

*Office Memorandum*DEPARTMENT Waste and Mismanagement

TO : Governor Rudy Perpich

DATE: Oct. 26, 1978

FROM : Robert Goff, Director
Governor's Task Force on
Waste and Mismanagement

PHONE: 0646

SUBJECT: Departmental techniques for
saving time and money

The ideas presented in this booklet are the results of the persistent and imaginative efforts of Minnesota state agency personnel to cut costs, increase efficiency, and maintain a high level of service. They tend to be small scale, low-cost or no-cost commonsense methods which agencies have developed to solve various management and communication problems. Most of them are easily transferable to the operations of other state agencies.

The Task Force found the ideas originating everywhere from the stockroom to the commissioner's office. We read about them in the Cost Savings Reports and heard about them in conversations with agency staff. We included some which were direct responses to Task Force recommendations, but most are agency initiatives. Unless otherwise noted, further information is available from the Commissioner's Office of the agency mentioned.

The booklet is divided into four sections. ADMINISTRATIVE SERVICES groups ideas which pertain to agencies' support functions; OFFICE MANAGEMENT discusses methods of improving office operations and work flow; PERSONNEL AND TRAINING offers suggestions on improving staff communications, providing affirmative action opportunities, and ways which agencies have found to maximize employee potential; and, last, MISCELLANEOUS.

The Task Force will continue to collect and periodically to print agency efforts such as those included here.

ADMINISTRATIVE SERVICES*

Agency Procurement Procedure

The Department of Health has streamlined their agency procurement process and the Procurement Division of the Department of Administration recommends Health's centralized purchasing unit as a model for other agencies.

When agency personnel need supplies, equipment, or other items, they call the purchasing unit. If the item is not in stock, purchasing staff fill out a requisition, including specifications and budget information. The requisition is sent to the activity manager for signature and to accounting for encumbrance. It then returns to the purchasing unit where it is checked for changes in specifications, prices, or quantity. A copy of the requisition is forwarded to the Procurement Division or a contract vendor.

With Health's purchasing system, individual program managers do not need expertise in specification writing. Except for some specialty items, like microscopes, purchasing unit personnel know how to translate agency needs into more technical specifications. The unit also does the necessary expediting, handles and settles complaints, maintains a record of the time elapsed from the initial request to delivery, and acts as liaison between the requestor, the Procurement Division, or the vendor.

District offices are also required to use Health's purchasing unit.

Business Cards

It is a rare state employee who uses up his/her supply of 500 business cards before a new set must be issued because of changes in personnel, telephone numbers, or addresses. Members of the Printing Advisory Committee suggest that agencies have business cards printed for divisions or sections rather than for individuals in those circumstances where such personalized cards are not necessary.

Conference Calls and Teleconferencing

Telephone conference calls provide a rapid and economical means of having a total of five locations (telephone numbers) participating in the call.

* Unless otherwise noted, contact the Commissioner's Office of specific agencies for further information.

Arrangements are made through Telecommunications Operator by dialing 100 on the Capitol Complex System. This service is used by many agencies for various purposes.

The Municipal Board, whose officers and ex-officio members are located throughout the state, holds official board meetings using conference calls, saving the costs of board travel and expenses.

The Department of Natural Resources Forest Management Section used conference calls twice a day for fire weather forecasts during last year's dry spell.

The Hearing Examiner's Office sometimes conducts pre-hearing conferences on the telephone when parties to a hearing or contested case live outside the metropolitan area. Notification or agreement to procedural questions or meeting dates are also subjects of teleconference conversations.

Portable conference telephones are also available for agency use at no charge. The conference telephone permits two-way communication between a distant speaker and a group. Individual audience members can talk directly to the distant speaker, ask or answer questions, and exchange views.

Coordination of Travel Arrangements

Many agencies have coordinated the monitoring of motor pool cars and other travel arrangements. The Department of Corrections has reduced their motor pool fleet by 14 cars and has initiated a 10-car Central Office pool arrangement. One staff person records mileage and usage of motor pool vehicles to ensure optimum vehicle use.

One person monitors motor pool use and issues control numbers in Public Welfare and the Public Service Department. This staff person has also become well-acquainted with various travel agency services, airline fares, and individual and group accommodations in and out of state. Welfare and Public Service personnel make travel arrangements through the travel coordinators.

Federal Funds Indirect Cost Proposal

Often departments are unable to maximize the use of federal funds in state programs because of the difficulty of entering and extracting the information from the Statewide Accounting System. The

federal government will pay a percentage of the operating costs of agencies using federal dollars if the percentage can be identified and documented. The Department of Labor and Industry has developed indirect cost proposals with the federal government and has also assisted other state agencies in setting up models for programs of their own.

Interagency Contract for Services

The use of radio as a communications medium by state agencies has grown rapidly in the past few years. The Department of Transportation contracts with other agencies to provide technical assistance in the design and maintenance of radio communications systems. This allows both large and small agencies to fully utilize radio communications without adding personnel. The Department of Transportation's monthly charge for maintaining radio equipment is about half that of commercial vendors.

In April, 1978, three state agencies in the Rochester area asked for help in designing a wide-area radio paging system. The Department of Transportation was able to purchase the needed equipment as part of a larger contract, obtaining a 40 percent discount.

The department was able to save the Department of Natural Resources substantial costs in the modernization of that radio system. Transportation again obtained a discount on portable radios, installed the equipment, allowed Natural Resources to lease Transportation towers instead of building new ones, and designed and wrote bid specifications.

Internal Control of Department Field Orders

The Pollution Control Agency established a policy that recognizes the need for emergency purchases, but increases accountability in the use of department field orders.

Because the forms were easily available to personnel, Finance staff had difficulty determining the amount of outstanding obligations. Now the forms are available only from the agency's Procurement Section and form numbers are inventoried and assigned to individual people. A few forms are placed in the log books of the agency's pool cars.

Monitoring agency cost savings

Instituting cost savings systems is not always an easy task. The Commissioner of Corrections asks for specific written and oral reports on savings

from the department's deputies, assistants, personnel director, and controller at regular staff meetings. Such reports include the use of overtime, institutional per diem, out-of-state travel, and staff complement.

Requests to fill a vacancy or create a position must be approved by an internal Freeze Board. Each week, at the commissioner's cabinet meeting, requests to fill a vacancy or to create a new job are reviewed. No positions are filled without approval of the Freeze Board. The Freeze Board can recommend that a position remain vacant and duties be reassigned to other staff, that the position remain vacant temporarily to generate savings, or that the position be filled at the requested level, or in some cases, at a lower level of funding.

In addition, every quarter the commissioner holds management staff meetings where all Corrections and management staff describe their units' budget activity and attendant objectives to colleagues. If accounts vary from the budget, managers are asked to explain and to propose resolutions. Within two weeks, balances needing adjustment are corrected with the commissioner's approval.

For more information, contact Department of Corrections Controller, 296-7086.

Operations Auditing

The Department of Revenue established a Division of Operations Auditing in the Fall of 1977. The division is staffed by a director and an assistant, who then borrow specialists from other divisions or agencies, on a full- or part-time basis, depending on the nature of the system being audited.

Essentially, the Operations Audit Division monitors the effectiveness of Revenue programs, although it also assists other agencies when common concerns or problems occur. Its area of responsibility includes the Commissioner's Office.

The stated goals of the division are strengthening the overall management information and control system; increasing the appreciation and awareness of controls; determining the operational effectiveness of all activities of the department, i.e., their effectiveness in meeting goals and objectives; assisting in recognizing needs for and in attracting, hiring, and developing good people for future managers of the department.

Objectives written early in the program's existence called for a ten to one cost benefit ratio.

An Operations Audit Policy Manual describing the division's goals, policies, philosophy, and procedures is available.

Parking Space Rental in Capitol Complex

Employees of agencies located outside the Capitol Complex usually have trouble finding parking spaces, often need reimbursement for money spent in parking meters, and can end up blocks away from the meeting they are supposed to attend.

The Pollution Control Agency, aware of the employee time wasted and the expensive parking reimbursement procedures, arranged to rent a parking stall in the Capitol Complex. The Pollution Control Agency feels that the \$35 monthly fee avoids the estimated \$30 cost of processing each request for reimbursement form through their own in-house systems and the Department of Finance.

Purchase or Lease of New Equipment

Public Safety requires a written justification and cost analysis for the purchase or lease of new equipment. Once need for new equipment is evident, vendors are asked to provide purchase or lease prices.

For example, Public Safety personnel compared prices for the purchase and lease of a public address system in the warehouse. Purchasing the equipment saved \$40 the first year and rental costs of nearly \$400 each year thereafter. To help cover the costs of the new public address system, warehouse personnel gave up one telephone line and one telephone set for a monthly savings of \$45 or \$540 per year.

Telephone Answering Sets

It will never replace the human interaction, but a telephone answering set is an economical way to augment staff complement and extend public information efforts. A one-person or small district office without the Centrex II call-forwarding capability can use an answering set over the lunch hour or at times an office is short of staff because of illness, vacations, or other reasons.

Answering sets can also be used after regular business hours or to provide information to frequently asked questions. The Department of Transportation uses many throughout the state to provide road and weather information. During its busy tax season,

the Department of Revenue used answering sets to provide routine tax information when Revenue offices were closed. The department publicized the telephone number for questions about various subjects.

For further information contact Department of Administration Telecommunications Division, 296-6191.

Telephone Use

Practically every state department and agency has developed guidelines and procedures for monitoring telephone use. Below are just a few examples of their efforts.

Simply by heightening employee awareness of long distance WATS line costs, the Department of Military Affairs reduced its monthly WATS bill from \$81.38 in October, 1977, to \$16.93 in June, 1978.

The Pollution Control Agency instructed its staff to use the State Telephone Network instead of WATS where feasible in October, 1977. By February, increased use of the State Telephone Network reduced the number of calls which previously had been made on the more expensive WATS by 50 percent.

The Community College System saves money by partial discontinuance of telephone service during summer breaks.

Total Travel Costs: Rate of Pay and Travel Expenses

Agency travel and professional development budgets have decreased significantly in recent years, and as a result such activity must be well-planned and priorities thoughtfully considered.

The Department of Public Safety has a vigorous review of travel plans. Each year money is allotted to divisions, which list their planned travel and training activities and the estimated costs per trip. The Commissioner's Office maintains a log of the planned travel and costs. Any changes must have the commissioner's approval. Because travel is tightly budgeted, travel expenses cannot exceed the estimated cost. Money will not be encumbered for additional costs.

To determine the total costs of travel to the state, Public Safety adds the rate of pay of traveling staff to the travel expenses, for, although travel costs are often paid by other funding sources, the state continues to pay the wages of the traveling employee. Maintaining records of the total expense and wage costs allows the agency to ask such questions as: Is the training, although it is federally funded, worth the expense of decreased productivity and temporary disruptions of work schedules caused by an absent employee? Is

federally funded travel a benefit to the state in addition to the employee? Is an employee with a lower rate of pay a more appropriate training candidate? An awareness of the total costs may result in changes in an agency's travel and training priorities.

Transportation Costs

Transcribing hearings, arguments, and other administrative or legal proceedings is a necessary but expensive process. Historically, court reporters have been used, but agencies are looking for less expensive ways of meeting legal recording requirements.

The Public Service Commission tapes oral arguments instead of using a court reporter. Tapes are transcribed only when there is a question about a ruling or a decision. The Department of Labor and Industry contracts with court reporters living in the areas where compensation hearings are held. Such contracting has reduced travel expenses of court reporters by approximately 40 percent.

Updating Mailing Lists

Scene, the Department of Transportation's employee magazine, was formerly mailed to all department retirees and distributed free to 650 employees of the Department of Public Safety, who are located in the Transportation Building.

In August, retired employees were asked to return a postcard, inserted in the magazine, if they wished to continue receiving Scene. The magazine, which had previously been mailed third-class, is now sent bulk-rate. Public Safety employees are no longer receiving issues.

Savings are estimated at \$1,650 in postage and \$2,000 in printing costs.

OFFICE MANAGEMENT*

Clerical Training Manual

The Department of Agriculture has developed a Training and Reference Manual for Clerical Supervisors and Clerical Employees. The manual discusses telephone procedures; receptionist responsibilities and skills; standard formats and paper for department correspondence and legal briefs; forms of addresses; dictaphone transcription; procedures for filing; stenciling and copying, and other office responsibilities. The Manual is helpful for both training and reference purposes.

For more information contact the Department of Agriculture, Word Processing Supervisor, 296-3479.

Central Forms Desk

The Printing Liaison Officer in the Department of Public Welfare keeps an inventory of all forms, their purpose, and usage and assigns reference numbers. This centralization of forms information eased the department's form reduction program and its compliance with the Data Privacy Act. All requisitions for printed forms, notice for form revision or quantity requirements are channeled through this Forms Management Unit.

Copy Reduction

The Department of Corrections anticipated the Governor's call for a 14 percent reduction in copier volume. Recording of copier volume began in January and February. The weekly average for these two months represented the base volume. The following eight weeks saw a 2½ percent reduction in average weekly volume. Nine seminars were held in May, where Corrections staff reviewed appropriate copier use and brainstormed ways to further reduce volume. A management analyst reviewed the comments and suggestions and developed guidelines and control systems for the use of copy machines. The eight weeks following the seminars saw a 15 percent reduction in copy volume, partly due to the assignment of auditrons to various division and units. (Auditrons do not, however, record the incidence of two-sided copying, which is also a significant cost savings.) Through continued monitoring and posting of the results, the 15 percent copy reduction is still being maintained.

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Forms Design

"Properly designed forms can be printed more economically, and will be processed more efficiently, thus reducing operating costs. In addition, since many state forms are filled out by the public, well-designed forms will enhance the image of state government." This introduction to Basic Guide for Forms Design, published by the Forms Unit of the Department of Administration sums up the benefits of a well thought out form.

The booklet, which has already been distributed to agencies' forms personnel, suggests guidelines for size, spacing, placement of data, captions, instructions, paper and ink, and type styles.

Internal Management Team

In early 1977, the Department of Agriculture established an Internal Management Team. The team is conducting a review of each division or activity within the Department of Agriculture. The purpose of the team is to review clerical procedures, forms management, space utilization, long-range and short-range planning and equipment usage. As a result of the Management Team's efforts, employee's have been reassigned to other divisions to better utilize personnel and to equalize workloads. Equipment has also been reassigned from one division to another because of inadequate equipment budgets. Divisions have been physically relocated to better utilize available space, and remain within budget limitations.

The team, composed of the assistant commissioner of planning, personnel, and budgets; personnel director; office manager; and planning personnel, follows a standard procedure with each division. First, division personnel are interviewed and asked to discuss the strength and weaknesses of division operations, personnel, and procedures (one week). Second, the management team thoroughly reviews division procedures, assesses their effectiveness, and recommends improvements (two weeks). Third, the team meets with the division director to discuss problems, suggest general, specific, and/or long-range solutions, and prepare joint recommendations for the approval of the Commissioner (one week). Fourth, the approved recommendations are implemented.

Mail

The transfer of mail among the central and regional offices of the Department of Natural Resources presented some costly logistical problems for mailroom personnel. The solutions? Staff driving from one office to another may find a mailbag in the back seat of the state car.

If that is not possible, material for a particular office is placed in large nylon bags, which are locked by a clip, and mailed through the U. S. Postal Service or private carriers, whichever is cheaper.

The mailroom is also the repository for accumulated paper clips and rubber bands which are recirculated throughout the department.

The Department of Education mails to over 400 school districts in the state. Recently, personnel discovered that many items presently mailed first, second, or third class could qualify for the greatly reduced book rate simply by adding one more staple along the left side.

Material qualifying for book rate must meet certain criteria, such as homogeneous content, at least 24 pages (22 printed both sides), and some kind of permanent binding. Education's mailings, once material was stapled twice along the left side, met the requirements. Agencies should check with Central Mail before determining what material can be mailed book rate.

Policy and Procedures Manual

Literally hundreds of hours can be expended in the revision of an agency's procedures manual. Questions concerning a proposed format and trans-agency financial, administrative, and personnel procedures can easily be resolved by looking at manuals recently completed by other agencies and perhaps adapting (or adopting) relevant parts.

The Department of Public Safety has recently published a very comprehensive, up-dated policy and procedures manual. Besides including information on conditions of employment, benefits, etc., it also includes the sections listed below.

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| ● Auditing | ● Materials, supplies and equipment purchases |
| ● Budgeting | ● Materials management |
| ● Communications | ● Payment processing |
| ● Computer usage | ● Payments without prior obligation |
| ● Complaints against vendors | ● Payroll processing |
| ● Contracts | ● Printing and duplicating |
| ● Financial reports | ● Repairs |
| ● Fiscal notes | ● Revenue and refunds |
| ● Freight and express | ● Travel |
| ● Grants | |
| ● Leases | |

Most of the procedures are easily transferable to other agencies' operations.

Procedures Manual

The Department of Public Welfare Procedures Manual contains detailed information about the routine communication and requisition procedures which involve most public employees at one time or another. Updated in May, 1978, the manual contains the following information:

- Correspondence formats.
- Mail and mechanical addressing information.
- Forms numbering, ordering, printing, and storage.
- Requesting building maintenance and repair.
- Publications regulations and inter-office publications format.
- Records management.
- Printing and duplicating instructions (including contract items).
- Purchasing.
- Travel by state or private car, motorcycle, airline (including Department of Transportation aircraft), public transportation, parking fees, and expenses while on travel status.
- General policies and procedures, such as creation and compensation of committees, special contractual services, and inter-agency requests for state employee services.

Space and Equipment for Student Workers

Agencies often have difficulty finding office space and equipment for part-time personnel, such as summer student workers and interns. Pollution Control Agency personnel look at vacation schedules and move temporary workers around, using the office space, telephones, and typewriters of vacationing personnel.

Timesheets

Timesheets come in all shapes and sizes, and are constructed to fit varying agency needs, but if you're looking for a more detailed one that has the blessing of the Legislative Auditor, contact the Department of Transportation or Corrections. According to the Forms Control Unit the best form for Request for Leave and Overtime is the Department of Administration's form number 1020.

Word Processing Manual

Word processing centers are a relatively new idea to state departments and agencies, and the equipment and procedures are often confusing to users at first. The Department of Public Service has published a Word Processing Manual which outlines general operating procedures, typing formats, and author telephone dictation instructions, including dictating techniques.

The manual also devotes a page to a list of similar sounding words (miner/minor, elicit/illicit) and illustrations of uniform proofreading marks. The last section of the manual discusses word processors' responsibilities and procedures, such as routing, filing, style, margins, proofreading, line count scale, and line count logging.

PERSONNEL AND TRAINING*

Affirmative Action

The Department of Revenue trained 41 Schedule C clerical employees for the Schedule A Tax Examiner I position. Sixty-three employees began the training program offered in cooperation with Lakewood Community College and conducted in the Centennial Cafeteria twice weekly at 4:30 p.m. Forty-one employees completed the course and were recommended by their supervisors to fill the Tax Examiner I positions. The employees paid 50 percent of the tuition costs. Total cost of the program was \$2,000.

Educational institutions frequently offer courses in the Capitol Complex. Later this month, the University of Minnesota Continuing Education for Women in cooperation with Women in State Government (WISE) will offer a course in public speaking.

Assignment of Personnel to Short-term Projects

The Department of Corrections advertises miscellaneous short-term assignments in Hotline, the Corrections employee newsletter. Recent projects have included the Department of Administration's Transition Plan for Handicapped (for increased accessibility to state buildings), technical assistance to Anoka County for planning correctional facilities, and the creation of a Task Force to implement an inventory control program. Interested employees apply for the assignment. Those chosen are freed from their regular duties for a certain number of hours per week. Corrections administrators work with the employees' supervisors to ensure that their regularly assigned duties are covered until the short-term project is completed.

Advertising the projects has certain advantages: Those appointed to work on a project have a particular personal or professional interest in it; in a larger Task Force, personnel from all divisions and staff levels are brought together to work on a project basis; it provides staff training and affirmative action opportunities.

For more information contact Department of Corrections Deputy Commissioner, 296-8217.

Clerical Training

Because of the seasonal workloads of various divisions in the Department of Agriculture, clerical personnel

* Unless otherwise noted, contact the Commissioner's Office of specific agencies for further information.

are uniformly trained so they will be able to provide assistance to any division during peak workloads. Each newly hired clerical employee is trained for two or three days by the word processing staff in order to become well acquainted with department standards, formats, and procedures. Frequently, clerical staff have professional rather than clerical supervision. This early training develops relationships with the Word Processing and Office Management staff who continue to act as a source of information and encouragement after the training is completed.

All clerical personnel are trained to meet the clerical standards of the Minnesota Department of Agriculture and to maintain uniformity for the entire department's work product. This training also aids lateral and vertical mobility for clerical employees as standards and procedures are uniform throughout the department.

For more information contact Department of Agriculture, Word Processing Center Supervisor, 296-3479.

Exit Interviews

Employees leave jobs for many positive reasons -- higher pay, better opportunity to advance, more interesting work -- but there is also a chance that they are escaping from a poor working environment. The Department of Personnel developed an Exit Interview Form to be completed by departing employees. The questionnaire asks for employee reaction to supervision, work duties, work groups, opportunities for training and advancement, compensation, benefit programs, working conditions, and departmental communications.

New Employee Information Packet

The Department of Agriculture provides new employees with a packet of information which contains the following information:

- A description of the department, its purpose, organization, and division activities
- Minnesota Employee Handbook
- Employee Insurance Booklet
- Guidelines stressing the importance of public contact and the need for rapid, effective, and accurate response to questions from the public
- Policy statement concerning the use of state telephone
- The Retirement Handbook
- National Health Testing Information
- Pad of annual leave forms
- List of payroll dates and holidays
- Time sheets

- Policy statement of the department's Affirmative Action Committee
- Locations of official department bulletin boards for posting job openings
- The Department of Personnel's Code of Ethics for all Executive Branch State Employees
- Emergency information form

For more information contact the Department of Agriculture Personnel Director, 296-2323.

New Employee Orientation

A new state employee's first few weeks on the job are confusing at best, and many hesitate to ask the questions that will make the following weeks a little easier. To solve this problem the Department of Personnel has developed a supervisor's checklist for new employee orientation. The supervisor discusses the items on the checklist with the new employee (perhaps meeting on several different occasions), answers any questions, and returns the completed checklist within five days to the Personnel Officer.

The checklist covers such areas as job description, work hours, probation and performance appraisal, the salary system and achievement awards, paycheck information, insurance, departmental personnel policies and procedures, and a tour of the office and an introduction to fellow employees.

Personnel Law Index

The Department of Energy has indexed personnel laws, rules, and policies to provide readily available information about non-routine personnel transactions. Indexed by subject, for example, an entry for "Reallocation of Position" would include the statute, the personnel rule, and the agency policy.

Pre-Service Clerical Trainee Programs

The Department of Education, in a cooperative effort with the St. Paul Urban League and St. Paul Technical-Vocational Institute, has developed a clerical training program to provide women with sufficient skills to enter the work force.

The program provides students with six months of on-the-job training in the department, where they work mornings. Afternoons are spent at TVI for additional training in typing and business skills. As positions

open within the department, the trainees are eligible for classified positions provided they pass the entry level clerical test.

Ten students began the program last March, seven completed it, and two have been hired by the department. Another program is scheduled to start in December.

The Department of Labor and Industry, in cooperation with community-based employment programs, also recruits and trains clerical employees. The department has established a referral process with the Job Service, other state agencies, and the private sector, to assist in identifying individuals who are interested in an on-the-job training program. Approximately 67 percent of the individuals who have participated in the program have been able to secure employment in state service or the private sector.

"Smorgasbords"

Weekly Regulatory Information Sessions (RIS), nicknamed "smorgasbords," are held on Fridays at the Public Service Department. Topics deal with current regulatory issues and speakers are selected from staff or guest speakers are invited from utilities or other agencies. Although most topics relate to regulatory functions, personnel procedures and training sessions are also presented. Past forums have covered pricing of telephone equipment, electric power alternatives, customer service rules, approaches to depreciation, impact of federal laws, future natural gas supplies, class cost allocations, deregulation of cooperatives and calculating rate of return. The forum is also used as a vehicle for staff members to present to Commission and Department personnel summaries of seminars and conferences. All department personnel are invited, but not required, to attend. Suggestions for "smorgasbord" topics are solicited from staff members.

The weekly meetings provide department personnel with an overview of agency activities, information on current regulatory issues, and a better understanding of state, as well as department, policies and procedures.

Speedreading

Securities analysts in the Department of Commerce spend many hours a day reading lengthy prospectus. To make the job less time consuming, the Securities Commission sends its analysts to the speedreading courses offered by the Department of Personnel.

Student Work Program

In an effort to meet increased demands for service to the public, the Department of Labor and Industry began to explore the use of students to perform clerical and para-professional support functions where regular complement was not available.

The major objectives of the program, begun in 1976, were to provide students with meaningful work experiences, to introduce them to the process of state government and the possibilities of career employment, and to maintain the level of public service without increasing costs.

Such programs as the St. Paul Public School's Youth Career Employment Program and Hamline University's Student Worker Program, provided over 26,000 hours of service at no cost to the state, a cost avoidance of \$70,000. Students are assigned in para-legal and clerical capacities.

Other programs involving the use of state funds (CETA, WIN) and in cooperation with community based employment programs offer training and affirmative action opportunities. Two people trained in-house through CETA qualified as safety investigators and were hired.

Supervisor Training Program

While very pleased with the Department of Personnel training courses for supervisory personnel, Department of Revenue supervisors wanted a training program aimed at problems peculiar to Revenue programs and personnel. Several supervisors organized a Supervisor's Coordinating Committee, and began a reverse evaluation procedure, where employees evaluate their supervisors' strengths and weakness. This information resulted in training sessions set up and conducted by the Revenue supervisors themselves. The Coordinating Committee also started a "buddy" system to share information with other departmental supervisors and to work with new supervisors.

Administrators report that the quality of supervision has increased, as has receptivity to new policies and procedures.

MISCELLANEOUS*

Cooperative Use of Equipment and Facilities

The Federal Aviation Administration and the Department of Transportation had separate, but similar, nondirectional radio beacons serving the International Falls area. The Federal Aviation Administration and Department of Transportation agreed to combine the use of this equipment and the ownership, operation, and maintenance of the Department of Transportation nondirectional radio beacons was transferred to the Federal Aviation Administration, which reimbursed the state for the entire cost of constructing a new building and antenna system.

Energy Conservation

The energy conservation program of the State University System has resulted in a 27 percent reduction in energy consumption from its inception in 1973. Part of the reduction is the result of expenditures for insulation, double-glazed windows, weather-stripping, and the construction of vestibules. Savings also resulted from changes in programming or procedures. During the cooling season, for example, classroom, laboratory, office, and residence schedules are consolidated and buildings, or portions of buildings, are closed down; thermostats are set at 80°; use of air conditioning in field houses and auditoriums is restricted to those periods scheduled for special events involving attendance by large crowds; and the number of entrances in use in air-conditioned buildings is reduced.

Other energy savings activities have become standard operating procedures throughout the year. Elevators are shut off during unoccupied hours; preventive maintenance keeps heating and cooling equipment operating at optimum efficiency; light meter surveys result in elimination of bulbs, substitution of lower wattage, or the use of more efficient light sources; reduction of water temperature in hot water system and boiler pressure in heating system; elimination of unnecessary hot water or steam piping; and disconnecting refrigeration units on water fountains where feasible.

The Community College System has also adopted energy conservation measures.

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Prison Industries Products

Products manufactured by the prison industries and the Vocational Rehabilitation Division are available for purchase by state employees. The Department of Public Welfare has a display of Vocational Rehabilitation arts and crafts near its fourth floor information desk in the Centennial Building. In November, the Department of Corrections Prison Industries will begin displaying their products.

For further information, contact Department of Corrections Industries Director, 296-4027.

Prison Industries Office Equipment Refurbishing Program

Old desks, chairs, and file cabinets refurbished at Lino Lakes are coming out looking as good as new. Desks are repaired, painted, and retopped. Chairs are painted and recushioned. Very old oak and leather chairs, once candidates for the State Garage Sales, are being stripped, stained, and varnished, and covered with new leather. Any agency can take advantage of the desk, chair, and file reclamation program. Departments with special equipment needs can contact the Prison Industries Program to determine if the correctional institutions can help.

Residential facilities (state hospitals and nursing homes) administered by the Department of Public Welfare, for example, have and are utilizing Prison Industries for refurbishing furniture and office equipment. Quantities of renewed furnishings and office equipment have been purchased from Prison Industries, all of which has resulted in substantial dollar savings.

Product Testing

The Plant Management Division of the Department of Administration found a new floor finish that saves both time and money. Staff tested six products in six different test areas. They noted the final appearance and durability of each. One product significantly reduced the frequency of stripping, refinishing, and buffing resilient floors, resulting in a savings of over 3,000 person-hours from January to June within the Capitol Complex -- a cost avoidance of \$22,000.

Reduction in Workman's Compensation Expenditures

Department of Transportation's workers' compensation expenditures have been rising steadily in the last few years. In order to control these costs, it is

necessary to reduce the number of personal injuries as well as the number of employees who receive long-term compensation. The Department of Transportation implemented the following procedures to reduce costs:

- When a personal injury results from an unsafe act by an employee, that employee is more closely supervised or given training. When an injury is the result of a hazardous condition, either the hazard is eliminated or better protection is provided.
- Disciplinary measures are taken when it is found that employees are disregarding department policy on wearing protective equipment.
- Worker's compensation is not paid for the day of injury until it has been clearly established that the injury was work-related.
- Claims are now investigated more carefully than in the past to determine legitimacy.
- When third-party liability can be established, the Department of Transportation will exercise its right to recover its expenses for all medical bills and compensation for lost time.
- A pre-employment physical examination is now required for certain employment classifications to eliminate the placement of persons with known physical problems in jobs which require physical labor.