relationship between management services divisions and other units of the department.

Responsibilities cont.

6. To coordinate the preparation of the Department's biennial budget so that the budget will reflect on-going and proposed programs and will provide adequate financial resources for the operation of these programs.
7. To meet regularly with Division Heads in the Bureau of Management Services so that Bureau problems may be resolved and Bureau policies developed in communion.
8. To make recommendations to the Commissioner relating to Legislative changes and rules and regulation promulgation, so that the Commissioner will be aware of the impact on the Bureau's or Department's activities.
9. To communicate regularly and as needed with the Commissioner so that the Commissioner will be able to evaluate conditions in the department requiring decisions.

Authorities cont.

- 6a. To establish the criteria for input to the proposed budget.
- b. To evaluate and recommend approval of budgetary requests from division heads.
- c. To prepare draft of budget document for Commission consideration.
- d. To interpret Department of Finance budgetary policies and procedures.
- 7a. To hold regular staff meetings.
- b. To meet regularly with individual division heads.
- c. To report regularly to the Commissioner the results of, or action proposed at such meetings.
- 8a. To review, and report to Commissioner on Statutes and Rules relating to Bureau activities.
- b. To review and report to Commissioner on proposed legislation and/or rule changes.
- 9a. To attend Commissioner's staff meeting.
- b. To abstract for the Commissioner reports/problems needing immediate attention.

Nature and Scope:

The Assistant Commissioner of the Department of Public Safety performs duties assigned or delegated to him by the Commissioner. He often acts in his stead in state department functions; represents him at meetings and conferences; and directly supervises the department's Bureau of Management Services. The Assistant interacts with all levels of state citizenry and governmental units, as for example, the Governor's Office, Highway Patrol Troopers, Lion's Clubs, Boy Scout Troops, and department employees, to name only a few. He regularly addresses education groups, environmentalists, legislative units and similar bodies in all sectors of public life.

He must have a thorough working knowledge of the Department's statutes, regulations, policies and standards. At the same time, he must be an administrator of the highest order well able to lead, coordinate and mold diverse units into a solid departmental team. Much of the success of the department depends upon his managerial skills and judgment exercise in time of crisis.

Because the Assistant Commissioner supervises key functions of the department such as Legal, Fiscal, Personnel, and Administrative Services, and is responsible for the budget and contracts, problem-solving is a large part of his work. Typical problems may be recommending to the Commissioner priorities on various proposed department programs; negotiation of contracts for services and equipment from other state agencies; chairing a meeting or conference which the Commissioner unexpectedly cannot attend; and meeting with grievance committees from unions or the Highway Patrol Association.

The Assistant's power is second only to the Commissioner's in the Department of Public Safety. He is responsible to the Commissioner for final approval on plans, programs and budgets; but in the development of these, the Assistant's creativeness, daring, courage and intelligence make the difference in the Department's setting attainable goals and in providing challenging jobs for its employees.

POSITION DESCRIPTION

Position Title: Assistant Commissioner - Bureau of Licensing

Position Purpose:

To direct the overall operations of the Bureau of Licensing so that services are delivered efficiently and effectively in accordance with departmental policy.

Reportability and Dimensions:

Reports to: Commissioner of Public Safety

Supervises: Directors of the Divisions of Motor Vehicle Registration, Driver License and Liquor/Licensing

Principal Clientele: 638 employees
1.2 mil licensed drivers
 owners of 4.4 million : motor vehicle transactions annually
750 law enforcement agencies

Budget: \$2.2 mil EDP
 \$ _____ Equipment etc.
 \$ _____ Personnel
 \$ _____ Administration (7)
\$ 15 mil Total

Principal Responsibilities:

1. To direct the on-going administration of the licensing divisions so that services are delivered efficiently.

Authorities

- 1a. To review division progress and/or production reports and budgets.
- b. To make recommendations for improvements in licensing operations and direct division heads in implementing changes.
- c. To review division progress through the use of production reports, budgets, and/or staffing patterns.

Responsibilities cont.

2. To coordinate operations and planning of licensing activities within the Bureau and between the Bureau and other Public Safety divisions so that departmental activities are coordinated and new licensing activities are undertaken in a smooth manner.
3. To assist the Commissioner in preparing a departmental legislative program so that department needs and operations are adequately represented to the Legislature.
4. To supervise licensing division directors so that division objectives are established and achieved.

Authorities cont.

- d. To establish Bureau policies regarding records and other licensing operations in accordance with departmental policies established by the Commissioner and any applicable laws.
- e. To meet regularly with licensing division directors and advise them regarding operational or policy problems.
- f. To approve work priorities.
- 2a. To assist the Commissioner in developing departmental objectives related to licensing activities.
- b. To develop short and long range objectives for the Bureau of Licensing in accordance with departmental objectives established by the Commissioner.
- c. To establish policies with regard to licensing inspections and license discipline in cooperation with the Assistant Commissioner for Safety Investigation and Law Enforcement as approved by the Commissioner.
- d. To establish and implement safety programs which relate to licensing activities in cooperation with the Program Planning and Analysis Division as approved by the Commissioner.
- e. To evaluate performance of divisions in the Bureau.
- 3a. To review current statutes and licensing operations and recommended to the Commissioner changes where necessary, to improve the effectiveness and/or efficiency of licensing activities.
- b. To review all proposed legislation related to licensing and report to the Commissioner regarding the anticipated impact on departmental licensing activities.
- 4a. To review and approve division directors objectives.
- b. To establish performance review standards.
- c. To recommend achievement awards based on performance evaluation.
- d. To meet individually with division directors periodically to review division operations and problems.

Responsibilities cont.

5. To represent the Commissioner and the Department of Public Safety on inter-department and inter-governmental boards, commissions and committees and at conference related to safety licensing so that departmental views are represented and departmental planning is facilitated.
6. To maintain and improve personal expertise in licensing operations and management skills so that the management and operations of the Bureau of Licensing may be improved and expanded on an on-going basis.
7. To coordinate the preparation of the Bureau's budget for the approval of the Commissioner, so that all planned and on-going programs are adequately funded and attention is focused on priority areas.

Authorities cont.

- 5a. To represent the Commissioner's views and policies.
 - b. To participate in program/project planning.
 - c. To commit Bureau of Licensing resources to programs and projects which facilitate achievement of departmental goals and objectives as approved by the Commissioner.
- 6a. To attend conferences and meetings with officers from other states.
 - b. To belong to and participate in the programs of professional administrator's organizations which relate to the operations of the Bureau of Licensing.
 - c. To attend classes which relate to licensing activities and electronic data processing.
- 7a. To review bureau budget figures provided by Division Heads.
 - b. To effectively recommend cost reductions.
 - c. To prioritize bureau activities.

Nature and Scope:

The incumbent has wide latitude to require adjustments to Bureau of Licensing programs and activities so that executive and judicial intents are honored. The incumbent maintains close continuous liaison with licensing division directors and their principal assistants. The incumbent plays a key role in departmental planning and as such maintains close working relationships with the Commissioner, the Deputy Commissioner and Assistant Commissioner for Safety Investigation and Law Enforcement. The incumbent also maintains a close working relationship with Department of Administration Information Systems Division staff and Public Safety employees concerned with electronic data processing systems. The incumbent may represent the Commissioner on interdepartmental and intergovernmental committees, boards, and commissions.

The incumbent must be skilled in the area of management and able to direct and control high-volume and varied licensing systems. Knowledge of electronic data processing systems and their capabilities is essential. The incumbent must be skilled in planning, budgeting and organizing. The incumbent must have the ability to identify and utilize resources in the areas of personnel, equipment, and space. The incumbent must also be able to identify and utilize resource staff with the Department of Public Safety Bureau of Management Services.

Problem solving takes place in three principal areas. 1) Problems concerning the operations of the three licensing divisions within the Bureau of Licensing may be addressed to the Assistant Commissioner by division directors or may become apparent through on-going review of Bureau operations. The incumbent must be able to advise staff concerning solutions and planning to avoid recurrence where possible. 2) The incumbent must also be able to solve programmatic problems which impact on other Public Safety Divisions and operations. Problem solving in this area should enhance the overall coordination and effectiveness of all departmental activities. 3) The incumbent will also face problems in working with governmental agencies and persons outside the Department of Public Safety. Policy issues concerning records, data collection, and release of information to law enforcement agencies, courts, other governmental units and private persons must be addressed. Further, the incumbent must work with court officials in order to insure the accuracy of records and the effectiveness of license discipline actions. Problem-solving, generally, will require analytical, conceptual skills and the ability to establish policies which will serve the department and the public in the most efficient and equitable manner.

The incumbent has wide latitude to require adjustments to operations and procedures within the Bureau of Licensing. Decisions are limited by statutory requirements, departmental policies, and administrative policies as may be established by the Departments of Administration, Personnel, and Finance. The incumbent should actively participate with the Commissioner in establishing departmental policies related to licensing activities.

POSITION DESCRIPTION

Position Title: Assistant Commissioner, Bureau of Safety Investigation and Law Enforcement

Position Purpose:

To administer the Bureau of Safety Investigation and Law Enforcement, Department of Public Safety and to perform such other tasks as the Commissioner may assign or delegate.

Reportability and Dimensions:

Reports to: Commissioner of Public Safety

Supervises: Highway Patrol Director
Capitol Security Director
Criminal Apprehension Director
Emergency Services Director

Principal Clientele: Division of Criminal Apprehension 161 employees

Division of Highway Patrol: 617 employees

Division of Capitol Complex Security: 42 employees

Division of Fire Marshal: 39 employees

Division of Emergency Services: 45 employees

Total employees: 1065

Annual Budget: \$ 27,760,885

Other governmental agencies including all law enforcement units in the state.

Data processing systems: Annual budget \$1,152,442

CJIS

Principal Responsibilities:

1. To direct the on-going administration of the divisions within the Bureau of Safety Investigation and Law Enforcement so that the public is safeguarded according to all statutory responsibilities of those divisions.
2. To analyze current and proposed statutes and regulations relating to bureau activities so that the Commissioner will be aware of the impact and cost/effectiveness of on-going and planned programs.
3. To coordinate Bureau activities with those of the Bureau of Management Services and Bureau of Licensing so that the total effort of the public safety department will be one of integrated and efficient services.
4. To coordinate the preparation of the Bureau Budget for the approval of Commissioner so that all planned and on-going programs are adequately funded and attention is focused on priority areas.

Authorities:

- 1a. To meet regularly and as needed with division heads and key personnel on Bureau problems and progress.
- b. To report to Commissioner regarding sensitive issues and department-wide problems.
- c. To review regularly division plans and on-going programs.
- d. To make recommendations to the Commissioner regarding the filling of directorship vacancies and those in other key positions.
- e. To develop performance standards for division heads, hold performance appraisal interviews, hear grievances.
- f. To develop and pursue objectives for the Bureau which support the Commissioner's objectives and goals of the department.
- g. To supervise directly all divisions within the bureau and to require compliance with department policies and standards.
- 2a. To review regularly and as needed all statutes, rules, regulations, standards and policies relating to bureau functions.
- b. To analyze all proposed legislation, rules and regulations in terms of resource utilization and requirements.
- c. To recommend to the Commissioner appropriate plans and alternatives.
- 3a. To meet regularly with department management to avoid duplicative or redundant activities.
- b. To assist department units in all ways possible to fulfill their statutory requirements.
- 4a. To review bureau budget figures provided by division heads.
- b. To effectively recommend cost reductions.
- c. To prioritize Bureau activities.

Nature and Scope:

The incumbent has wide latitude to require adjustments to Bureau of Safety Investigation and Law Enforcement programs and activities, so that executive, legislative, and judicial intents are recognized and honored. The incumbent maintains close continuing working relationships with bureau division heads and their assistants. The incumbent plays a key role in department planning and as such maintains close working relationship with the Commissioner, the Deputy Commissioner, and the Assistant Commissioner for licensing. The incumbent also maintains a close working relationship with the Department of Administration Information Systems Division, Public Safety employees concerned with electronic data processing systems, and with other law enforcement and investigative units located within the state, within other states, and in the Federal government. The incumbent may represent the Commissioner on interdepartmental and intergovernmental committees, boards, and commissions.

The incumbent must be skilled in the application of management techniques as they relate to administering large, state-wide criminal investigation and apprehension activities. Knowledge of electronic data processing systems and their capabilities is essential. The incumbent must also be able to communicate, in both written and oral form, with representatives of other law enforcement agencies, the courts, the legislature, the executive branch of the State of Minnesota, and the public.

Problem solving would typically revolve around 1) the deployment of limited manpower to investigate specific criminal activity, 2) the decision of the extent of the state's involvement in the investigation of specific criminal activity, 3) the extent to which the state will be a party in joint investigations with other law enforcement agencies, and 4) the day-to-day relationship of state law enforcement activities to those of municipalities, other states, and the Federal government. The incumbent must develop and maintain policies regarding the release of information to other law enforcement agencies, the court and the public.

The incumbent reports to the Commissioner, yet has wide latitude to require adjustments to investigations and other activities of the Bureau. Decisions are impacted by existing statutes, judicial interpretations, budgetary limitations, and the policies and procedures of the state.

Responsibilities cont.

5. To represent the Commissioner and the Department of Public Safety on inter-department and inter-governmental boards, commissions and committees and at conference related to safety investigation and law enforcement so that departmental views are represented and departmental planning is facilitated.
6. To maintain and improve personal expertise in investigation and law enforcement operations and management skills so that the management and operations of the Bureau of Safety Investigation and Law Enforcement may be improved and expanded on an on-going basis.

Authorities cont.

- 5a. To represent the Commissioner's view and policies.
 - b. To participate in program/project planning.
 - c. To commit Bureau of Safety Investigation and Law Enforcement resources to programs and projects which facilitate achievement of departmental goals and objectives as approved by the Commissioner.
- 6a. To attend conferences and meetings with officers from other states.
 - b. To belong to and participate in the programs of professional administrator's organizations which relate to the operations of the Bureau.
 - c. To attend classes which relate to Bureau activities and electronic data processing.

POSITION DESCRIPTION

Position Title: Director of Program Planning and Analysis Division

Position Purpose:

To coordinate all program planning systems analysis, and public information activities for the Department of Public Safety.

Reportability:

Reports to: Assistant Commissioner of Public Safety, Bureau of Management Services

Supervises: 1 Assistant Director, Program Planning and Analysis
1 Public Safety Information Supervisor

Division complement: 28

Dimensions:

Principal Clientele: 12 Divisions in Department of Public Safety
1 Commissioner
2 Assistant Commissioners

Coordinates: _____ data processing systems
representing \$ _____/year
_____ federally assisted programs representing \$ _____/year.

Principal Responsibilities:

1. To coordinate information activities for Department of Public Safety so that the image of the department will be properly conveyed and public trust in the department's ability to perform effectively is enhanced.

Authorities:

- 1a. To approve the selection of qualified personnel to perform public information tasks.
- b. To set and maintain standards of excellence for informational output, regardless of media.
- c. To approve and enforce procedures for performing information tasks.
- d. To work with Assistant Commissioner and Assistant Director of Program Analysis to establish plans and goals for information output.

LEGISLATIVE REFERENCE LIBRARY
STATE OF MINNESOTA

Responsibilities cont.

2. To partake in planning future programs of public safety, so that the objectives of the department will be accomplished.
3. To evaluate program effectiveness so that future planning efforts may benefit from past experiences.
4. To approve all department requests for systems analysis, so that coordination of all such projects is insured and departmental priorities are followed.
5. To maintain/improve level of self expertise in data processing, program development and public information skills, so that this office can provide direction to the division and act as a resource to Public Safety management.
6. To serve as overall coordinator for departmental requests for Federal funds so that projects seeking Federal grants will be consistently delineated and departmental program priorities enforced.

Authorities cont.

- 2a. To meet with department planning group to select and articulate department objectives to be presented for Assistant Commissioner's approval.
- b. To develop plan(s) whereby objectives may be accomplished.
- c. To develop broad overall procedures indicating roles each participating unit must perform in order to achieve objectives.
- d. To develop and exercise control procedures to insure progress is measureable and objectives are met.
- 3a. To analyze impact of program.
- b. To report to Assistant Commissioner on accomplishment (or lack of).
- c. To recommend changes or new directions to be taken.
- 4a. To review all requests for systems analysis.
- b. To assign priorities to projects.
- c. To monitor project status.
- d. To review and sign off on completed projects.
- 5a. To attend appropriate meetings, conferences, workshops, classes, etc. devoted to increasing knowledge and technical skills.
- b. To review appropriate trade publications and other media for basic and trend information.
- c. To establish and maintain communication with other states' agencies charged with similar functions and responsibilities.
- 6a. To review completed grants applications.
- b. To assign priority to each approved grant with the Assistant Commissioner's and Commissioner's approval.
- c. To monitor progress of work performed under each grant.
- d. To audit and evaluate effectiveness of work completed under grants.

Nature and Scope:

The Director of Program Planning and Analysis Division supervises a division responsible for information processing in the Department of Public Safety. The incumbent interacts with all three sections of his division and also acts as a key member of the Commissioner's planning group. The position is largely one of coordination of projects which may have department-wide impact, which channel Federal monies into and out of the department, and which are necessary to reduce costs and/or improve the quality of services delivered by the department's operating divisions.

Technical skills in the areas of journalism, graphics, data processing, grant applications, system analysis are basic to this position. In addition, the incumbent must have the ability to translate such technical knowledge into lay terminology which will be understood by department management. Translating, in itself, however, is only a portion of the task. Of even more importance is the necessity to utilize technical expertise in organizing and planning and budgeting for public safety programs, setting goals and evaluating completed projects. This endeavor demands linguistic, managerial, and conceptual skills beyond mere technical knowledge.

Problem areas are chiefly those of setting priorities and improving the quality of output. Success of the latter, both in the public information and systems analysis fields, depend upon the creativity of the director. High standards of task and excellence, and innovative approaches, are required to present to the public the proper image of the department. They are also needed to insure a high quality systems work. Typical problems which the director would handle would be approval of media usage, approval of systems analysis, and recommendations of programs to qualify for Federal funding. Approval of such programs would be made by Commissioner.

The director reports to the Assistant Commissioner who is also a key member of the Commissioner's planning group. The Director, who monitors programs and projects under his control, reports status of such projects regularly and upon completion to the Assistant Commissioner. In addition to status reports, the Director's decisions on priority setting and program selection are given final approval by the Assistant Commissioner and Commissioner. But in the day-to-day operation of the division, supervision, setting of standards, planning and program development, the director has wide freedom to act for long periods without direct supervision of his activities.

POSITION DESCRIPTION

Position Title: Assistant Director, Division of Program Planning and Analysis

Position Purpose:

To assist the Division Director in the administration and supervision of safety program development and management information services.

Reportability:

Reports to: Director, Program Planning and Analysis

Supervises: 1 Program Supervisor - Safety Program Development
1 Systems Supervisor - Management Information Services
Total Sections Complement - 20

Dimensions:

Principal Clientele: 12 Divisions in Department of Public Safety
1 Public Safety Information Supervisor

Administers _____ data processing systems representing \$ _____/year.
_____ federally assisted programs representing \$ _____/year.

Principal Responsibilities:

1. To provide direction and guidance to safety program development so that planning is coordinated with department objectives

Authorities:

- 1a. To meet regularly with program development staff.
- b. To review all program development reports and project proposals.
- c. To transmit departmental management objectives and directives as related to program development work flow and priorities.
- d. To meet periodically with department managers affect by proposed projects or by developed programs to determine concerns, anticipate problems and provide continuing link of communication, between planning and operations.

Responsibilities cont.

2. To provide direction and guidance to management information services so that information and systems analysis services are provided to all divisions as departmental needs and priorities dictate.
3. To coordinate internal planning and information services within the Division of Program Planning and Analysis so that resources are shared and work projects are coordinated.
4. To supervise a safety program development program supervisor and management information services systems supervisor so that direction, guidance and work coordination directives and priorities are provided, and the supervisors' training and expertise is maintained at a high level.
5. To assist the division director in preparation of budgets relating to program development and management information services so that well documented requests are included in the department's budget requests.

Authorities cont.

- 2a. To meet regularly with information services staff.
- b. To review all information services reports and project proposals.
- c. To transmit departmental management objectives and goals as related to information services work flow and priorities.
- d. To meet periodically with department managers affected by proposed information services projects or by developed information systems to determine concerns, anticipate problems and to provide a continuing link of communication.
- 3a. To coordinate projects between program development and information services staff.
- b. To establish work priorities for joint program development and information services projects.
- 4a. To provide performance guidelines and standards.
- b. To meet regularly with both supervisors to review work progress and evaluate performance.
- c. To authorize attendance at training classes, meetings, and conferences.
- 5a. To review cost/benefit analysis on all projects planned or developed by division staff.
- b. To evaluate projects for economic feasibility and benefits and recommend funding requests to department management for inclusion in departmental budget requests.
- c. To determine internal operating costs and projected needs for the Public Safety Program Analysis Section

Responsibilities cont.

6. To supervise coordination of departmental request for Federal funds so that requests are consistently delineated and funding proposals are coordinated through out the department and meet departmental objectives and priorities.

7. To maintain and improve level of self-expertise in data processing and program development skills, so that this office can provide direction to the Program Analysis Section and act as a resource to Public Safety management.

Authorities cont.

- 6a. To supervise research for and writing of grant proposals and funding requests.
- b. To assure that work priorities established by department management are observed.
- c. To monitor progress of work performed under each grant.
- d. To evaluate the effectiveness as it relates to public safety of each grant project.
- e. To coordinate grant evaluation activities with Finance Division accounting and auditing of grants.
- f. To recommend to department management continuation or termination of federally funded projects as grant contracts terminate.

- 7a. To attend appropriate meetings, conferences, workshops, classes, etc. devoted to increasing knowledge and technical skills.
- b. Review appropriate trade publications and other media for basic and trend information.

Nature and Scope:

The Assistant Director for Program Planning and Analysis Division will have primary responsibility for the coordination and direction of all Department of Public Safety analysts. The incumbent will work closely with safety program development and management information services supervisors to insure cooperation and coordination of resources. The incumbent will provide support to the director and will insure the information necessary for developing Commissioner's plans and objectives is available. The Assistant Director will also work closely with other departmental division directors and managers to insure a steady exchange of information and full input to planning and development activities.

The Assistant Director must have technical skills in the areas of data processing, systems analysis, grant applications, research and planning. The incumbent must also be able to translate technical knowledge and information into lay terminology which may be understood by departmental division directors and staff. The Assistant Director must have sufficient technical skills to provide guidance to division staff and to evaluate their work. Conceptual and managerial skills in the same areas are equally important. The Assistant Director must be able to manage the personnel resources of the program development and management information services units in order to coordinate work projects and to insure that departmental objectives and priorities are met. Communication skills are essential to this position.

Problem-solving will principally involve coordination of staff on projects. Priorities established by departmental management must be observed and may require flexibility in work flow and scheduling. The incumbent will be responsible for insuring high quality of output and observing cost constraints. Typical problems would include managerial problems associated with introduction of new automated information systems in operating divisions, assuring that department programs which are federally funded meet guidelines for operations and that administrative details in grants administration are handled properly. The Assistant Director will also handle managerial problems involved in implementation and evaluation of safety programs developed within this division.

The Assistant Director reports directly to the Director and is responsible for insuring that the Director's guidelines, priorities and objectives are met. The Assistant should meet regularly with the Director and provide information necessary in establishing such work constraints. The Assistant is also expected to provide information necessary for departmental planning and may also provide recommendations to the Director concerning departmental plans and objectives. The Assistant Director is expected to report regularly on the status of all current and planned projects. The Assistant shall confer with the Director in establishing work standards, but shall have authority to utilize staff as needed to meet priorities as established by the Director.

POSITION DESCRIPTION

Position Title: Systems Supervisor

Position Purpose:

To supervise and coordinate systems analysis, feasibility studies, and performance monitoring of departmental information systems.

Reportability and Dimensions:

Reports to: Assistant Director of Public Safety Program Analysis

Supervises: _____ Analysts, analysts intermediate, analysts principal.

Dimensions: _____ automated, on-going systems
with annual budget of \$ _____

_____ automated and manual systems studied and
developed annually with a budget of \$ _____

Principal Responsibilities:

1. To develop and periodically revise plans for information systems within the Department of Public Safety, so that all departmental managers are aware of system capabilities and adhere to basic system criteria.
2. To conduct departmental systems feasibility studies, so that the information systems needs of the department may be determined, and appropriate systems may be established.
3. To administer departmental information systems so that intra- and inter- system consistency is maximized and duplication minimized.

Authorities:

- 1a. To communicate information systems plans.
- b. To determine departmental needs.
- c. To periodically reassess departmental needs.
- 2a. To assign analysts.
- b. To supervise analysts and evaluate their performance.
- c. To determine scope and context of the study..
- d. To recommend systems establishment or deletion.
- 3a. To recommend systems controls and security measures.
- b. To recommend modifications in existing information systems.
- c. To advise departmental managers relative to systems maintenance.

Responsibilities cont.

4. To periodically review all information systems, so that adherence with appropriate statutory provisions is assured.
5. To determine financial needs for departmental information systems so that departmental managers will be aware of systems costs.

Authorities cont.

- 4a. To periodically review all appropriate statutes.
- b. To recommend information systems changes to correspond with statutory changes.
- 5a. To recommend budgetary levels.
- b. To prioritize systems.
- c. To estimate systems costs.

Nature and Scope:

Assistant Director, Division of Program Planning and Analysis

The incumbent works directly for the and has responsibility for the maintenance of all departmental information systems. The incumbent must be able to communicate systems' capabilities to departmental managers, understand the information systems' needs of the departments, and operate within the policies and procedures established for information systems by the Department of Administration Information Systems Division. The incumbent will work closely with the staff of the Information Systems Division, and with the management and personnel of Safety Program Development Section with the Division of Program Planning and Analysis, Public Safety Department.

The incumbent must possess extensive knowledge and skills in the design and capabilities of information systems as well as of the organization and needs of the department. The incumbent must be able to communicate effectively with departmental managers.

The incumbent will be responsible for solving relatively complex problems relating to the implementation of information systems. This decision must be based on a number of factors including the needs of the department, system capabilities and cost. Once a system is established, the incumbent must be able to determine the need for any modification in the system.

The incumbent who reports to the Assistant Commissioner, Bureau of Management Services, has wide latitude to act with regard to departmental information systems. The major external forces with which the incumbent must deal will be the policies of the Information Systems Division and appropriate statutes and the division budgets governing systems production and development.

POSITION DESCRIPTION

Position Title: Federal Contributions Officer

Position Purpose:

To coordinate all requests for federal assistance, both in cash and in kind, for all divisions of the Department of Public Safety.

Reports to: Safety Program Development Supervisor

Supervises: -0-

Principal Clientele: Division Directors of the Department
of Public Safety
Planning Personnel in all Minnesota communities

Dimensions: Budget:
Federal Grants (FY75):

Principal Responsibilities:

1. To prepare all departmental requests for Federal assistance so that all such requests are prepared in a timely and consistent manner.
2. To follow all requests for Federal assistance from time of submission to disposition so that the department is aware of the status of requests.
3. To determine the short and long range impact of Federal grants so that timely decisions can be made relative to program continuation after the expiration of the Federal grant.

Authorities:

- 1a. To prepare all necessary documentation.
- b. To secure all necessary signatures.
- c. To forward requests to proper authorities.
- d. To notify all concerned parties of action taken.
- 2a. To communicate with appropriate Federal agencies.
- b. To secure any additional information required by Federal agencies.
- c. To keep a control/status log of requests for Federal assistance.
- 3a. To recommend the continuation of programs.
- b. To identify alternative sources of funding.
- c. To develop quantitative measurements of the effectiveness of programs.

Responsibilities cont.

4. To determine availability of Federal assistance for given programs so that the department can take advantage of Federal grants.

Authorities cont.

- 4a. To attend seminars and review Federal publications.
- b. To identify programs which may qualify for Federal assistance.
- c. To recommend the request of Federal assistance for specific programs and projects.

Nature and Scope:

The incumbent provides assistance to all managers of the Department relative to the acquisition of Federal grants. In addition, the incumbent works closely with representatives of Federal grant agencies and others in state service responsible for grants administration.

The incumbent must be able to determine the needs for Federal assistance within the department and coordinate these needs with Federal assistance which is available for specific purposes. The incumbent must be able to communicate effectively in both oral and written form and must be able to thoroughly research Federal programs and make recommendations based on this research. The incumbent must be able to work effectively with a variety of people within the department, within state-government and within Federal grant agencies.

The incumbent will be responsible for solving all problems relating to the preparation of departmental requests for Federal grants. In addition, the incumbent will be responsible for recommending alternative actions when Federal grants expire. The incumbent has wide latitude to deal independently concerning problems with Federal grants.

The primary limitation on the incumbent's activities are the numerous Federal guidelines, rules, regulations, and statutes relative to grants. In addition, the incumbent is limited in securing Federal grants to the extent that the grant will result in a financial liability when the Federal involvement ceases.

POSITION DESCRIPTION

Position Title: Equipment Evaluator

Position Purpose:

To research and recommend material and equipment required by the Department of Public Safety in order to insure that staff personnel are supplied with the safest, most effective tools with which to protect and serve the public.

Reportability and Dimensions:

Reports to: Director of Administrative Services

Annually recommends items of purchase totalling \$1,300,000.00/year.

Principal Responsibilities:

1. To conduct research into items requisitioned by divisions and management of the Department of Public Safety in order to determine the range of products on the market, their quality, availability, and comparative pricing.
2. To establish and maintain records of research, recommendations, and final action taken in regard to each requisition and request so that data is available on which to base future purchasing decisions.

Authorities:

- 1.a. To meet with department personnel who use or will use the products needed.
- b. To meet with vendors of similar products and studies federal surplus/excess property catalogs and bulletins.
- c. To notify interested parties of specific items available for short terms.
- d. To meet with users of similar products in the military or private industry areas.
- e. To meet with Procurement Division staff and work with established specifications and acceptable brand lists.
- f. To report results of research to division management with recommendations relating requisitions pending.
- 2.a. To build a cross-referenced file of products and services
- b. To develop and utilize an equipment action form.
- c. To train division expeditors in completion requirements of the form.
- d. To maintain current status file of equipment action forms and requisitions in process.
- e. To provide inventory data to Administrative Services personnel concerned with inventory records.
- f. To work with Procurement Staff on Standards Committee.

Responsibilities (cont'd)

3. To develop cost/benefit figures for division heads concerned with replacing or acquiring new equipment or materials, so that management will thoroughly understand all costs attached to new and old equipment and will be better able to evaluate their needs, and to budget for them.
4. To provide the link between the Department of Public Safety management and the Department of Administration Procurement Division so that all requisitions reaching the Procurement Division contain adequate specifications which will meet the needs of Department of Public Safety, yet allow for competitive bidding pursuant to state law.

Authorities (cont'd)

- 3.a. To work closely with Finance Division personnel to determine present value of goods in use, to determine amortization schedules of new goods.
- b. To maintain close contact with other users of similar products to determine market value for used goods and their availability.
- 4.a. To work closely with appropriate buyers in the Procurement Division to keep them informed of Department needs and to supply information gathered on product research.
- b. To provide buyers with complete and accurate specifications with adequate time frames for them to obtain required number of bids.
- c. To assist in bid evaluation when requested to do so by the Procurement Division.
- d. To assist in training expediting personnel from line divisions assigned to Administrative Services area.
- e. To meet with line division personnel to describe new products on the market.
- f. To write when required product bid specifications which meet needs of Department, yet allow maximum number of vendors to bid.
- g. To initiate and follow-up on complaint reports regarding goods and services purchased for DPS use, such reports to be factual and not personal preference-oriented.
- h. To assist Division of Procurement in testing and inspection of materials and services as requested, and to follow-up with similar inspections after goods and services are delivered.

Nature and Scope:

This position interfaces directly with the purchasing expeditors in each division and the buyers in Department of Administration Procurement Division. The incumbent has responsibility to train all purchasing expeditors to complete forms correctly, to follow procedures for tracking status of requisitions, and to report correctly upon receipt of goods and services.

The incumbent must have concern for the division management's needs and tact and understanding in establishing the real versus the stated need. The incumbent meets frequently with manufacturers, vendors and company representatives in order to increase his knowledge of goods and services in the marketplace. He also spends a large percentage of time with those department employees singly and in committees who will be using, or are using goods and services requisitional. His research may take him into the scientific community, to environmentally concerned groups, into health care facilities, and educational institutions.

This position calls for skill to recognize and understand product construction and quality, to appraise reliability of potential vendors, to understand testing and marketing reports. Incumbent must be able to write bid specifications and to develop procedures and forms necessary to insure smooth performance of his tasks. He must also be able to deal with individual committees, associations who are concerned about specific products. He must have diligence to perform research and to improve tests of materials and equipment.

The incumbent should belong to professional societies and groups which will bring to him information regarding the use of goods he regularly requisitions/researches. He will also be called upon to attend showings and sales meetings of new or proposed products. He will also be expected to share his findings with other division heads, procurement offices in other state agencies.

Typical problems the incumbent might solve include the request for purchase of a brand item by name when competing brands are available; the request for purchase of goods or services which are not available or which will not meet the stated needs; the decision to purchase used versus new equipment, or to lease rather than purchase; the evaluation of a new, or relatively unknown, manufacturer to meet the terms of the purchase contract; and the evaluation of stated needs. All of these problems must be solved directly by the incumbent.

Although the incumbent reports to the Director of Administrative Services, he is the department's equipment expert-in-residence and, as such, will be called upon frequently by the Commissioner, and the Assistant Commissioners to provide background information or to research specific products. He also will be a technical resource for management analysts and planning personnel on equipment performance and durability.

The incumbent is personally held accountable through his Employee Performance Appraisal review in which his activities are measured in terms of output, dollars saved, contracts made, and recommendations developed.

Other than the necessity for reporting regularly and maintaining detailed records, the incumbent has total freedom to see product information in any way he deems most suitable.

The incumbent has the further responsibility to maintain contact with the division expeditors and to respond promptly for their requests for information regarding the status of their requisitions.

Therefore, freedom to act is limited only by time, budget, and staff available to complete work requested.

POSITION DESCRIPTION

Position Title: Expeditor

Position Purpose:

To facilitate personnel, financial, or administrative services transaction between the user division and the appropriate service division.

Reportability and Dimensions:

Reports to: Division supervisor

Dimension: Approximately _____ Division employees
Handles approximately _____ transactions annually involving
_____ employees
_____ purchases
_____ division budget

Principal Responsibilities:

1. To process applications, or related personnel materials; requisitions; purchase orders; payroll information such as time sheets and/or related information at division level so that all such transactions are handled expeditiously.
2. To provide status information requested by the central services division or by the user division regarding any phase of the division's personnel, financial, or purchasing transactions as related to the user division, so that delays are minimal and services are facilitated.

Authorities:

- 1a. To accept all requests from Division supervisors to fill vacancies, purchase supplies and store goods, etc.
- b. To make contact with service divisions for additional information, if necessary.
- c. To complete required forms correctly.
- d. To obtain necessary signatures.
- e. To distribute copies appropriately.
- 2a. To contact appropriate service division.
- b. To query file or staff for status of requisition(s).
- c. To report back to inquiring user division staff member.

Responsibilities cont.

3. To provide expertise in area of responsibility so that user division will not have the need to obtain, or seek, other sources of information.

4. To maintain complete records and control of paperflow so that status of requisitions is instantly available and inventory requirements are met.

Authorities cont.

- 3a. To attend training and policy briefing meetings or classes called by the service divisions.
 - b. To call or otherwise contact service divisions freely when the need arises for technical assistance.
 - c. To notify division personnel of such milestone events as minimum stock levels, pending vacant positions, technical and/or product improvements, etc.
 - d. To meet regularly with user division personnel to acquaint them with new goods and services available, with appropriate policies and procedure for obtaining the central services.
-
- 4a. To file or retain supply of necessary requisition forms, application forms, etc.
 - b. To translate or convey policy and procedures to users.
 - c. To establish and maintain tickle-file system for paperwork in process.
 - d. To follow and maintain procedures for relaying inventory data to Administrative Services Division.

Nature and Scope:

The expeditor must possess a working knowledge of the central service division he interacts with and the policies and procedures which affect the expeditor's activities. Incumbent must also have a keen insight into the needs and standards of the user agency he serves and to which he is assigned. The expeditor's role is that of liaison, or coordinator, to insure that all portions of the requisition process flow smoothly, the needs of agency are served, and procedures of the central service agency followed. The expeditor deals with the division head, assistant directors, supervisors within the user agency; and with the equipment evaluator, personnel officer, accounting officer, in the central service agencies. He assists in translating his user's requirements into specifications the service agencies can act upon. He may sit on equipment committees standards and product testing committees, and other like special departmental groups.

The expeditor must have clerical skills, including typing and filing; ability to establish and manage a record-keeping system; and persistence to follow through on complicated procedures. He must also have a good understanding of the type of products and services his agency is in the habit of ordering, procedures for receiving in merchandise, and for taking proper inventory steps.

Problems facing the expeditor will typically be those of developing proper specifications, improving paperflow procedures tracking the status of requisitions. Solving the problems means working closely with user agency staff and with service agency staff.

The expeditor for a user agency is responsible to division head and supervisors in that agency to produce at a moment's notice the status of requisitions and/or deliveries of goods, services. He also prepares regular, formal status reports of activities for the month and year-to-date which must correspond to similar reports in the service agencies. Even though the expeditor is confined to following strict procedures in the requisition process, he is expected to use ingenuity and persistence in dealing with the service agencies.

SUMMARY OF RECOMMENDATIONS

The major amount of time covered by the Study was devoted to the revision of the Department of Public Safety's organizational structure. Following is a list of recommendations which cut across organizational lines.

- Forming three bureaus to handle the three basic departmental functions - licensing, safety investigation and law enforcement, and management services.
- Establishing a division of Program Planning and Analysis by combining the activities of traffic information, safety education, federal fund coordination, and management information systems.
- Establishing a centralized Administrative Services Division to provide staff services to all divisions of the department.
- Centralizing both the Employee Relations and Finance Divisions making all employees who have responsibilities in these areas accountable to the appropriate division head.
- Establishing, within the Employee Relations Division, a Speaker's booking unit to minimize duplication of effort and to maximize the dissemination of information relative to the activities of the department.
- Establishing a Division of Licensing to handle the issuance of all licenses except driver's and motor vehicle.
- Establishing Capitol Security as a separate division rather than a part of the Highway Patrol.

- Establishing a legal section whose staff will be totally responsible for Public Safety activities.
- Establishing a position of Assistant to the Commissioner to aid the Commissioner in the solution of short-term or unique problems or projects.
- Establishing the position of Employee Development Supervisor to coordinate all departmental training except police related training.
- Establishing the position of Equipment Evaluator to develop, maintain, and communicate information to the Commissioner and staff relative to equipment which may be purchased or may be of value to the department.
- Establishing the position(s) of expeditor in each division to facilitate the preparation and follow-through of requests to the Finance, Employee Relations, and Administrative Services Division. (All proposed new positions will replace existing positions and are not designed to add to the total complement of the department.)
- * Removing the exclusive jurisdiction of the Fire Marshal in the investigation of arson, and placing joint responsibility with BCA or local law-enforcement authorities as appropriate.
- Combining all activities relating to building safety into one division, regardless of the department which currently has the responsibility, with the State Fire Marshal serving as the nucleus of the new division.
- * Defining and implementing the division of duties relating to inspection versus investigation for Liquor Control, Fire Marshal and Criminal Apprehension agents.

In addition to organizational proposals, the following recommendations impact specific divisions within the department. Those recommendations which have already been implemented are preceded by an asterisk.

LIQUOR CONTROL DIVISION

- Eliminating the requirement of brand label registration for liquors and wines sold within the state.
- Establishing a system of tax stamps to be placed on all bottles of liquor and wine sold within the state.
- Abolishing the requirement of liquor price filing.
- Establishing an automated system for the issuance of liquor licenses and permits.
- * Revising the liquor tax audit procedures.
- * Including liquor and fire service personnel in training courses.
- Revising the Liquor Control statute (Chapter 340).

CRIMINAL APPREHENSION DIVISION

- * Improved security and telephone service for criminal investigation undercover agents.
- * Improving the safety conditions in the BCA laboratory.
- * Rewriting and improving the BCA information brochure.
- * Removing or locking confidential files containing violations data.
- Developing new procedures for labeling cans containing evidence in the crime lab.
- * Assigning to an attorney the study of court appearances required of crime lab specialists.

- Participating immediately in a documents internship program.
- Preparing written policies relative to investigative procedures for BCA investigative staff.
- Expanding the staff of the White Collar Crime Investigation Activity within the Organized Crime Unit.
- Granting powers to BCA agents to serve warrants.
- Removing statutory wording which precludes the Superintendent of BCA from the provision of the Worker's Compensation Law.
- Providing training for departmental law-enforcement personnel in the state's liquor laws.
- Establishing a program of cross-training for BCA lab personnel whereby they may also receive training in other law enforcement labs.
- Establishing formal standards whereby employees of the BCA can be compensated logically based upon their education and experience.

HIGHWAY PATROL

- Abandoning the use of transfers for disciplinary reasons within the Highway Patrol.
- Developing safety-relevant standards of performance for uniformed employees of the Highway Patrol.
- Microfilming and immediately routing to appropriate departmental personnel a copy of the "Declared Excess Personal Property" bulletin published weekly by the Federal Government.
- * Requiring more frequent physical examinations of enforcement personnel.
- * Revising procedures for calling tow trucks to remove vehicles from state patrolled highways.

EMERGENCY SERVICES DIVISION

- * Clarifying notification procedures in times of emergency.

FIRE MARSHAL DIVISION

- Officing out-state Assistant State Fire Marshals in state facilities rather than their homes.

MISCELLANEOUS RECOMMENDATIONS

- * Combining all divisional biennial reports into one department volume.
- Studying Motor Vehicle counter personnel classifications with a view toward utilizing an advanced technical classification.
- * Improving the visibility of the Commissioner in operating divisions and out-state affairs.
- Conducting in-depth analysis of licensing services as they should be delivered in the future on which to base the organization of the Licensing Bureau and the design of the licensing systems.