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STATE OF MINNESOTA  
DEPARTMENT OF ADMINISTRATION  
SAINT PAUL 55155

OFFICE OF THE  
COMMISSIONER

December 5, 1974

Wendell R. Anderson  
Governor, State of Minnesota  
Room 130 State Capitol  
St. Paul, Minnesota 55155

Dear Governor Anderson:

Per your request, a management study of the Minnesota Department of Human Rights was conducted by the Administration Department during the period September 3 - October 30, 1974.

The attached report, with accompanying organizational charts, is a compilation of observations and recommendations which Administration believes necessary to improve the operations of Human Rights.

A detailed explanation of data used to reach the aforementioned recommendations is available upon request.

Sincerely,  
*Richard L. Brubacher*  
Richard L. Brubacher  
Commissioner

RLB:jml  
enclosures:  
DHR Report  
Current Organizational Chart  
Proposed Organizational Chart

AN EQUAL OPPORTUNITY EMPLOYER

## DHR REPORT

### Problem - Commissioner's Office

1. Inadequate management control of operations.
2. Limited two-way communication with staff.
3. Absence of overall policy guidance.
4. Lack of visibility.
5. Absence of executive guidance to key staff.
6. Delay in work flow occasioned by reading and signing most documents processed through the department.

### Recommendations:

1. Increased control of departmental operations through greater visibility, executive and general staff meetings.
2. Policy decisions should be made more openly and with greater input from staff.
3. Routine documents should not require personal attention of Commissioner.

### Problem - Litigation Stage (Delays - 2 years, Inefficiencies)

1. Lack of ongoing priority system for case handling.
2. Delay in appointing hearings examiners.
3. Backlog (188 cases in litigation stage).
4. Cost of hearings reports (\$1 375 per case).
5. Absence of clerical support (SAAG's time diverted from litigation because of semi-clerical functions).
6. One attorney to handle all legal matters.

### Recommendations

1. Develop systematic approach to obviate backlog.
2. Give priority to backlogged cases.
3. Appoint hearings examiners monthly.
4. Hire two (2) hearings reporters as permanent staff members (approximate savings to department \$74 000).
5. Reallocate one clerical to legal secretary to assist legal division (SAAG).
6. Acquire two (2) additional SAAGs.
7. Seek additional support from Attorney General Office; consider and possibly implement joint public/private effort (utilize law firms - similar to LEAP approach) to assist in litigating all backlogged cases.

(Utilization of above recommendations should result in obviating case backlog over a 24 month period while allowing DHR to maintain its normal workload.)

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Problem - Delays in Clerical Area (up to 8 weeks)

1. Delay in initial case file preparation (as of 9/30, 66 cases were backlogged due to normal workload).
2. Only two employees assigned to type charges, devoting less than 60% of time to this function.
3. Duplication of all case files and incoming correspondence leading to sizeable misutilization of time and money.
4. Outdated and non-productive flow charting system.
5. Ineffective coordination of the clerical workforce.

Recommendations:

1. Assign four (4) clericals to investigators, 1 clerical for every 3 investigators, to process all case related typing.
2. Eliminate duplicate file (except for special cases and Duluth office).
3. Standardize procedures within clerical pool.
4. Replace flowchart with automated system.
5. Assign one clerical to service Commissioner and Deputy; one to service Director of Operations/Investigation (DOI), Supervisors of Investigation, Compliance, Community Resources and Women's Programs.
6. Hire administrative supervisor to supervise clericals, handle personnel, budget, supplies, automated data processing (ADP), etc.

Problem - Inadequate Case Management

1. Absence of production controls relative to case investigators.
2. Failure to promptly reassign cases when assigned investigator leaves department.
3. Investigator vacancies.
4. Absence of comprehensive training.
5. Poor coordination with Duluth office.
6. Absence of realistic standards for investigators.
7. Officer-of-the-Day (OD) function detracts from expeditious case resolution.

Recommendations:

1. Develop production controls (ADP).
2. Fill vacancies as quickly as possible.
3. Reassign cases promptly when investigators depart.
4. Offer and encourage training of personnel.
5. Improve communications with Duluth office.
6. Develop and promulgate work standards (enforce same).
7. Hire para-professional to handle OD function, thereby realizing salary savings and increased investigative effectiveness.

Problem - Deputy Commissioner (DC)

1. Too closely involved in day to day operations to maintain necessary supervisory overview.
2. Unable to devote full time in that capacity due to Director of Investigation vacancy.
3. DC and Commissioner devote too much time to reading and initialing outgoing and incoming mail.
4. Personnel and budget functions are largely, if not exclusively, handled here.

Recommendations:

1. Withdraw from minute day to day functions, assume more of an executive role.
2. Fill Director of Investigation position so that DC may function as DC.
3. Upgrade Director of Investigation to DOI as a means of eliminating most reviewing of cases and related functions; additionally, DC should delegate much of the routine correspondence he now handles.
4. Delete Director of Investigation position and replace with lower level position (i.e., Investigation Supervisor).
5. Personnel activities should be assigned to administrative service section.

Problem - Duplication of Services among Community Services, Women's Affairs, Information Officer

1. Women's Affairs and Community Services Divisions perform similar services but operate independently.
2. There is little communication between divisions.
3. DHR's public information officer duties also closely resemble those of Women's Affairs and Community Services. No coordination of efforts.
4. Division heads mentioned above are not educated to overall DHR policies and often feel ill prepared to speak effectively in behalf of the department.

Recommendations:

1. Combine aforementioned three functions into a single section under the Division of Investigation/Operations:

Advantages include coordination of projects; better communications with the press, the general public and special interest groups; limit legislative contacts to the Commissioner and immediate staff; and employ total staff resources to meet departmental existing priorities while simultaneously and continuously serving the needs of women and ethnic groups.

Structural and Personnel Changes

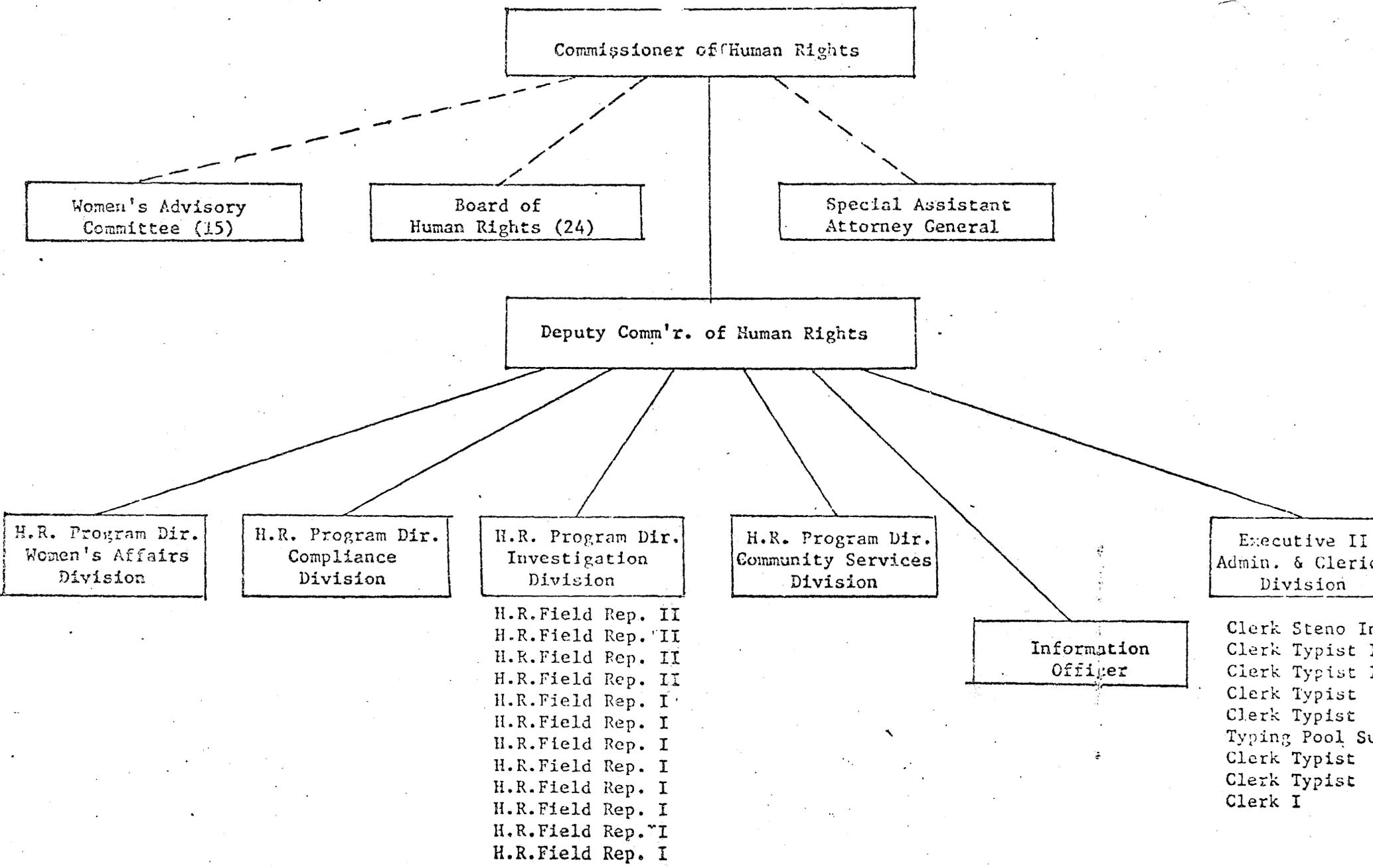
1. Create Division of Operations/Investigation - controlled by a director.
2. Add positions of Investigation Supervisor and Intake Officer (para-professional).
3. Reallocate clerical employee in Duluth Office to para-professional level.
4. Combine Women's Affairs, Community Services and Information Officer into one section.
5. Add two (2) SAAG's and two (2) hearing reporters to legal section. Reallocate one clerical position to legal secretary and assign to legal division.
6. Reallocate two additional clerical positions, one as administrative secretary to Commissioner and Deputy; the other as a Senior Clerk Steno serving Director of Operations/Investigation and supervisors of Investigation, Compliance, Community Resources and Women's Programs.
7. Create Administrative Supervisor/Data Controller.
8. Assign four (4) clericals to Field Investigations - 1 clerk to 3 investigators.
9. Add one (1) Field Investigator (Investigation Section) and one (1) Equal Opportunity Specialist (Compliance).
10. Reallocate either Director of Women's Affairs or Director of Community Services to Human Rights Field Representative II.

List of Additional Personnel

- 1 Investigation Supervisor
  - 2 Special Assistant Attorneys General (SAAG)
  - 1 Administrative Supervisor/Data Controller
  - 1 Intake Officer
  - 1 Field Investigator
  - 1 Equal Opportunity Specialist
  - 2 Hearings Reporters
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Personnel costs under proposed reorganization would total \$479 007 including fringe benefits, or only \$132 977 more than FY 1975 budgeted personnel costs of \$346 030.

CURRENT ORGANIZATION CHART \*



\*As of September 1974

PROPOSED ORGANIZATIONAL CHART

