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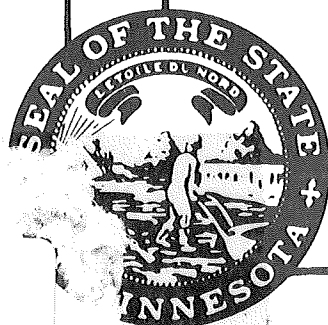880744

DEPARTMENT OF ADMINISTRATION

An analysis of the

DEPARTMENT OF NATURAL RESOURCES
REGIONAL BUSINESS OFFICES
and CLERICAL SERVICES

SEAL OF THE STATE
L'ETOILE DU NORD
MINNESOTA

MANAGEMENT ANALYSIS DIVISION

An analysis of the

DEPARTMENT OF NATURAL RESOURCES
REGIONAL BUSINESS OFFICES
and CLERICAL SERVICES

DEPARTMENT OF ADMINISTRATION
Management Analysis Division
August 1988

An analysis of
DNR'S REGIONAL BUSINESS OFFICES AND CLERICAL SERVICES

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Management Analysis Division of the Minnesota Department of Administration was contracted to conduct an assessment of the business office and clerical support services of the Department of Natural Resources' regional offices.

This report documents that these are well-managed but short-staffed operations. It contains detailed recommendations regarding staffing and operational efficiency. Among the most significant recommendations are the following:

o   Personnel services should be further decentralized. Professional-level personnel positions should be created in each regional business office.

o   With the installation of minicomputers and the development of other automated systems in the regions, coordination and effective utilization become a priority. A management information systems coordinator position should be added in each region.

o   Most clerks should be assigned to work for one discipline. While retaining managerial authority for clerical services, regional administrators should delegate the formal supervision of clerks to the discipline supervisors.

o   Each region should create an office services supervisor position which would supervise a small pool of clerks not assigned to specific disciplines. The office services supervisor would also coordinate office systems and clerical training and provide confidential secretarial services to the regional administrator.

o   The small clerical pool should include a full-time receptionist and several other clerks to be assigned as needed within the regional office.

o   Most part-time clerical positions should be added to the DNR's legislative complement and upgraded to full time.

o   The net effect of these and the more detailed staffing recommendations in the report would be to increase staff in the regions by a total of 35.6 full-time equivalents. This large an increase is consistent with the documented workload of the regional offices.

o   The DNR can further enhance its efficiency by a variety of strategies, including the elimination of duplicate record-keeping, the shift of personnel and fiscal duties from the individual disciplines to the business offices and the expanded use of flexible staffing options.

INTRODUCTION

INTRODUCTION

The Management Analysis Division project team has developed a highly favorable overall impression of the Minnesota Department of Natural Resources (DNR) and its regional operations.

Given the DNR's size, complexity, geographic dispersion and competing constituencies, it is striking how relatively few basic management problems were identified in the course of this project.

o   Staff members, almost without exception, know the mission of the organization and their role within it.

o   Employees at all levels of the organization express strong commitment to the DNR and its values. Working for the DNR is invariably more than "just a job."

o   Intradepartmental communication is impressive. This is the rare state agency where some employees complain that they get too much information.

o   Few leadership effectiveness issues exist. No formal effort was made to solicit such data, but it would have been raised through open-ended questions had it been a major concern in the regions.

o   Internal customers of the regional administrative services assessed are, as a rule, very satisfied with the quality of service provided.

o   The concepts of customer service and public responsiveness are or are becoming key values to strive for throughout the organization.

A well-managed agency may take these kinds of successes for granted, but many public and private organizations simply do not have these basics in place.

The problems which do exist in the DNR appear to be those one might expect in a large, decentralized organization with a complex matrix structure and a history of independently operated program divisions.

o   Coordination of efforts and development of regional and department-wide
    loyalties are bound to be constant challenges.

o   Consistency of operations among regions will also be a recurring issue.
    (This report cites numerous examples of inconsistent procedures, but it
    should be noted that none of the regional differences are causing
    dysfunctional operations.)

Management consultants are paid to identify problems and offer recommendations
for improvement. The following report does just that. By its very nature, it
runs the risk of being seen as a critical commentary. This would be a faulty
interpretation.

On balance, the components of the regional offices which were assessed are
healthy and productive and serve the state exceptionally well. Consequently,
no radical changes are being proposed. The recommendations in this report
involve fine-tuning an effective organization.

METHODOLOGY

The management of the Minnesota Department of Natural Resources initiated this
project. They recognized that the scope and quantity of activities being
performed in regional offices have increased in recent years, but that no one
had assessed these increases' impact on staffing needs, customer service levels
and coordination of efforts.

Assistant Commissioner Gene Gere and Financial Management Bureau Administrator
Allen Yozamp contracted with the Management Analysis Division of the Minnesota
Department of Administration to conduct a comprehensive review of these issues
as they relate to regional business office and clerical service functions.

Formal project goals include documenting the status of regional business office
and clerical service functions, compiling data regarding perceptions of
internal customers, compiling data regarding resource allocations, analyzing
coordination issues and making recommendations in these areas.

The analyst team assigned to the project included Kent Allin, Gail Dekker,
Virginia Dodds and Jeff Rathermel.

The work plan for the project included the following activities:

1.   Individual interviews with key central office personnel.

2.   Orientation sessions with regional administrators and business office
        managers.

3.   Orientation sessions with the involved staff in each region.

4.   Individual interviews with all regional administrators, regional
        business office managers and business office staff members.

5.   Focus groups or individual interviews involving all regional clerical staff.

6.   Focus groups involving regional supervisors from their perspective as internal customers of business office and clerical services.

7.   Questionnaires documenting clerical activities and internal customer satisfaction levels.

8.   Review of internal documents, including position descriptions and policy and procedure manuals.

9.   Collection of comparative data regarding other state agencies' activity levels and staffing.

10.   Analysis of the information collected.

11.   Production and presentation of this report.

Interviews and focus groups in the regions were conducted as follows:

o   Region I (Bemidji):   March 30-31, 1988

o   Region II (Grand Rapids):   May 9-11, 1988

o   Region III (Brainerd):   May 5-6, 1988

o   Region IV (New Ulm):   April 5-6, 1988

o   Region V (Rochester):   April 7-8, 1988

o   Region VI (metro):   March 23-24 and April 15, 1988

The project team ultimately conducted 51 interviews and 16 focus groups. Sixty-nine clerical employees and 72 regional supervisors or their designees participated in focus groups. Throughout the following report, interviews and focus groups are the source of information used unless otherwise noted.

Completed questionnaires were received from 62 clerical employees and 62 regional supervisors.

The project team acknowledges and commends the level of participation by the staff and management of the DNR. Significant contributions to this report were made at all levels of the organization. Special thanks are due to Ellen Schwandt (Financial Management Bureau) and Pat Burt (Human Resources Bureau) for their ongoing assistance.

The report is divided into five parts. Part 1 discusses business office issues common to all regions. Part 2 deals with clerical service issues common to all regions. Part 3 is a short discussion of communication and coordination issues

with the central office. Part 4 presents the results of a self-evaluation and a customer evaluation of business office and clerical services within the individual regions. Part 5 assesses the staffing needs of the individual regions.

It was necessary to carefully define the scope of this project in order to keep it manageable. DNR staff members expressed considerable interest in related issues, such as sub-regional clerical staffing needs, staff civil service classifications, physical space needs, and the role and responsibilities of Field Services within regional administration. Some individuals argued that these were more critical issues for assessment than those under project inquiry. These issues do appear to merit additional attention. However, they were not systematically addressed during the data collection phase of the project and they are not discussed in any detail in this report.

Some of the project team's underlying assumptions were taken from "Management Study of the Regional and Subregional Structure of the Department of Natural Resources," published by the Management Analysis Division in 1984:

o   Authority should be delegated as far down in the organization structure as possible.

o   Over-centralization and the creation of too many levels slow decision-making and result in communication problems and other organizational inefficiencies.

o   There must be clear lines of authority. No employee should report to more than one line supervisor.

Some additional underlying assumptions should be stated at the outset:

o   Regional business offices are an appropriate site for regionally centralized fiscal and personnel services.

o   To the degree possible, fiscal and personnel paperwork and record-keeping responsibilities belong in the regional business offices rather than with the regional program divisions and bureaus. This is consistent with the various units' missions. All parties will benefit from efficiencies of specialization, while workload relief is provided to the regional clerical employees.

o   Service to internal customers is the top priority for central office bureaus and regional business offices, even though it must be balanced by a monitoring role and the constraints of state standardized operations.

Two caveats regarding the recommendations in this report should be noted:

o   Several recommendations make reference to employee classifications for newly proposed positions. As stated in the 1984 report, these should be

seen as general indicators of skills and levels of responsibility. All classifications must be reviewed and approved by the Minnesota Department of Employee Relations.

o   Increases in appropriations and the legislative complement would presumably be needed to implement staffing recommendations. However, the project team conducted no formal assessment of the DNR's budget or its other operations and has no knowledge of whether other options may exist.

BACKGROUND

Regional organizational structure

The Management Analysis Division's 1984 "Management Study of the Regional and Subregional Structure of the Department of Natural Resources" adequately details the DNR's history of regional organization. It is sufficient to say that the current DNR structure looks like this:

o   The administrative structure includes a central office in St. Paul and six geographic regions.

o   Each region has a regional office (headquarters). The regional offices are located in Bemidji (Region I), Grand Rapids (Region II), Brainerd (Region III), New Ulm (Region IV), Rochester (Region V) and St. Paul (Region VI).

o   Each region has an administrative head (regional administrator). Regional administrators report to the deputy commissioner and serve as the chief DNR spokespersons within the region. They are charged with providing interdisciplinary coordination and support services for regional field operations (see Appendix A).

o   Each region has a business office headed by a business manager. Regional business managers report to the regional administrators. Business offices provide fiscal and personnel/payroll management services for the region.

o   Regional offices also contain the regional staff for the DNR's various program divisions and bureaus. (For purposes of this report, "disciplines" will be used as a generic reference to the program divisions and bureaus in the regions. "Regional supervisors" will be used as a generic title for the regional heads of the disciplines.)

o   Most regional supervisors as defined above report to their central office divisions. A few, affiliated with bureaus, report to the regional administrator. Organization charts also show regional clerical staff reporting to the regional administrators. (Actual clerical staff reporting relationships will be discussed in detail in "Clerical services: Supervision" on Page 37.)

o   Subregional structures vary across the disciplines. (For purposes of this report, "areas" or "area offices" will be used as generic references to subregional organizational structures.) Some area offices are co-located within regional office complexes.

Decentralization of administrative responsibilities

One component of the DNR's regional organization is the decentralization of administrative tasks and responsibilities. In 1982, regional offices became responsible for payroll preparation. Since then, substantial additional duties have been delegated to the regions. These include processing personnel forms, providing personnel expertise to the disciplines, performing data entry for payroll cost coding and fleet management, and assuming increased responsibility for purchasing and contracting for services.

With the DNR's philosophy of providing services in the field and close to the resources being managed, the development of new programs and initiatives further increases the costs of regional administration. Although the programs may be the responsibility of the disciplines, the regions find themselves housing the staff, processing the bills, payroll and personnel forms and providing the clerical or other administrative support.

Most sources interviewed for this project believe that the DNR has typically been hesitant to identify the very real administrative costs of operating on a regional basis. As with other agencies which do the same thing, the motivation has been to assure the legislature and the DNR's many watchful constituencies that it is operating a lean organization whose resources go into tangible programs. Consequently, new tasks and new programs have reportedly been created or sent to the regions without the new staff and program dollars needed to provide administrative support.

Part 1. REGIONAL BUSINESS OFFICE SERVICES AND OPERATIONS

BUSINESS OFFICES: Background

Findings

Although specific services provided in the various regions differ, all regional business offices provide basic levels of financial and personnel/payroll services. (Regional differences are described in some detail in this part's sections organized by function.)

The size and complexity of the DNR, plus the seasonal nature of its work, make for business office operations which are described as "difficult" or "frustrating" by those involved:

o   On the fiscal side, the number of programs, funding sources and accounts creates a complicated accounting structure.

   A review of Minnesota Department of Finance data regarding four state agencies (DNR, Administration, Corrections and Transportation) shows that the DNR has more than twice the number of allotment accounts that each of the other agencies has. (Agency appropriations are divided into units called allotment accounts. A separate account is needed for each budgetary purpose or activity. Allotment accounts are routinely referred to as "AIDs," which stand for account identification numbers.) In Fiscal Year 1988, the DNR had 1,676 AIDs, including special-project AIDs. Each of the other three agencies had between 630 and 750 AIDs.

   The DNR's AIDs are also more decentralized. The Minnesota Department of Transportation has 750 AIDs, but no geographic district has more than seven. The DNR regional offices have between 116 and 231 each (see Appendix B).

o   On the personnel side, the DNR interacts with eight bargaining units and five exclusive representatives. It has approximately 120 job classifications working out of more than 350 work locations. It routinely uses a wide variety of employment conditions (including seasonal employees, part-time employees and positions linked to specific funding sources) which increase both the paperwork and the need for personnel and payroll

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expertise in the regions. (See Appendix C for a comparison of the DNR's use of full-time unlimited employees compared with use by other agencies.)

o   In addition to dealing with the extra work involved for any agency at the end of a fiscal year, the DNR's seasonal workload tends to peak at roughly the same time.

A review of Minnesota Department of Finance payroll warrant rosters for Calendar Years 1980 through 1987 showed that, on average, the DNR experiences a 43.4 percent increase in its work force from January to July. Corresponding increases for the Departments of Administration, Corrections and Finance were much lower (see Appendix D).

Similarly, Minnesota Department of Finance data showed that the number of statewide accounting system transactions for the DNR during 1987 increased by 111.1 percent from the lowest tranactions month (13,854 in February) to the highest (29,247 in July) (see "Business offices: Coordination of workloads," Page 6).

Most business managers and business office staff described their mission by listing their key functions: paying bills, processing payroll and so forth. A few described their mission as providing timely and efficient services to managers and employees. No one described a monitoring or control-oriented mission.

Several business office managers or staff persons commented that the driving need to process paper distorts what should be a consultation and customer service focus.

Although business office staff members invariably understand their own roles, some had little knowledge of what their business office co-workers do. Others had conflicting notions of who their customers are.

Most regional supervisors viewed their regional business offices as providing more service than control. However, as noted in the regional evaluations on Page 71, this view was not universally held.

Conclusions

Regional business office personnel understand their mission in that they have a clear concept of their primary tasks. There is, however, somewhat less clarity with respect to why they do what they do and for whom they do it.

Various objective measures (number of AIDs, seasonal workload increases) suggest that business office functions in DNR regional offices are exceptionally complex and challenging.

Recommendation

1. The regional business managers, in conjunction with central office management, should draft a mission statement for the regional business offices.

   o Before drafting this mission statement, business managers should solicit comments from their internal customers and business office staff members.

   o The mission statement should help achieve several goals: (a) providing business office staff and customers with a broader picture of this work group's role and purpose within the organization, (b) helping move toward a more consistent balance between service and control among the regions and (c) furthering dialogue within the DNR regarding the respective roles of business offices, the central office financial and personnel bureaus, central office business managers, and Field Services operations, including service centers. (See "Business offices: Procurement services" on Page 26 and "Regional Coordination with the Central Office: Human Resources Bureau" on Page 65 for factual background regarding these role conflicts.)

BUSINESS OFFICES: Roles and staffing

Findings

Regional business manager positions were created in 1975. Four of the current business managers have held their positions since they were created. The other two assumed the role in 1980 and 1985.

Typical activities of business managers include day-to-day coordination of business office tasks and supervision of business office staff. Each business manager tends to be viewed as the in-house authority on budgets and union contracts, so considerable time goes into providing advice and consultation to the regional supervisors.

Business managers' secondary duties are more individualized and cover a broad range of activities.

o   One business manager was described by the regional administrator as the equivalent of an assistant regional administrator.

o   Another has been especially active in departmental policy-making.

o   At the other end of the range, most business managers spend some time performing data entry, forms review or other tasks needed to back up business office staff when there are absences or work overloads.

o   Three business managers commented on the time they spend doing routine work which ideally should be delegated. Their estimates ranged from 12 to 35 percent of their time.

With one exception (an accounting tech supervisor), all permanent staff reporting to the business managers are in the clerical/technical bargaining unit.

o   Seventeen individuals are in the clerical series. Five are in the accounting series.

o   The most frequently used position is clerk/typist 2. Seven business office
     staff members hold that classification.

Individuals from the central office and five of the six regions noted a gap in
classifications, knowledge, ability or authority between the business managers
and their staff members.

Individuals on staff in two offices had served as office managers prior to the
hiring of full-time business managers. However, there was no office where the
second in command in the business office was clearly identified and commonly
perceived to have the authority to act in the absence of the business manager.

Customers in various regions noted that they are entirely dependent on their
business managers to sign documents, answer non-routine questions and move
money between allotment accounts. The perception was that nobody else had the
knowledge or authorization and that, in the business manager's absence, the
only recourse was to wait for his or her return.

Conclusions

Regional offices are overly dependent on their business managers. Operations
should not have to stop in the absence of any one individual.

Although their willingness to tackle the work that needs to be done is
commendable, management and supervision are likely to suffer when managers are
spending as much as 35 percent of their time on work which should be delegated.

Recommendations

1.   The gaps in authority and ability in the regions should be filled.

     This would require training staff, formally delegating key authorities to
     appropriate staff and widely publicizing those delegated authorities within
     the region.

     This would also require adding or upgrading positions within the business
     offices.   (More specific details will be found in "Business offices:
     Personnel services," Page 13.)

2.   Goals of this increased delegation should include: (a) assigning
     individuals other than the business manager as the first contact point for
     routine questions and (b) having competent backup for all responsibilities
     in the business manager's absence.

BUSINESS OFFICES: Coordination of workloads

Findings

The seasonal nature of the department's work creates workload peaks for its business offices.

Generally, business office payroll, personnel and fiscal functions peak from April through October. The accounting workload peak is further intensified with the transition between fiscal years at the end of June.

In some regions, the number of hours worked by part-time employees has been shifted in accordance with seasonal fluctuations in workload, although use of this practice is very limited.

o   Region II's business office has two employees whose percentages shift from 70 or 80 percent in the non-peak period to 90 percent in the peak period. Employees in the region felt this worked well.

o   Another business manager, who shares a clerk with a discipline, hopes to increase the percentage of the clerk's time spent in the business office during its peak period.

o   Business office employees in other regions recommended use of seasonally adjusted percentages to deal with workload peaks.

Regional business offices have developed some internal backup capacities for staff absences or peak periods. There are regional variations:

o   Region I: Data entry on bills is backed up by another business office employee. Payroll and personnel functions are generally backed up only by the business manager.

o   Region II: Two employees enter bills and two employees work with payroll on a regular basis, so there is some level of backup during short-term absences. No backup is available for personnel functions except for the business manager, who must provide backup for all functions during extended absences.

o   Region III: Two clerks in the business office can provide backup in either payroll or data entry of bills. No backup is available for personnel functions other than the business manager.

o   Region IV: Clerks who handle bills and payroll functions cover for each other and assist one another on a regular basis. No backup is available for personnel functions other than the business manager.

o   Region V: Clerks handling bills and payroll can back each other up. No backup is available for personnel functions except for the business manager.

o   Region VI: Most backup for all functions is provided by the business manager. The business office has a staff of two employees who are cross-trained but, due to heavy workloads, do not generally assist one another. The employee responsible for fiscal functions assists the payroll clerk during holiday pay periods. The business office expects a new half-time employee, which will allow for some backup.

There is very little backup and sharing of work between business office employees and regional discipline clerks. (See "Clerical services: Coordination of workloads" on Page 42 for the few examples.)

Conclusions

Regional business offices experience significant seasonal fluctuations in workload.

Regional business offices have been quite successful in cross-training staff to allow some backup for workload fluctuations and staff absences, but few other strategies are in place across the regions to cope with workload peaks.

Personnel functions are usually not backed up in the regions, except by the business manager.

Recommendations

1. Cross-training within the business offices should be greatly expanded to increase backup capabilities. Staff should retain their regular assignments for routine operations. But few, if any, permanent full-time employees should know only one function.

2. See "Business offices: Personnel services" on Page 13 for recommendations regarding backup for personnel functions.

3. The use of seasonally adjusted hours should be expanded in order to address seasonal fluctuations in workload. This would be most practical for new employees, who would be hired with a clear understanding that one condition of employment is a seasonally adjusted work schedule.

BUSINESS OFFICES: Payroll functions

Findings

The DNR's payroll system was decentralized in 1981 and 1982. Individuals
interviewed at both the central and regional office levels indicated that
decentralization of the payroll system has been a major success. There is less
duplication of effort and far fewer lost or delayed checks.

The payroll preparation process is similar in all of the regions. Primary
steps are the review, correction and coding of time sheets and entering of
payroll data into the on-line system via a computer terminal.

The statewide payroll system imposes strict deadlines which create overwhelming
work crunches for a geographically dispersed agency such as the DNR.

o   Payroll periods end on every other Tuesday. Business offices must collect
      and review signed time sheets and complete their data entry
      responsibilities by the end of the day on Thursday of the same week.

o   Business offices rely on the postal service to deliver time sheets. In
      some instances, time sheets must go from one work station to a supervisor
      in another work station before being submitted to the business office for
      processing. Some regions report that mail service within the region can
      take as much as four or five days.

All regions have created a highly structured approach to payroll processing.
Payroll clerks are able to state with some precision what work they do on each
day of the payroll week as well as the off-week. Payroll cost coding, filing,
making corrections and comparing time sheets with payroll reports are typical
off-week duties.

There are differences among the regions with respect to the details of the
payroll process. The differences are generally methods which have been
employed to survive the work crunch and meet the externally imposed deadlines.

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o   Regions II and III do less checking of individual time sheets prior to
    on-line entry.

    Adding the hours recorded and checking the leave balances prior to data
    entry have been given a low priority in these high-volume regions. No one
    reported any alarming ramifications of this relaxed audit process. Staff
    believed that errors would be caught. For example, the computer will flag
    entry of more than 80 hours per pay period and leave balances can be
    checked periodically during the off-week.

o   The most significant regional difference is the use of anticipated time.
    Anticipated time involves the submission of what is essentially a draft
    time sheet stating how much time an employee thinks he or she will work.
    By predicting time, the time sheet can be mailed early enough to reach the
    business office for processing. The disadvantage is that the predictions
    are often wrong and changes must be made.

    Use of anticipated time varies widely. Region V uses none. Regions IV and
    VI use it, but only rarely. In a routine payroll cycle, they may get five
    or fewer anticipated time sheets. Region III gets 60 to 75. Region I
    estimates 25 percent usage (roughly 75 to 130 time sheets from the winter
    slump to the summer peak). Region II estimates 50 percent usage for a
    seasonal range of about 200 to 275 time sheets.

    Business office employee views regarding anticipated time are mixed. There
    is consensus, however, that the process of making corrections based on
    subsequent information is time-consuming. The volume in the low-usage
    regions is such that phone corrections can be taken on Wednesday or
    Thursday of the payroll week. Corrections are easier to make prior to data
    entry. The payroll clerk in high-usage regions can spend one to two and a
    half days per payroll cycle making corrections to anticipated time during
    the summer peaks.

The Minnesota Department of Finance indicates that no additional processing
time can be granted without putting timely payment to employees at risk. (Some
agencies are required to have their payroll entered one day earlier than the
DNR's deadline.)

Another area of inconsistency involves the degree of review time sheets receive
before arriving at the business office. Payroll clerks have no way of knowing
whether supervisors or clerks associated with the disciplines have done more
than sign and mail the time sheets.

Business office staff indicated that one of their major problems was time sheet
errors, many of which seem careless and repetitive (missing leave slips or
signatures and incorrect or missing earn-type codes and bargaining unit
codes). Additionally, some policies and procedures are out of date or in need
of interpretation from the central office Human Resources Bureau (see "Regional
coordination with the central office: Human Resources Bureau" on Page 65).

Business office staff and their customers objected to mandatory use of
after-the-fact leave slips for illness and other unexpected leave. A great
deal of time is spent collecting such leave slips, which are seen as

duplicating information provided on the time sheet.

Minnesota Department of Finance procedures (07:04:23) do require the use of leave slips even when the request for leave cannot be made in advance. These written procedures state that leave slips should be submitted to the agency payroll office.

The Office of the Legislative Auditor audits leave slips for conformance to Finance procedures. The slips -- a double check to ensure that supervisors are aware of what they are signing on a time sheet -- are held at the local level by some agencies, and are produced on request during an audit.

According to materials provided by the Minnesota Department of Finance, optional cost-coding fields were added to the payroll system in July 1984. Some disciplines within the DNR use the optional fields to record labor distribution data. Data entry from the optional fields is a new responsibility for the business offices.

Cost coding has been phased in by the disciplines. Forestry, Fish and Wildlife, and Trails and Waterways use it. Each, however, uses a different system. It is anticipated that additional disciplines will begin use of cost coding. The DNR task force on payroll cost coding is attempting to develop a consolidated system.

Some business office staff and regional supervisors question the use of cost-coding data. Some, including supervisors in disciplines using cost coding, say they see no reports or summary data developed from the data submitted. One business manager also questioned the accuracy of data fed into the business office. But not knowing the individual codes, the business offices can do no auditing of data submitted.

Cost coding has become a major activity within business offices. The estimated time spent by one employee per region to do cost coding is:

o   Region I -- one and one-half days per pay period (one half-day in the winter).

o   Region II -- two days per pay period.

o   Region III -- three to four days per pay period (two in the winter).

o   Region IV -- one half-day per pay period.

o   Region V -- one half-day per pay period.

o   Region VI -- one-half to one day per pay period.

Individuals in four of the six regions predicted how long it would take to do cost coding if all disciplines were involved. The estimates were all in the range of doubling the time presently used.

Some payroll records are also maintained by discipline clerks. (The issue of duplicate personnel records and files is discussed in "Business offices: Personnel services," Page 13.)

Conclusions

From the perspective of the customers of the payroll system (employees expecting timely paychecks), the DNR's regional payroll operations are a major success. Operations have improved significantly since the work was decentralized. Payroll operations are smooth and reliable and, consequently, somewhat taken for granted.

It is unfortunate that payroll operations are taken for granted because the state systems within which the DNR operates do not make it easy. The system's processing deadlines do not accommodate the real needs of an agency with more than 350 individual work sites located all over the state.

The one change which would have the most impact on accuracy and efficiency would be an extension of the regions' payroll processing deadlines, but the Minnesota Department of Finance indicates that such an extension is not possible.

Given the system's deadlines, the large regions have little choice other than to rely on anticipated time reports. However, systems are inefficient when they require doing something incorrectly to meet a deadline, and repairing the damage later.

Some duplication of effort could be identified and eliminated from the payroll processing operations.

Although retroactive leave slips are required by Finance procedures, the state system has some flexibility on whether they are all submitted through the business offices.

Responsibilities for payroll cost coding have markedly increased the workload of regional business offices. Use of separate discipline-specific systems aggravates the situation.

The value, use and accuracy of payroll cost coding have not been adequately demonstrated to some employees in the regions.

Recommendations

1. Since the needed relief on deadlines appears unlikely through the state system, the DNR should explore alternatives available to reduce the use or burden of anticipated time.

    o   One possibility would be to assign a business office person (other than the current payroll clerk, in the large regions) to take corrections to anticipated time by telephone prior to the initial data entry phase.

o   Other options might include central collection points in area offices or elsewhere which could, with a considerable investment in technology, communicate with the regional offices via computers or facsimile ("fax") machines.

2.   The department should develop a system to eliminate duplication of effort with time sheets. Generally, the employee and supervisor signing the time sheet should be the parties responsible for its accuracy. The disciplines' clerical employees should not routinely be doing auditing which will be repeated in the business office, especially when there is no mechanism to inform the business office that a review has taken place.

3.   More cross-training and backup of business office staff would be beneficial. Staffing flexibility is needed to assist with the payroll cycle crunches. Business office employees who now do only bill paying could be trained to enter payroll data while payroll clerks performed the more specialized functions.

4.   The DNR should put any expansion of payroll cost coding on hold until its internal task force assesses the program to date, educates the regional staff about the value and use of the data collected and develops a consolidated system that meets the needs of involved disciplines. The department should refuse data entry services of the business office to any disciplines that will not participate in a consolidated system.

BUSINESS OFFICES: Personnel services

Findings

All regional business offices provide a variety of personnel-related services.

o   The most time-consuming routine duty is the processing of paperwork
    associated with personnel transactions: employee action forms are
    completed each time an employee's status changes; position action forms are
    completed each time a position is created or has a status change.

o   Business offices also process workers' compensation and unemployment
    compensation paperwork, provide contract interpretations, distribute job
    postings, act as the regional insurance representative, maintain regional
    personnel files, coordinate performance appraisals and train regional staff
    in business office functions.

The DNR's personnel management operations had been highly centralized until the
mid-1980s.

Managers in the central office report that decentralized personnel services are
generally a success.   Improved timeliness of the transactions processing is
viewed as a particular strength.   However, with the business office focus split
between financial and personnel management services, and with most business
managers coming from fiscal backgrounds, some central office managers believe
that personnel gets shortchanged.   For example, regional business offices play
a limited role in handling grievances and the personnel expertise of the
business office is often not effectively shared with regional and area
supervisors.

The most significant difference in the level of services offered by the various
business offices involves the processing of employee action forms.

    In Region I, the clerks assigned to the disciplines complete the forms,
    which are then reviewed by business office personnel, including the
    business manager.

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In Region II, forms for new hires are done by the areas. Other employee action forms are done in the business office. The regional clerical staff for some disciplines also reviews the forms while en route from the areas to the business office.

In Region III, some employee action forms are done by the disciplines (the region's nurseries, one area Forestry clerk and one park) and others are done by the business office.

In Region IV, the business office does all employee action forms.

In Region V, the regional Parks Division clerk does the forms for layoff and recall. Otherwise, employee action forms are done in the business office.

In Region VI, the business office does all employee action forms.

The form-processing inconsistency has not resulted in serious negative ramifications. However, some individuals with employee action form responsibilities outside the business office reported that they do not do enough personnel paperwork to develop expertise and keep up with the changes. They questioned the efficiency of a system where they must relearn the task each time they do it.

Hiring forms, including employee action forms, are a major source of frustration for the regions. Required paperwork has been increasing and the process is described as out of control by managers, regional supervisors and the staff who actually process the paperwork.

o   Many individuals noted that it now takes 11 or more forms to hire someone, even though that new hire might be a part-time worker for a short-term position.

o   Involved staff in the various regions reported differing perceptions of whether all hiring forms must be completed with each seasonal recall.

o   Many individuals questioned the need to have employee action forms reviewed by both the regional business office and the central office Human Resources Bureau. This is widely, but not universally, perceived to be a duplication of effort which catches few errors. Staff also questioned why some other forms (such as the child support and garnishment forms) could not bypass the regional business office.

o   When asked for other suggestions for improving the efficiency of the current process, managers and staff proposed development of an on-line employee action form system, consolidation of the hiring forms, and use of the fax machine for sending supporting documents to the central office.

The DNR has unique personnel needs because of a heavy reliance on seasonal and part-time workers.

o   As noted in "Business offices: Background" on Page 1, the DNR's work force
     increased an average of 43.4 percent during its summer peaks from 1980
     through 1987. The other agencies reviewed had no increases of that
     magnitude. Although the Minnesota Department of Transportation has many
     more employees, its average seasonal increase was only 9.5 percent (see
     Appendix D).

o   The volume of personnel work is so great that affirmative action reviews by
     the central office Human Resources Bureau are typically done after the
     individual is hired.

o   Hiring and payment of emergency firefighters are done outside the state
     systems. Although this provides the speed and flexibility needed, it also
     means that the standard work force and personnel transactions data used in
     this report will not reflect the full regional workload.

o   The Department of Employee Relations has accommodated the prompt hiring
     needs of a number of agencies, including the DNR, by decentralizing
     examination and certification authority for particular positions. This
     increases the workload as well as the authority of the DNR's personnel
     staff.

Another issue raised consistently was the availability of personnel data and
the resulting regional record-keeping needs.

o   The Minnesota Department of Employee Relations provides regular reports
     which track probationary period and appointment end dates, salary review
     dates and seasonal recall dates.

o   There are regional differences regarding whether the business office or the
     disciplines monitor certain key dates, such as the probationary end dates.
     Consequently, in some regions these reports are primarily a resource for
     the business office. In other regions they are circulated to the clerical
     staff of the disciplines. One complaint about the reports is that they are
     not broken out by location code. DNR staff may, therefore, have to do the
     final sort of data themselves.

o   Concerns were expressed about certain information which must be maintained
     but which is not available through the Department of Employee Relations
     reports. Mentioned most frequently were hours accrued by manual laborers
     (which trigger salary adjustments) and performance review dates.

o   Although the central office Human Resources Bureau provides a list of
     individuals due for annual performance reviews, involved staff in several
     regions stated that it is not an accurate and satisfactory tickler system.
     At least one region keeps its own manual log, as well.

o   Manual records are also being maintained in some regions for such items as
     floating holidays, vacation accrual increases, and layoff and recall
     seniority.

o   A particular frustration for regional staff members is the perception that data which they have provided to the state personnel system cannot be retrieved.

    Neither the Department of Employee Relations nor the Human Resources Bureau of the DNR is viewed as a good source of summary data.

    Regional staff report that they must keep duplicate manual records in order to respond to information requests from the central office and the Department of Employee Relations, even though the information requested has already been provided in some routine reporting format. The explanation provided to the regions when they have asked why they must send redundant information is that it would be too costly to obtain from the computer data base.

    Examples provided of duplicate manual records needed to respond to information requests include the number of seasonal employees in the region and the overtime status of conservation officers.

When queried about duplication of effort within the personnel system, both central office and regional staff commented that multiple personnel files are maintained. Files on each employee exist at the central and regional offices, as well as at the Department of Employee Relations. Disciplines and area offices may also maintain personnel files.

Most suggestions for improving information access involved reduction of manual files and the creation of automated systems where information can be shared among offices.

o   One strategy being assessed is the possibility of downloading Department of Employee Relations data so that the DNR can generate its own reports as needed.

o   The central office is also looking at using some spare fields on the employee action forms to meet specific DNR information needs.

o   The minicomputers coming into each of the regional offices are also seen as a resource for maintaining tickler systems and generating reports.

Although personnel services now provided by business offices are generally judged satisfactory by customers, more extensive services would be welcomed, particularly in Regions I and II.

o   Some customers envision a full-service personnel office which would be available on request to fill routine positions or to coordinate hiring by notifying eligibles, scheduling interviews and orienting new employees. A full-service office could also provide assistance with position descriptions, affirmative action requirements, reallocation efforts, labor relations issues and so forth.

o   Analysis of the customer questionnaires identified five areas where

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discipline staff across regions spend considerable time doing business office tasks they would prefer to delegate. Three of the five involve personnel or payroll functions.

Training provided by the business offices is not consistently viewed as adequate.

o One problem identified is a lack of time and the low priority given to training.

o Training in the writing of position descriptions was mentioned as a particularly acute need which has not been met.

o Eight items ranked low across regions on the customers' assessment of the quality, quantity and timeliness of business office services. Five of the eight involved training. Training in personnel policies and procedures was rated low on quantity and timeliness. Training in fiscal policies and procedures was rated low in quality, quantity and timeliness.

Conclusions

Regions have successfully adapted to the decentralization of personnel functions. They have learned to handle a broad range of duties over a short period of time.

Regional business offices provide widely varying levels of personnel services. More such services are requested by internal customers and they are needed. Increasing the personnel service levels at business offices would be consistent with their mission, the efficiencies of specialization and the need to provide workload relief to the regional clerical employees.

Professional-level personnel expertise is needed in the regions to effectively increase available services.

Professional-level expertise is also warranted by the size of the regional workloads. The smallest regions have more employees than some state agencies.

The state personnel system is not designed to accommodate the special needs of an agency whose work force increases by almost 50 percent on a seasonal basis. As with the payroll system described above, the DNR faces unusual challenges in meeting the demands of the state system.

There is unnecessary duplication of effort in the record keeping and forms review processes now in place. Although there is an awareness of the problem, potential efficiencies which could be achieved through coordination and automation have not been fully explored.

Recommendations

1. Personnel officer positions should be created in each of the regional business offices. These positions should report to the business manager

(see Appendix E) and should be the primary strategy employed to fill the
gap in authority between the business manager and his or her staff.

o   The goal of the personnel officers would be to develop a full-service
     personnel function, as described above, consistent with the expressed
     needs of customers.   (New positions at a professional level would not
     be warranted if the only anticipated change was processing more of the
     personnel transactions in the business office.)

o   Personnel officers would have responsibility for the training done by
     the business office.

o   Personnel officers would be the primary communication links with the
     central office and other regions on personnel issues. They would
     automatically serve on the customer advisory committee to the central
     office Human Resources Bureau which is described in "Regional
     coordination with the central office" on Page 65.

2.   Employee action forms should be completed at the point of hire (where the
     information is most readily available) or in the business office as a
     personnel service for the disciplines. The forms should not be completed
     by individuals at some midpoint in the paper flow (such as the regional
     clerical workers).

3.   The employee action form review process should be streamlined. The goal
     should be to eliminate steps in the paper process by consolidating review
     functions. The semi-decentralized approach now in place is not efficient.
     This would be an appropriate issue for the consumer advisory group or an ad
     hoc work team, in that it involves sorting out roles and responsibilities
     between the central office and the regions.

4.   Personnel information systems should be reviewed. As recommended in
     "Clerical services: Office automation," Page 55, the regions need an
     in-house management information systems coordinator to ensure effective use
     of the new minicomputers and to begin the process of coordinating existing
     hardware and information systems. These individuals should, as a group
     working in collaboration with the central office Management Systems Bureau,
     formally assess personnel information needs and the systems now in place to
     meet those needs. Plans should be developed to ensure that information
     needs are met while reducing the number of files and manual records
     maintained.

BUSINESS OFFICES: Bill paying

Findings

Minnesota Statutes 16A.124 require state agencies to pay bills promptly, usually within 30 days, and allow creditors to charge interest on late payments.

Regions have been fairly successful in their efforts to meet the statutory timeliness standards. Prior to the prompt payment mandate, some companies refused to do business with the DNR because its payment record was so poor. Now most regions usually have a higher prompt payment rate than the central office and compare favorably with the overall statewide average and the statewide expectation that 95 percent of its bills be paid within 30 days (see Appendix F.)

This success is somewhat seasonal. In 1987, prompt payment rates declined sharply from June to August, particularly in Regions I and III. Yet some regions have maintained their performance throughout the year. Region IV has the strongest prompt payment record over the last two years. It is followed closely by Region V (see Appendix F.)

Business office staff members reported that prompt payment success is one major source of job satisfaction. They also stated, however, that it is such a driving force for the business offices that other fiscal functions can suffer. Particular problems associated with prompt payment obligations include invoices coming into the business office late and invoices which predate delivery of the product to the actual purchaser (typically when products are shipped to a service center for later delivery to the buyer).

Bill paying through the statewide accounting system is a standardized process. However, there are some regional variations.

o Typically, the individual disciplines stamp on and then fill in their own coding blocks on invoices. Variations exist as to whether it is done at the area or regional level.

In Region I, invoice coding is done mostly by the regional

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secretaries. However, one large state park does its own invoice coding.

In Region II, coding is done at the area level.

In Region III, the regional secretaries do the invoice coding.

In Region IV, some is done in the areas and some is done by the regional secretaries.

In Region V, invoice coding is done by the regional secretaries.

In Region VI, it is also done by the regional secretaries.

o   Looking up vendor code numbers for invoice coding purposes is handled differently from region to region. Regions I and II report having business office staff assigned to look up vendor codes. In other regions, primary responsibility for obtaining vendor codes appears to rest with the disciplines. This is the source of some conflict in at least one region.

o   Differences also exist with respect to the degree of pre-auditing of invoices by the business offices. The thoroughness of pre-auditing also varies with the workload peaks. One regional business office does no pre-auditing during the peak season, while another pre-audits on a spot-check basis. The affected staff reported that failure to pre-audit produces some anxiety, but that there have been no more serious consequences to date.

The central office expressed some concerns about the accuracy of the regions' bill paying. During the first 11 months of Fiscal Year 1987, the DNR on average processed 10.2 percent of all statewide accounting system transactions, but accounted for 17.6 percent of all errors.

There is no consensus on who should being doing the invoice coding.

o   Business office staff identified recurring errors on invoices coded by the disciplines as a major source of frustration. Yet opinions vary even within the interest groups (business office managers and staff, regional secretaries, and regional supervisors) with respect to whether the status quo should be changed.

o   The majority opinion among those who expressed one is that invoice coding should be done in the business office to the degree possible. (Certain data may still need to be provided by the purchaser.)

Several additional duplication or coordination issues were raised regarding bill paying:

o   Multiple copies of invoices are maintained. In addition to copies filed in the regional business office and with the Minnesota Department of Finance, some disciplines keep additional copies.

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o   Invoices can pass through a number of hands before reaching the business
    office. An invoice could potentially be handled by area staff, regional
    supervisors, regional secretaries, Field Services staff, and service center
    staff. Account balances may be checked several times by different parties
    in the paperwork flow.

o   The statewide accounting system provides access to vendor codes via
    computer and microfiche. Some regions keep records on personal computers
    and hard copies as well.

o   A few customers expressed difficulty identifying the status of obligations
    with the invoice batch processing which has replaced alphabetical files.
    However, batch processing saves a considerable amount of time for the
    business office staff.

Conclusions

As judged by their prompt payment records, the regions are handling their bill
paying efficiently, but not all can maintain their success rate through the end
of the fiscal year and the concurrent summer workload peak.

An underlying assumption of this report is that a clean split of functions puts
fiscal and personnel services in the business office. Invoice coding is an
appropriate fiscal service for the business offices.

Invoice coding services in the business offices would provide workload relief
to the disciplines at both the regional and area level. It should also reduce
errors, duplication of effort and one source of some conflict between the
business offices and regional clerks. (See "Clerical services: Coordination
of workloads" on Page 42 for discussion of the conflicts.)

Invoice coding services cannot be provided at current business office staffing
levels.

Recommendations

1. See "Business offices: Coordination of workloads," Page 6, for
    recommendations dealing with the seasonal inability to maintain prompt
    payment levels in some regions.

2. Following the creation of new recommended positions for the regional
    business offices, invoice coding by the disciplines should be phased out
    and promoted as a new service of the business office.

3. Business office invoice coding would indirectly resolve the duplication and
    coordination issues raised. By phasing out the clerical staff from the
    bill-paying process, the business office would become the key record keeper
    and the contact point for vendor and purchaser inquiries.

BUSINESS OFFICES: Budget data

Findings

Data provided by the Minnesota Department of Finance describes the management reports available through the statewide accounting system:

o   Payments by AID

o   Open Encumbrances

o   Manager's Financial Report

o   Roster/Staffing

o   Allotment Balance within Appropriation

o   Estimated/Actual Receipts

o   Expenditures by Accounting Period

o   Payroll Posting Audit Trail

o   Vendor Payments

o   Special tailormade reports

The Manager's Financial Report routinely includes certain key data, but can also be customized to meet agency needs. Up to five optional cost code fields can be entered into the system. Information in the Manager's Financial Report can be sorted and subtotaled by up to six of 16 elements including the five optional cost codes. This allows for more than 6 million possible sequences. Agencies can request up to six different sort sequences on a monthly basis. Data provided will be current to the end of the previous month.

Department of Finance staff indicated that agencies, as a rule, have not fully explored and used the customized statewide accounting system data available.

Business office managers and staff or customers in every region raised concerns about the quality and timeliness of available budget data.

o   Statewide accounting system reports are criticized for lacking relevant detail and arriving in the field too late to be of use. (Reports are mailed to the regions within one day of receipt at the central office, but the regions may receive them a week or more after the end of the month.)

o   Comprehension of statewide accounting system reports is also an issue. Business office managers or customers in four regions noted that supervisors do not understand the data which is available.

o   A trust issue also underlies suspicions about budget data. Some regional supervisors alleged that money has been moved out of their disciplines' accounts without notice or approval. One regional administrator commented that managers do not trust the statewide accounting system because somebody "steals" from an account just often enough to justify distrust.

In addition to the data itself, there is a perceived need for business offices to provide additional budget consultation services to supervisors.

Some regional business offices have compensated for the perceived shortcomings of statewide accounting system reports by generating regional budget reports.

o   Region IV used to provide a monthly internal budget summary. This was a simple one-page form showing funds encumbered, unencumbered account balances and other data of interest to supervisors. But due to increasing workloads, this form is no longer provided.

o   Region V also eliminated a monthly budget report as of October 1987, but provides a report on a less frequent basis.

o   Region VI used to highlight and analyze statewide accounting system reports for the disciplines. This service has been eliminated because of time constraints. Now statewide accounting system data is reformatted to provide a monthly report on certain regional administration accounts only.

In addition to regional supplements, many disciplines keep their own books. Despite efforts to reduce duplicate record keeping, each region reported individualized budget and accounting systems in some or most of its disciplines. Opinions differ on the need for disciplines to maintain their own fiscal data systems.

o   Advocates claim discipline-controlled manual books or personal computer files overcome the timeliness, detail and distrust issues associated with the budget and accounting system. Such records may also be quicker to access or may increase options for formatting and analyzing data.

    An opinion expressed within the Minnesota Department of Finance is

that the DNR has more justification for manual books than other agencies because different managers are able to make payments from the same accounts.

o Others contend that separate books are an enormous waste of time. In addition to the time spent by the staff of the disciplines, business office staff time goes into investigating and reconciling differences between the different sets of records. In most instances, it is the manual records which are found to be in error.

Regional differences exist with respect to the disciplines' direct access to statewide accounting system data.

o Sign-on authority and training to access the data are routinely provided to regional secretaries in Regions I and IV.

o There appears to be movement toward such authorization in Regions II, III and V, but there is no consistent understanding at the staff level that direct access is an option or of the process involved to obtain sign-on authorization.

o In Region VI, the disciplines do not have direct access to the statewide accounting system and must request data through the business office.

The DNR is exploring the option of downloading statewide accounting system data to the regions via the central office computer. This would open new options for sorting and formatting data to meet regional needs. However, according to the Minnesota Department of Finance, it would still provide data from files created at the end of the previous month. A computer link with more timely data is possible but would be a much more costly and sophisticated operation.

The customer questionnaire reveals broad dissatisfaction with the fiscal data and consultation available. Of the eight business office services rated lowest across the regions for quality, quantity or timeliness, six involved financial services. The quantity of fiscal consultation was rated low, as was the quantity and timeliness of fiscal reports. Training on fiscal policies and procedures was rated low for quality, quantity and timeliness.

Conclusions

Budget data which is available and understood does not fully meet the needs of the disciplines. It is difficult to assess how much of the problem is availability and timeliness, as opposed to comprehension.

Regardless of the root cause, duplicate record-keeping systems are not an efficient response to the problem.

Because the practice is so widespread, creating and maintaining duplicate budget and accounting systems appear to be the most time-consuming duplication of effort identified in the course of this project.

Recommendations

1. The DNR should develop coordinated, department-wide solutions to its fiscal data issues.

    o   One early phase of this effort should provide uniform training on the statewide accounting system for supervisors and regional clerical staff. Those who have developed separate fiscal data systems need to have an accurate understanding of what statewide accounting system data can and cannot do for them.

    o   Regions should continue to have access to the monthly Manager's Financial Reports as soon as they are received by the central office. Fax machines should be used if they would speed distribution.

    o   Disciplines should all have direct access to the statewide accounting system data available to the business offices. Regardless of whether they use that authorization, trust issues are unlikely to improve if there is even a perception that the business offices are withholding information or sharing it with some but not others. (One region without enough terminals to provide ready access has used emulation boards and personal computers to provide direct access to disciplines.)

    o   Once these steps have been taken, the DNR should conduct a comprehensive survey of remaining information needs. Strategies should then be developed to address the remaining needs on a coordinated, department-wide basis. As with the personnel information systems, the regional management information systems coordinator and the central office Management Systems Bureau should play the primary role in this planning and systems design.

    o   Appropriate strategies might include downloading statewide accounting system data, developing the more sophisticated computer link with the system or making adjustments in allotment accounts to reduce the number of individuals able to spend funds in specific accounts.

2. One goal of the above process should be the eventual elimination of separate accounting systems maintained by the disciplines. This is consistent with the broad goal of reducing workloads for the disciplines' clerks by moving most fiscal and personnel services into the business offices.

3. With the additional staffing and delegation recommended elsewhere, the regional business managers or their accounting staff should be freed up to provide more budget consultation services to the disciplines as requested.

BUSINESS OFFICES: Procurement services

Findings

The DNR's operational order No. 43 (Exhibit I of Appendix G) establishes a process for the "letting of bids and awarding of contracts for the rental or lease of equipment, resource development, construction or repair projects." This policy went into effect in January 1986 and increased the authority for contracting at the area and regional level. The regional business manager became the counterpart to the Minnesota Department of Administration's Materials Management Division for what are known as "regional bids."

Operational order No. 43 creates three bid types. Class I bids involve contracts of $10,000 or less. These can be executed at the area level with review by the regional business manager. Class II and III bids involve contracts in excess of $10,000. The regional business manager or designee lets and awards these bids.

In Fiscal Year 1987, the regions processed between 26 (Region VI) and 339 (Region II) Class I bids. They processed between 20 (Region IV) and 86 (Region II) Class II and III bids (see Table I of Appendix G).

Interviews established that many Class I bids are being let by the business office, although available data does not indicate how many.

The decentralized bid process is generally given high marks at both the central office and regional level, especially with respect to improved timeliness. One business manager reported that processing time has decreased from as much as nine months to roughly five weeks. However, a few problem areas were identified:

o   There can be bottlenecks, particularly during peak periods. Getting a signature from the attorney general's office can be a bottleneck.

o   Once again, having someone available to act in the absence of the business manager is an issue. Even in regions where business managers have been able to delegate the bid package process to a clerk, bids can be held up for the business manager's signature.

o   Bid package processing is handled by different parties in the different offices. Bid packages might be processed by the business manager or by a clerk in the business office. But one region uses the regional administrator's secretary and another uses the Field Services clerk.

o   Although operational order No. 43 describes a specific role for Field Services staff (preparing or assisting in the preparation of job descriptions or specifications), some individuals reported overlap, confusion or inconsistencies in the respective roles of Field Services staff and the business office. Business managers also reported having to rework specifications prepared by Field Services staff.

There is no clear consensus within the regions on the appropriate roles of the areas, the business offices, and Field Services in the bid process authorized by operational order No. 43.

In addition to expanded regional bid authority as described above, authority for local purchase of goods and services has also been expanded (operational order No. 44). The dollar limit for local purchases was $50 until 1980. It has been raised several times since and is now set at $1,500 for agencies, including the DNR, which have obtained approval from the Minnesota Department of Administration.

The use of local purchase authority is complicated by numerous requirements in addition to the stated dollar limits. Some potential users indicate that the process is too cumbersome to bother with.

o   Goods and services available through State of Minnesota contracts are excluded, as are items available through service centers, the Minnesota Department of Administration's Central Stores or other state agencies. Many other specific types of purchases are excluded, while still others are allowed but only under special "sensitive item" procedures.

o   Furthermore, 10 percent of the dollars spent with local purchase authority must go to certified "SED" (socially or economically disadvantaged) vendors.

o   Local purchase also involves a bid process with open bidding, SED-only bidding and SED-preference bidding.

As described on paper, the customer needing goods or services at the area level goes through the bid process and makes the actual purchase. The regional supervisors and administrator monitor the process. The Field Services supervisor is the primary regional resource for training and assistance. He or she also recruits SED vendors. The role of the business office is limited to processing payments and related paperwork and notifying the regional administrator of noncompliance with the procedures.

In reality, there is considerable overlap and confusion in the purchasing roles and responsibilities of the business offices and Field Services staff.

The confusion is exacerbated by the various procedures for purchasing goods and services not available under local purchase authority. These are imposed by the Minnesota Department of Administration to a large degree. Different procedures exist, depending on the type of goods and services to be purchased and/or the source to be used. The involvement and responsibilities of business managers and Field Services staff in the regions and at the service centers vary among the procedures.

The Financial Management Bureau has developed comprehensive policies and procedures regarding the various types of purchasing. They are in draft form but have yet to be approved and distributed. In draft form it takes 29 pages to describe purchasing procedures.

Meanwhile, different regions have adopted different approaches, many of which involve a role for the business offices that goes well beyond processing the bills. Region III reports that it is filling the purchasing role anticipated for Field Services, and a majority of regional business managers believe that all purchasing should be done by the business offices.

The details of the DNR's centralized purchasing procedures are also in flux as new roles for the two service centers are being developed. The tentative plan involves the southern facility doing the centralized purchasing for the entire state.

Various concerns were expressed in the course of this project regarding regional Field Services operations and the two service centers.

Conclusions

The regional bid process authorized by operational order No. 43 appears to be a success, but would benefit from some fine-tuning.

Neither the expanded local purchase authority nor the multiple alternatives to local purchase involve procedures which will be readily understood at the area level. Much of the problem is a cumbersome statewide system, but the confusion of roles involving the business office, the disciplines, field services, and the service centers is an issue within the control of the DNR.

Despite expressed concerns, no conclusions or recommendations regarding Field Services operations are being presented here, other than to note the role clarification and regional inconsistency issues also affecting the business offices. To conduct a fair and systematic assessment of issues involving Field Services would require another project of roughly this magnitude. It would also be a poor time, given the transitional state of its fleet management program and service center reorganization.

Recommendations

1. More how-to training on operational order No. 43 should be provided to potential users so that most Class I bids can be let at the area level.

2. Given the business managers' authority under operational order No. 43, processing of regional bid packages should be done in the business office.

3. The Financial Management Bureau should expedite the publication of its policies and procedures for purchasing goods and services consistent with the need for regional and Field Services input. Training on this topic should also be made widely available on a priority basis.

4. Roles of the various parties should be clarified. Each region needs an identified procurement facilitator who can provide expert advice regarding the various processes and can help users through the red tape associated with purchasing. This would not be an added position, but rather a new well-publicized service.

Part 2. REGIONAL CLERICAL SERVICES AND OPERATIONS

CLERICAL SERVICES: Roles and staffing

Findings

Most clerks work for one discipline, although some are split between disciplines, most frequently on a 50-percent-time basis.

It is common for a clerk designated as a receptionist or the regional administrator's secretary to perform work for the regional administrator and a number of other units which provide support to the disciplines.

Discipline supervisors and clerks are critical of shared clerical positions. Clerks stated that it negatively affects the quality of their work and creates difficulties with multiple deadlines and priorities. However, questionnaires completed by regional supervisors reveal that many disciplines do not believe they need a full-time clerk.

Perceived inequities in workloads concern regional clerical staff.

o   The mission, responsibilities and unique programs of each discipline create a variety of clerical roles and activities. The duties of a clerk in one discipline may be quite different from those of a clerk in another.

o   One clerk may support a number of professionals in a particular discipline, while another might support only one or two.

o   Some regional clerks -- but not all -- perform work for area office professionals who do not have area office clerical support.

The nature of services performed by clerical staff in the regions is varied. Activities range from basic typing to managing discipline budgets. Generally, regional clerical activities could be categorized as follows:

o   General clerical tasks performed for regional office supervisors/ professionals, such as typing, filing, photocopying, dictation, scheduling meetings, reception duties and mail handling.

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o   Public relations activities such as answering technical, discipline-specific inquiries from the public or others in the DNR, mailing brochures and maps and assisting walk-in clients.

o   Reviewing, coding and entering forms that are submitted by a discipline's field staff or the public, such as employee time sheets, expense reports, invoices, requisitions for purchase, personnel transactions, fleet management forms, permits and licenses.

o   Fiscal and program record keeping, data compilation, and report generation and analysis for regional supervisors and area offices.

o   Miscellaneous duties, such as operating the region's minicomputer network and advising area office personnel.

Data from clerical questionnaires shows that clerks on average spend 51 percent of their time on general clerical tasks during their workload peak months. The average time spent on other activities during peak months is 7 percent on public relations, 29 percent on forms, 4 percent on record keeping and 8 percent on miscellaneous tasks. None of these percentages changed by more than 4 percent during off-peak months.

Appendix H shows the percentage of time clerks spend on the above-described categories across regions and peak/non-peak periods.

Data from questionnaires shows that supervisors see their additional needs as being primarily for general clerical tasks.

Some of the activities performed by clerical staff were described by clerks and supervisors as being highly technical and discipline-specific. In addition to the program content differences, the disciplines often use different terminology, filing systems, forms, and record-keeping and cost-coding systems.

Some clerks estimate that they spend as much as 20 percent of their time performing public relations work which may require a great deal of discipline expertise in order to respond to questions quickly and accurately. One enforcement clerk noted that public callers are often irate and will adopt an even more hostile attitude toward the department if their questions cannot be answered immediately.

Regional supervisors strongly prefer the permanent assignment of clerks who can develop expertise in a given field, as opposed to a clerical pool with shifting assignments. Discipline expertise was almost always identified as a primary strength of clerical operations in both customer and clerical focus groups.

Regional administrators, supervisors and clerks indicated that some clerks within the regional offices are operating more as administrative assistants to regional supervisors, than as "clerks" or "secretaries."

An analysis of position descriptions for regional clerks, as well as focus group information, revealed that some clerks are performing what might be described as administrative functions. Examples include:

o   Direct supervision and training of clerical staff.

o   Administration of budgets and other fiscal processes.

o   Administration of personnel processes.

o   Design and use of software programs or other record-keeping systems to
     collect, summarize and analyze data needed for budgetary, staffing and
     other management decisions.

o   Handling of sensitive public inquiries or program issues for regional
     supervisors.

With the exception of one region, clerks were generally pleased with the
opportunity to take on administrative duties in order to enable regional
supervisors to manage resources in the field.

While the classification of regional clerks was beyond the scope of this study,
it surfaced as a concern during focus groups and interviews.

o   Perceived inconsistencies in clerical classifications across regions,
     between regional offices and the central office and within regional offices
     were raised as an issue during four regional supervisor focus groups, three
     clerical focus groups and two interviews with regional administrators.

o   Some stated that perceived inconsistencies resulted in poor morale and
     intraoffice conflicts.

o   The regional supervisors and administrators who considered some regional
     clerks to be performing as administrative assistants saw a need for the
     positions to be upgraded.

Previous attempts to upgrade regional clerical positions have not always been
successful.

o   Clerical staff attributed this to a lack of supervisory support and
     inadequate training for writing reallocation requests.

o   Some clerks stated that they never received an explanation for the denial
     of the reallocation requests.

o   When a reallocation request is denied by the Department of Employee
     Relations, a notice of denial and appeal rights is sent to the home
     agency. The central office Human Resources Bureau reported that, in the
     past, such notices were copied and sent to the regional business manager
     for forwarding to the employee's supervisor. That policy has been
     changed. Notices of failed reallocation requests are now sent to the
     regional business manager and the affected employee.

Lack of regional advancement opportunities and monetary achievement awards for
regional clerks arose as concerns during customer and clerical focus groups in
all the regions.

o   Customers in one group stated that the best career ladder for regional
    clerks was out of the DNR. This is especially a concern for Region VI,
    where turnover is higher due to state service advancement opportunities in
    the metropolitan area.

o   The supervisors in Region IV stated that they received achievement awards
    which failed to recognize the contributions of their clerical staff. Since
    the clerical bargaining unit contract prohibits monetary achievement
    awards, one suggestion was to have supervisors share their awards when
    clerks had made a major contribution.

Conclusions

Clerical workers make significant contributions -- sometimes unrecognized -- to
the success of the DNR's regional operations.

Sharing clerical positions across disciplines is not ideal. But given the
varying needs of the disciplines, it is necessary to either share employees or
use part-time employees.

The majority of clerical time goes into traditional clerical tasks and the
greatest additional need is for such tasks. However, disciplines are extremely
dependent on those clerks who have acquired an in-depth knowledge of the
discipline and who serve in an administrative assistant capacity.

Issues of classification inequities and lack of rewards and recognition warrant
additional attention.

Recommendations

1. The DNR should take steps to formally recognize and compensate the work
    done by its regional clerical employees.

    o   Those discipline supervisors who regard their clerks as administrative
        assistants should actively pursue reallocation requests on behalf of
        their clerks.

    o   The Human Resources Bureau should coordinate this effort and provide
        special one-time training and coaching on reallocation requests.

    o   Reallocation requests should be based on individual accomplishments
        and the level and complexity of duties. They are not appropriate for
        all regional clerks and should not be pursued on the basis of
        seniority or because others in the region qualify.

    o   The new policy on notice of failed reallocation efforts is an
        improvement over the old one. However, when reallocation requests
        which had been championed by an employee's supervisor are denied, both
        the employee and the supervisor should receive notice.

2. Regional clerks should be involved in the DNR's overall rewards and
    recognition planning.

CLERICAL SERVICES: Supervision

Findings

Each discipline used to have its own clerical staff, which was funded from the discipline budget and reported directly to regional discipline supervisors.

With the initiation of regional administration, based upon the concept of shared administrative services and coordinated program management, regional administrators were assigned the supervision and coordination of regional clerical staff as well as of other units providing shared services to the disciplines.

Shared clerical services had several anticipated advantages:

o   Staffing flexibility would promote efficiency and productivity.

o   Workload and classification disparities across disciplines could be reduced.

o   If a particular discipline had no funding for clerical services, it would still be guaranteed some level of clerical support at the regional level.

Funding for regional clerical staff now comes from the regional administration budget, although much of this funding is simply transferred from the disciplines to regional administration budgets each fiscal year.

Historically, the DNR has found it difficult to increase funding for its administrative overhead (see "Introduction: Background" on Page vii). In recent years, the need for additional clerical staff in regional offices has been dealt with by creating non-complement positions, many of which are directly funded from discipline budgets. Data provided on the customer questionnaire indicates that 32 percent of the regional clerical positions are paid through discipline budgets. These vary by region from 9 percent in Region VI to 49 percent in Region I (see Appendix I).

Position descriptions for regional administrators outline their

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responsibilities for coordinating clerical support services:

o   Assigning and directing clerical staff.

o   Establishing and monitoring procedures for telephone coverage.

o   Holding periodic meetings with clerical staff to discuss issues and review procedures related to their job duties.

o   Arranging and sponsoring clerical training sessions.

o   Coordinating training for and use of computer systems.

Appendix J depicts the current regional office organizational structure as it relates to the supervision of clerical staff. Clerks are depicted in a pool with direct reporting relationships to the regional administrator.

The study team reviewed the degree to which any such pool exists:

o   Most regional administrator position descriptions specify that only 2.5 percent of the administrator's time is spent on the supervision and coordination of clerical services. Two position descriptions show higher time allocations, but none go above a 9 percent allocation.

o   In some regions, a clerk assigned to the regional administrator plays a role in informal coordination of daily clerical assignments. This, however, is minimal and usually involves direction of receptionists or student workers, as opposed to regional discipline clerks.

o   As noted previously, most regional clerks continue to work for one discipline, while others are shared between two disciplines on a permanent basis. Regional clerks have minimal contact with regional administrators and continue to receive their day-to-day supervision and assignments from regional discipline supervisors.

o   It is generally the regional supervisors who write clerical position descriptions, conduct performance reviews, sign time sheets and approve requests for leave. In most regions, regional administrators review these actions and may occasionally make final determinations in cases of overlapping leave requests.

The regional administrators in Regions V and VI have the highest level of involvement in clerical operations.

o   In Region V, for example, the administrator reviews all clerical leave requests which exceed eight hours to ensure adequate clerical coverage.

o   The administrator in Region VI takes an active role in resolving clerical conflicts and accompanies clerical staff on annual training retreats.

Despite the dual reporting relationships, there were no complaints voiced

during focus groups that clerical staff had received conflicting orders or assignments from regional administrators and regional supervisors. Clerical staff did bring up their dual reporting relationship as an issue during focus groups, but didn't give it high priority, as did the regional supervisors.

Regional supervisors recommended that they be given direct supervisory control of clerical workers. This was the highest or second-highest priority for supervisors in Regions II, III and V.

Conclusions

Shared clerical services under the direction of a regional administrator have not provided the anticipated benefits, such as staffing flexibility and elimination of workload and classification inequities.

Regional administrators have numerous top management responsibilities. They cannot give a high priority to the direction of regional clerical staff. With some exceptions, the role played by regional administrators in the direction of clerical staff has been minimal.

Some fine-tuning could be done with reporting relationships to satisfy the legitimate interests of all affected parties:

o   Regional administrators have an interest in retaining managerial authority to assign staff based on regional needs and priorities while relinquishing responsibilities for day-to-day coordination and control.

o   Supervisors have an interest in stable assignments of clerical staff, a direct supervisory relationship with their discipline's clerk and not having to supplement clerical support provided by regional administration from their discipline operations budget.

o   Clerks have an interest in continuity within a discipline and a clear reporting relationship with one supervisor.

Recommendations

1.   Direct supervision of discipline-assigned clerical staff should be formally delegated by the regional administrators to the discipline supervisors.

2.   Regional administrators should, however, continue to exercise managerial authority over administrative operations, including clerical assignments.

   o   Funding for all regional clerical staff should come from the regional administration budget.

   o   Regional administrators should make clerical assignments to the disciplines based on the documented basic needs of the disciplines and the region. Such assignments should be semi-permanent (i.e., not changed often or without cause), so that the specialization and expertise of key clerical employees can be developed and maintained.

o   No clerks should be assigned to more than two disciplines. Clerks
     should generally not be assigned to less than half-time work for a
     discipline. Shared clerks should be assigned to each discipline on
     particular days of the week in order to minimize deadline and priority
     conflicts.

o   Regional administrators should exercise their managerial discretion
     and adjust clerical assignments in those infrequent instances where
     adjustments are needed to meet regional priorities.

3.   Each region should create a new position of office services supervisor.

o   The office services supervisor should report directly to the regional
     administrator (see Appendix E). She or he should handle confidential
     clerical assignments and other duties now undertaken by clerks
     assigned to the regional administrators. (Routine duties could be
     delegated to members of the modified clerical pool described below.)

o   Responsibility for the coordination and monitoring of office systems
     (phones, mail, equipment, etc.), clerical training and clerical
     meetings should be transferred from regional administrators to office
     services supervisors.

o   Clerks who are not assigned to specific disciplines should be placed
     in a pool for flexible use across the disciplines (discussed in detail
     in "Clerical services: Coordination of workloads" on Page 42). They
     should be supervised by the office services supervisor.

o   The office services supervisor should allocate pool resources across
     the disciplines on the basis of identified short-term needs.

o   She or he should also act as a liaison between regional supervisors
     and clerks by attending regional supervisors' meetings and
     communicating office-operations concerns between the two groups.

o   The office services supervisor role is discussed in more detail in
     "Clerical services: Coordination of workloads" on Page 42.

4.   An appropriate candidate should be selected for the office services
     supervisor position; it should not automatically be awarded to the most
     senior clerk or the clerk presently assigned to the regional
     administrator. The following characteristics will be essential to
     effective performance in an exceptionally challenging role:

o   A strong clerical background (with word-processing expertise
     preferred).

o   An ability to communicate with regional supervisors as well as with
     clerks.

o   Skills in decision making.

o   An ability to weigh and set priorities and to broker limited
    resources.

o   A willingness to pitch in on routine work as needed.

o   An aptitude for management, including an ability to exercise, but not
    abuse, the authority inherent in the role.

CLERICAL SERVICES: Coordination of workloads

Findings

Regional discipline clerks experience seasonal peaks in their work similar to
those described in "Business offices: Coordination of workloads" on Page 6.

Appendix K illustrates regional clerks' perceptions of their workload peaks, by
discipline, over the course of a year.

o   Each region experiences two workload peaks during the calendar year.   The
    first, larger peak occurs between May and July and the second, smaller peak
    usually occurs during September and October.

o   August and the winter months are down times for nearly every discipline in
    every region.

o   Despite the fact that nearly every discipline experiences a peak between
    May and July, a few disciplines in each region do not report a peak at that
    time.

Because the number of permanent clerical employees does not fluctuate according
to workload peaks, regional administrators are faced with finding other methods
for coordinating workload fluctuations.

Appendix L shows the use of compensated or uncompensated overtime reported by
regional clerks on their questionnaires.

o   Overtime per pay period during peak months ranges from six hours in Region
    VI to 63 hours in Region V (see Appendix M).   All regions except IV and VI
    report more than 50 hours of overtime during peak periods.   During non-peak
    periods, the range is zero (Region VI) to 26 hours (Region II).

o   The percentage of clerks who responded to the questionnaire and reported
    working any overtime ranged from 20 percent in Region VI to 85.7 percent in
    Region V (see Appendix N).   No region had more than 45.5 percent of its
    clerks working overtime during non-peak periods.

o   The two regions which use the most clerical overtime during seasonal peaks
    compensate less of that overtime than the others (see Appendix O).   Region
    V compensates 13.4 percent of its peak overtime in cash or compensatory
    time and Region III compensates 40.6 percent of its peak overtime,
    according to data supplied on the clerical questionnaires.

Most of the regional offices are located near state community colleges,
universities or vocational institutes and have used students for either
clerical or business office tasks.

Students are reported to have been useful in performing basic tasks such as
typing, filing, photocopying, mailings, looking up vendor numbers for invoices
and entering invoices on statewide accounting system terminals.   Students are a
relatively inexpensive labor source, especially when available through
internships and work study programs.   For example, interns from a secretarial
program at Itasca Community College (in Region II) can provide as many as 120
hours of service at no cost to the state.

Concerns were expressed regarding the use of students:

o   Work study students and interns may be unavailable during the summer when
    the DNR experiences its biggest workload peaks.

o   Student workers are generally not employed long enough to gain proficiency
    in the more complicated functions.

o   Students and other temporary workers are not, as a group, considered as
    dependable as permanent employees.

Other strategies to supplement regular staff include the use of volunteers in
Regions III and V.   One successful volunteer project involves Retired Senior
Volunteer Program participants who do mass mailings as a group activity.

Individuals participating in the Sentencing to Service program have been
assigned to Region II.   The program requires public service by persons
convicted of nonviolent criminal offenses.

Regions reported little or no use of intermittent civil service employees
(i.e., individuals hired on a seasonal or limited emergency basis) in clerical
roles.   Likewise, there is little shifting of staff time percentages to provide
more employee hours for the seasonal peaks.

The extent to which regional discipline clerks are coordinated to back up each
other or offer assistance to other clerks is limited.

o   All regions reported that regional administrators do not play a major role
    in reassigning clerical staff to meet temporary fluctuations in need.

o   Staff in three regions indicated that clerks occasionally help one another
    with basic tasks such as mass mailings on an informal basis with little
    involvement on the part of the regional administrator.

o   Staff in two other regions indicated that only cooperative clerks or clerks who had close relationships provided such assistance to one another.

o   Regions II, III and IV cited examples of sending regional clerks to area offices for special projects, bringing in area office clerks to cover for regional clerks and other forms of cooperation across levels of the organization.

o   Region V uses a formal "buddy" system to provide clerical backup in cases of absences. In other regions, backup is most often worked out among supervisors or clerks with the occasional involvement of the regional administrator.

o   Regional supervisors in Region VI stated that other disciplines' clerks were generally willing to take on additional duties and assignments.

There is very little backup and sharing of work between business office employees and regional discipline clerks.

o   There has been some cross-training of discipline clerks to assist with basic business office functions in Region II.

o   In Region III, the business office has used the regional Forestry clerk during the fire season to work with bills and payroll. Additionally, a business office employee responsible for reception duties does some overload typing for the disciplines.

o   Discipline clerks in Region VI occasionally do some typing for the business manager. Plans are under way to cross-train the regional Field Services clerk to provide some backup for the business office.

o   In Regions III and IV, there are internal conflicts between regional discipline clerks and business office staff, which limit cooperation.

Several factors were identified which affect a region's ability to better coordinate its clerical workloads.

o   Regional supervisors, for the most part, oppose the concept of shared clerical services. Several acknowledged that supervisors are reluctant to admit that their clerks have time available to help others, for fear of losing the positions. There are no formal incentives for sharing.

o   The historical independence of the various disciplines within the DNR remains a strong presence, despite the inception of regional administration.

     One regional administrator stated that most discipline supervisors and clerks still do not recognize the region's mission and priorities.

Five of six regions cited loyalty to disciplines and/or conflicts between disciplines as factors which work against shared clerical services.

Regional administrators have found it difficult to require cooperation from discipline supervisors, absent direct line authority.

o   As noted previously, some of the functions performed by regional discipline clerks are highly specialized and complex. A significant amount of training time would be needed for individuals to perform these tasks at a proficient level across disciplines.

o   The various disciplines' workloads often peak at the same time.

o   Some previously coordinated efforts have failed. For example, a typing pool once used in Region I reportedly was unsuccessful because there was no formal coordinator to ensure an equal distribution of assignments.

Although there are concerns associated with the concept of a clerical pool, staff in five of six regions strongly recommended the creation of a modified clerical pool or the addition of "floaters" to help address heavy workloads or seasonal fluctuations in workloads. These individuals could handle basic tasks such as typing, data entry, photocopying and mass mailings.

Conclusions

Data from clerical questionnaires suggests that there are significant disparities and inequities in the use and compensation of overtime across the regions.

With a few exceptions, institutionalized systems for coordinating clerical services have not existed.

Specialization of duties, independence of the disciplines, heavy workloads or concurrent workload peaks, lack of supervisory incentives and lack of formal coordinators have all worked against the concept of coordinated clerical services.

Flexibility within the personnel system has not been used to its full advantage to address fluctuations in workloads.

Recommendations

1.   Each regional office should create a modified clerical pool reporting to the office services supervisor (see Appendix E).

     o   The pool should provide receptionist and mail handling services for the regional office. It should also provide backup as needed on other basic services such as typing, filing and photocopying.

o   The pool should be available for both the business office and the disciplines and would allow other permanent employees to focus on more specialized tasks.

o   The pool should be utilized on the basis of need as determined by the office services supervisor. Unpopular tasks should not be shifted to the pool, except when time is limited.

o   Supervisors who do not have a clerical employee assigned to their discipline should rely on the pool for clerical services and be given priority use of the pool. These would generally be disciplines without large field staffs and without a high volume of public inquiries.

2.   The size of the pool should be determined by the needs of each regional office (see further details in "Clerical services: Roles and staffing" on Page 33).

o   Each region's pool should contain a receptionist whose other duties, if any, would be determined by the office services supervisor. The receptionist might be able to handle the mail or do some overflow typing in some regions.

o   Clerks who are not assigned to specific disciplines, intermittent employees and student workers should also be assigned to the pool.

o   Seasonal fluctuations in the need for the pool's services should be addressed by corresponding fluctuations in pool size made possible through the use of intermittent and student workers and seasonal adjustments in hours worked.

o   The pool should be used to reduce the need for overtime and to eliminate uncompensated overtime.

o   New permanent discipline clerical staff could be drawn from the pool.

3.   The office services supervisor should develop a system to document pool usage by disciplines and individuals.

o   This system could be used for a variety of purposes, including documentation of seasonal workload fluctuations, equalization of pool usage, provision of average time estimates for completion of tasks and documentation of the various disciplines' need for additional permanent clerical staff.

o   For example, if particular disciplines consistently assign a volume or level of work beyond the backup capabilities of the pool, the office services supervisor could document the need to the regional administrator, who would be responsible for making permanent staff assignments or increases.

4.   Funding for the pool's staff should come from the regional administration budget to decrease the potential for interdisciplinary conflicts. Area or

central office staff in the regions could contract with the regional administration for pool services, if sufficient pool staff is available.

5. The office services supervisor should establish contacts with area educational institutions and volunteer agencies to assess the availability of student and volunteer workers. When students and volunteers are available, they should be carefully matched with appropriate projects and tasks.

6. The creation of a modified clerical pool should not be viewed by regional employees as a signal that they are not expected to assist one another. Management should encourage interdisciplinary work sharing and the elimination of intraoffice conflicts by:

    o   Articulating a regional mission which identifies situations where regional office needs supersede individual discipline needs.

    o   Designating cross-training as an agenda item for regional clerical meetings.

    o   Eliminating negative incentives for sharing clericals, such as perceived threats of position eliminations or reductions.

    o   Developing positive incentives for sharing, such as receiving credits toward future pool use when a discipline's clerk is shared.

    o   Sponsoring teamwork training sessions or retreats for regional clerical and business office staff.

CLERICAL SERVICES: Meetings and training

Findings

Regional administrators and/or business managers hold meetings with clerical staff in each of the regions. In most regions, meetings are held on a monthly basis, in others, less frequently.

Meetings have been used for resolving conflicts, communicating clerical concerns to regional administrators and supervisors and sharing information across disciplines. In some regions, outside experts selected by clerical staff are brought in to conduct training. Region VI holds an annual clerical retreat to foster clerical teamwork and cooperation.

Assessments of clerical meetings are mixed.

o   Regional administrators and clerical staff generally viewed clerical meetings as a productive use of time for accomplishing the above-described activities. Supervisors in Region VI also cited regular clerical staff meetings as a strength of clerical operations.

o   Some regional administrators and supervisors questioned the value of clerical meetings. In some cases, meetings were viewed as "gripe" sessions with few practical results. In two regions, supervisors questioned whether issues brought up by clerical staff were relayed to supervisors by the regional administrator.

No regularly scheduled meetings that include both regional clerical and professional employees are held.

The ability or inability of regional clerks to attend discipline meetings held outside the office was raised as an issue during interviews and focus groups.

o   Clerks in Region II, citing inconsistent policies and procedures across regions, recommended that statewide discipline-specific clerical meetings be held to improve coordination.

o   Clerks in two regions cited examples of regional administrators denying permission to clerks to attend discipline meetings outside the office.

o   Some regional administrators voiced concerns about the frequency and cost of discipline meetings and their potential for creating or maintaining conflicts between discipline clerks.

Although regional clerical meetings were seen by most as a useful forum for providing training, staff in all regions expressed a need for expanded clerical training both within and outside the regional office.

While there were many positive comments about current training opportunities, specific training needs and/or problems associated with training were identified:

o   Too often, relevant training was available only outside the region.

o   Expanded opportunities for field training and public information training were requested in Regions I and II.

o   Cross-training of clerical staff and the sharing of discipline-specific knowledge were identified as needs in Regions I, II and VI.

o   Staff in Regions II and V cited a need for training in the use of office automation.

o   Inadequate funding for training and conflicts over training funding sources (i.e., regional administration vs. discipline budget) were identified as problems in Regions II and III.

o   Regional clerks in several offices were concerned about the lack of time made available for training and follow-up.

Conclusions

Clerical meetings and training opportunities are generally viewed positively by those closest to the situation.

A slightly more structured approach could enhance training opportunities and reduce the conflicts and perceived inequities associated with the current system.

Recommendations

1.   The office services supervisor should play a coordinating role for clerical meetings and training in each region.

2.   Office services supervisors should hold weekly briefings for clerks. These would be quick informational updates and discussions of coordination issues and anticipated pool use. In addition to these frequent briefings,

meetings should be held on a monthly basis as forums for training and the discussion and evaluation of office systems, equipment and procedures. To avoid lengthy or unproductive meetings, the purpose should be made clear to all staff. Agendas should be developed and followed.

3. Discipline supervisors should be informed that one condition of having a clerk assigned to the discipline is that participation must be allowed in regional clerical activities (and statewide discipline activities to which clerks are invited). Any time saved by not participating will be more than offset by its negative impact on morale.

4. Adequate funding should be provided for clerical training.

   o   To eliminate conflicts between discipline clerks, basic training costs should be funded by regional administration and each clerk should have an annual training budget. Training within this allowance should be subject to supervisory approval.

   o   Regions or disciplines may wish to combine funds and develop statewide or office-wide training events.

   o   Training costs beyond the standardized allowance should come from discipline funds or be requested from regional administration funds. Requests for regional training money should go through the office services supervisor, who would approve or deny requests based on need and regional resource availability.

5. Strategies should be developed to reduce anxieties of clerks and supervisors over the time crunches they associate with training. For example, more training could be conducted in the regional offices or with pool backup for the discipline whose clerk is involved in time-consuming training activities. Major training events could be routinely scheduled during the winter months or other non-peak periods.

CLERICAL SERVICES: Telephone, mail and copying systems

Findings

There are regional variations in phone coverage systems and the ability of
regions to secure receptionist positions to handle public information calls or
walk-in clients.

o   Region I does not have a receptionist. The regional administrator's
    secretary frequently assists walk-in clients because she is located near
    the entrance of the building.

    Region I has no general information number. This necessitates multiple
    transfers. Clerks are responsible for finding other clerks to answer their
    phones during a temporary absence. Some clerks reportedly program their
    phones to the lunch room and answer phones during break periods.

o   Region II has a 90-percent-time clerk who answers the general information
    number, greets walk-in clients and does work for the Information and
    Education staff. Both regional supervisors and clerks stated that the
    addition of a receptionist was a large improvement in office operations.
    For example, employees no longer see "lost" customers wandering through the
    office.

    The Region II receptionist does not answer phones in the absence of
    regional clerks. Instead, call groups are set up in which certain groups
    answer calls for other groups. Regional clerks recommended adding a
    switchboard and an in/out reporting system to further improve office
    operations.

o   Region III has a 90-percent-time business office employee who serves as
    receptionist. She also does secretarial work for the regional
    administrator and business manager, overflow typing for the disciplines and
    will now take on minicomputer coordinator duties. (Coordinator duties are
    explained in "Clerical services: Office automation" on Page 55). The
    receptionist answers calls on four lines, including a general information
    line.

Supervisors in Region III can be dialed directly. Calls not picked up by regional supervisors roll to their clerks. In the absence of regional discipline clerks, calls roll forward to the receptionist.

Region III's discipline clerks used to rotate receptionist backup duties, but backup is now provided by the business office staff. Backup phone coverage is a source of frustration for business office employees and for regional supervisors, who cite inconsistencies in the service provided.

o Region IV has a 90-percent-time receptionist who also does clerical work for the Information and Education staff. The additional 10 percent time is covered by another clerk on a regular basis. All incoming calls pass through the switchboard. The receptionist is able to handle many of the basic public information calls that were previously handled by discipline clerks.

In the regular receptionists' absence, a formal backup system -- where regional clerks take turns covering the phones for a portion of a day -- is coordinated by an accounting tech in the business office. Receptionist backup and answering the office's night-bell system are causes of intraoffice conflict in Region IV.

o Region V has a 90-percent-time receptionist who handles some overflow clerical work for the various disciplines and serves as the minicomputer coordinator. Regional clerks and supervisors consider the addition of a receptionist to be a major improvement in office operations.

Incoming calls in Region V go directly to a discipline's clerk and, in the clerk's absence, roll to the receptionist.

o Region VI does not have a receptionist. Regional clerks considered this a major weakness of office operations. The volume of public information calls is reported to be higher in Region VI, with approximately half the state's population living in the metropolitan area.

Region VI has six phone lines for the various disciplines, answered by six regional clerks. Clerks work in teams to answer one another's lines during absences.

Staff reported the following advantages in having a receptionist position:

o Capable receptionists are able to handle public information calls and walk-ins in a quick, efficient manner which promotes good public relations and allows the discipline clerks to concentrate on discipline-specific duties.

o Having a receptionist position eliminates the need for regional clerks to negotiate backup for their phone lines during absences and reduces the conflicts that sometimes arise over backup phone coverage.

o Receptionists can potentially provide mail, copying and overflow typing services on a centralized basis.

There was some degree of dissatisfaction with the technical aspects of phone systems in all of the regional offices:

o   With no intercom system in Region I, regional clerks reportedly waste time "chasing down" staff who have phone calls.

o   The absence of a general information number leads to multiple phone transfers and angry public clients in Region I.

o   In Region II, if supervisors program their phones to clerks, clerks cannot transfer calls back to supervisors without first asking supervisors to "deprogram" their phones.

o   There are technical problems with phone lines and calls disconnecting since the installation of Region III's minicomputer.

o   Calls come through a central number and cannot ring forward for 30 seconds in Region IV.

o   Employees reported an insufficient number of phone lines in Regions V and VI.

o   In some regions, all calls for regional supervisors first go through regional clerks, despite some supervisors' preference for being dialed directly. Clerks in Region VI noted that approximately 50 percent of the calls they answer are from people wanting to speak directly to supervisors.

There are also regional variations in office mail systems:

o   In Regions I, IV and VI, each regional discipline clerk handles all incoming and outgoing mail for the discipline.

o   In Region II, the receptionist distributes all incoming mail. Outgoing mail is handled on a centralized basis. The responsibility for outgoing mail is rotated among the various regional clerks on a weekly basis.

o   In Regions III and V, the receptionist handles mail on a centralized basis. The receptionist in Region V spends approximately 5 percent of her time each month on mail duties. Regional supervisors viewed this as a useful and productive service.

Clerks in Regions I, II, III and V expressed frustration with the quality and/or quantity of photocopying equipment in use.

o   Data from questionnaires shows that clerks on average spend more than 8 percent of their time photocopying. Obtaining a copying machine that meets the office's needs was the top-ranked priority for clerks in Region I.

o   Specific problems include long lines at copying machines, the inability of existing machines to handle the volume of work required, frequent breakdowns in equipment and limited clerical input in purchasing equipment.

Conclusions

Regional offices with receptionists and general information numbers provide better public service and have fewer intraoffice clerical conflicts.

Use of a modified pool system with an office services supervisor would help reduce some of the frustrations associated with current office systems.

Recommendations

1. Each region should employ a full-time receptionist. The receptionist should report to the office services supervisor and be responsible for the following:

   o   Answering general public information lines and assisting walk-in clients.

   o   Answering direct-dialed calls to the disciplines, when they roll forward.

   o   Routing complex questions and other appropriate calls to discipline clerks or supervisors.

   o   Providing mail and overflow typing services on a centralized basis if assigned by the office services supervisor.

2. Backup for the receptionist should be provided by one or more designated employees from within the clerical pool described in "Clerical services: Coordination of workloads" on Page 42.

3. Each regional office should publish a general information number which would be answered by the receptionist. Telephone numbers for the disciplines should also be published.

4. Supervisors from disciplines which experience a high volume of public calls may not want to answer direct calls from the public. These supervisors should have the option of programming their phones to their discipline's clerk. In the absence of the discipline's clerk, supervisors' phones should be programmed directly to the receptionist to avoid multiple rings.

5. Offices should develop simple systems which inform the receptionist of individuals who are out of the office and their expected time of return. This would be intended as a courtesy for the public and the receptionist, rather than as a device for monitoring people's hours or whereabouts.

6. The office services supervisor should coordinate selection of standard office equipment, such as photocopying machines, with full input from the clerical employees who will be the primary users.

7. The office services supervisor should also assess the availability and cost effectiveness of using outside printing resources on large copying jobs. Large copying jobs run in-house should generally be handled by the pool.

CLERICAL SERVICES: Office automation

Findings

The DNR is described as having been "in the Dark Ages" with automated office systems until about five years ago. Use of computer technology has grown rapidly in that time.

The DNR installed an administrative systems minicomputer in its central office in 1984. The department is in the process of installing regional office minicomputers which will eventually network with the central office system.

Regions I, III and V have had minicomputers installed. Installation for the other regional offices is expected by June 1989. Because of the size of Region II's office staff, there may be a need to install a larger model with greater processing capabilities than those installed in the other regional offices.

Current plans call for each regional office to eventually have two employees designated as system coordinators who, in addition to their regular duties, will be responsible for minicomputer system operations and will serve as liaisons with the central office Management Systems Bureau. At least one of the two coordinator positions in each region with a minicomputer has been assigned to a member of the clerical staff.

Coordinators initially attend a two-week training course sponsored by the system's manufacturer. Coordinators are responsible for basic operational tasks such as backing up the system, setting up new stations, operating the security network and providing assistance to users. They are not trained to serve as programmers or analysts, nor do they conduct formal user training.

Primary purposes for the installation of this system are:

o   Electronic communication between central office and the regions, such as electronic mail and calendar functions.

o   The ability for regional offices to access data in central office files.

o   Programming the system for each regional office's own applications.

Regional offices which have the system are using it for word processing, mailing lists and electronic communication with the central office and other regional offices. The link between regional offices and central office data files has not yet been established.

The regional offices also use other forms of office automation and equipment.

o   CRTs (here meaning computer terminals linked to the statewide accounting system) are used in all business offices to access and update statewide accounting and personnel/payroll systems.

o   Fax machines are used in all of the regional offices and are considered a quick, convenient way to send copies of documents, such as job postings and bidder lists, between offices.

o   Display writers (word processing and communication units) are used by all regional offices to communicate with and send documents to other offices.

o   Personal computers and a variety of word processing, spread sheet and data base software packages are used throughout the regions. Some regional discipline clerks use personal computers to enter budget and cost coding data for discipline-specific systems. Some personal computers are equipped with emulation boards and can access statewide systems, as can CRTs.

Problems related to the installation, use or potential use of the new minicomputers were cited.

o   Management and staff in some regional offices have little knowledge of the new system's capabilities or potential impacts on their workloads.

o   The central office has only one 90-percent-time employee to do computer training for all of the regional offices. Employees in two regional offices which have minicomputers stated that they did not receive sufficient training to fully utilize the new system.

o   Other employees stated that they did not have time to learn use of the new system because of heavy workloads.

o   Region V encountered technical problems with the new system and had to have it removed and later reinstalled. Clerks needed to be retrained due to the period of time it took for another model to be installed. Region I plans to have its minicomputer replaced by a larger system in order to support more users.

o   Meanwhile, severe space shortages in Region I necessitated installation of the minicomputer under a stairwell. This resulted in a citation from the fire marshal. (The system will be moved to another location in the near future.)

o   There has been a significant turnover in system coordinators, largely due to the inability of staff to take on additional tasks. Regional administrators have been reluctant to name coordinators due to regional

workloads. The two weeks of training outside the office further reduces clerical coverage.

o   Region I cited a need for more minicomputer terminals. Region VI is budgeted for two terminals. One opinion is that 15 are needed.

Additional equipment needs unrelated to the minicomputer system were identified by staff of some of the regional offices.

o   Region II identified a need for more personal computers, with a strong emphasis on compatibility. The proficiency gained by regular computer use has not been achieved due to computer shortages and the need for sharing.

o   Region V could use another CRT in the business office. Many times, three or four employees need access and only two terminals are available.

Employees were asked during interviews and focus groups about the impact of office automation on office efficiency and the potential uses of office automation.

o   Employees generally recognize the efficiencies of word processing and use one of their word processing options for reports, standardized letters (e.g., bid award letters), labels and mailing lists. However, failure to fully utilize office automation including word processing capabilities was reported to be a weakness in Region II.

o   The DNR's disciplines have unique filing and data systems (e.g., payroll cost coding). Similarly, the software and hardware used by the various disciplines are not always compatible. No one appears to be undertaking the formidable task of consolidating systems.

o   Some viewed the proliferation of personal computers used by regional clerks for discipline-specific systems as increasing, rather than reducing, their workloads. Some saw the entry of budget data and cost coding on personal computers as a duplication of effort (see "Business offices: Budget data" on Page 22).

o   Employees see the eventual ability to access central office files through their minicomputers as reducing the amount of time spent on "telephone tag" with the central office and reducing telephone and mailing costs.

o   Some employees perceived little difference in the electronic communication capabilities of the minicomputer system compared with display writers. One employee, however, noted that the new system was easier and did not tie up users' screens when documents were sent.

o   Business office staff in Region III noted that efficiency of business office operations was greatly improved with the purchase of three additional CRTs used to access the statewide accounting system.

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Conclusions

With some exceptions, the use of office automation in the DNR's regional offices has been progressive, but it appears to have been somewhat haphazard. Efforts to ensure compatibility and full utilization of systems have not been adequately addressed or coordinated.

Full utilization of automated systems at the regional level is a formidable task which cannot be accomplished by regional coordinators who lack formal programming and training skills and, due to already heavy workloads, cannot give this task full and undivided attention.

It is difficult to assess the impact minicomputers and other office systems will have, short of full installation and utilization. But there is enormous potential for improving coordination and communication with other DNR offices and for eliminating time-consuming manual systems now in place.

Recommendations

1. A position should be created in each regional office to coordinate development and use of automated systems.

    o   This position should report directly to the regional administrator and receive guidance from the central office Management Systems Bureau (see Appendix E).

    o   As with all positions recommended in this report, civil service classifications must by determined by the DNR and the Department of Employee Relations. But the types of responsibilities envisioned are roughly those associated with the management information systems coordinator I position used by the Department of Transportation and other agencies:

    > "Design, code, test/debug, document, and modify application programs in accord with user specifications; train users in the running of application programs, use of pre-written application software packages, and hardware operations; and diagnose and resolve hardware and software operations problems."

2. The DNR should more effectively communicate its systems development plans to the regions. The new regional systems coordinators should be intimately involved in the ongoing assessment of needs and systems planning and coordination on a department-wide basis.

    o   The regional coordinators and appropriate Management Systems Bureau staff should comprise the core of the DNR's systems planning group.

    o   The regional coordinators should provide the primary communication link with the field.

    o   Appropriate central or regional office discipline staff should participate on an ad hoc basis when the planning group's attention is

focused on development of or modifications to discipline-specific systems.

3. Coordinators should have the following responsibilities at the regional level:

   o   Assuming operations tasks currently handled by the minicomputer system coordinators.

   o   Programming the minicomputers for regional applications.

   o   Conducting user training on the minicomputer system and other hardware and software.

   o   Developing and promoting the efficient use of office automation in the regional and area offices.

   o   Monitoring equipment needs and initiating the coordination of incompatible systems or equipment.

   o   Meeting regularly with regional office staff to solicit input regarding the use of office automation.

Part 3.   REGIONAL COORDINATION WITH THE CENTRAL OFFICE

CENTRAL OFFICE: Financial Management Bureau

Findings

The central office Financial Management Bureau initiates and carries out department-wide fiscal policies and provides direction to and coordinates the efforts of the six regional business managers, who are responsible for carrying out decentralized fiscal duties.

Regional business managers do not have a direct reporting relationship to the Financial Management Bureau, but receive directives for carrying out fiscal operations.

Regional business managers and administrators report that coordination between the regional business offices and the Financial Management Bureau has improved in recent years. The bureau's leadership is given high marks. The bureau's administrator, for example, was described as demanding yet consistent and helpful. Business managers also described the bureau's regional liaison in extremely positive terms.

Reports and other written materials generated from the Financial Management Bureau are described as useful and more timely in recent years. The bureau was commended for its newly revised policies and procedures. However, some felt that the reasons for policies and procedures were not always relayed to the regions and that some department-wide procedures were universal remedies imposed for isolated problems. Reports concerning prompt payment of invoices are thought to be useful in tracking regional problems or improvements in this area.

Major complaints exist concerning the content and timeliness of statewide accounting system reports generated by the Minnesota Department of Finance (see "Business offices: Budget data," Page 22). The Financial Management Bureau recognizes the need for more timely budget information and is studying methods for addressing this problem.

Four regions reported problems tracking funds that were transferred in and out of accounts by the bureau. Timeliness of account transfers, although improving, was also an issue, especially at the beginning of a fiscal year.

(For Fiscal Year 1989, the regions themselves will be setting up the initial allotments.)

One regional administrator was frustrated with the degree of the bureau's control over regional administration budgets. Another cited a need for regional administration contingency funds to be used for emergency staffing needs. However, the bureau was noted by many for its ability and willingness to find funding for emergency needs.

Current management objectives of the Financial Management Bureau include providing better budget reporting and financial information to regional managers and creating a part-time position to provide financial management training in the field.

Conclusions

Coordination between the regional business offices and the Financial Management Bureau has improved in recent years and is generally described in positive terms.

Policies and procedures and financial reports generated by the bureau have improved over time, but there is room for further improvement.

Recommendation

1. The Financial Management Bureau should continue to pursue its current objectives of providing more timely and useful financial reports to the regions and increasing financial management training in the field.

CENTRAL OFFICE: Human Resources Bureau

Findings

The responsibilities of the central office Human Resources Bureau most pertinent to this study include:

o   Developing and/or interpreting department policies in the areas of payroll, workers' compensation, labor relations, affirmative action, career paths, employee benefits and awards, recruitment/selection, classification/ compensation and other general services related to personnel resources.

o   Reviewing personnel transactions initiated in the six regions and completing the transactions process.

Relationships between central office Human Resources Bureau staff and regional business managers were often judged to be negative. Some regional staff described the bureau as their adversary.

Comments regarding individual managers and staff were mixed. Some perceptions of unresponsiveness by individuals were attributed to heavy workloads. However, there is also a belief in the regions that some managers and staff are highly insensitive to the realities of operating personnel services in the regions and are pursuing personal agendas in conflict with regional needs.

One Human Resources Bureau staff member conceded that there is little regional involvement in developing department-wide policies and procedures, but questioned whether regional business managers are sincerely interested in being involved in policy making. One regional business manager explained that business managers simply react to policies and procedures announced by the central office.

The Human Resources Bureau is often described as controlling, rather than serving, the regions, or complicating, rather than simplifying, the personnel process.

o   One supervisor at a customers' focus group described the Human Resources

Bureau as a "monarchy giving orders but no help."

o   Regional staff see central office human resources studies as being directed toward the needs of the central office rather than of the regions.

o   Regional staff cited examples of the bureau creating additional department-specific rules and paperwork that are not required by the Department of Employee Relations.

One bureau staff member conceded that the bureau does little to be client-sensitive, but cautioned that one appropriate role of the bureau is to monitor activities performed by the regions.

The bureau is seen as a bottleneck by employees in the regions, although some acknowledge that the Department of Employee Relations also plays a role in personnel-related delays.

o   One regional employee stated that she attempts to go around the bureau and deal directly with the Department of Employee Relations whenever possible.

o   Others assume there will be delays when the bureau's approval is needed for a personnel action to take place.

o   Regional managers are frustrated with the time it takes to hire or recall staff, especially in cases involving emergency employees. Other bureau functions where regional staff complained about slow or last-minute responses on the part of the Human Resources Bureau were requests for eligible lists and changes in policies and procedures without adequate time for regional clerks to train area office employees.

o   There were numerous regional complaints about the timeliness of reallocation requests. Employees claimed to have waited as long as five years before a determination was made.

Policies and procedures generated and interpreted by the Human Resources Bureau are a major concern of those in the field.

o   Employees stated that policies and procedures were seldom communicated in writing.

o   When policies and procedures are in writing, they may contain vague qualifying clauses such as "if applicable...."

o   Regional employees provided examples of inconsistent interpretations of policies and procedures from one week to the next or by different Human Resources Bureau staff.

o   According to regional staff, changes in policies and procedures are not communicated in a timely fashion and written policies and procedures are not up-to-date. Examples of issues awaiting clarification by the Human Resources Bureau are new holiday timekeeping instructions, the status of

Minnesota Conservation Corps students and the impact of floating maximum leave balances for conservation officers.

The Human Resources Bureau recognizes the need for policies and procedures and is in the process of updating its manual.

The Human Resources Bureau has recently started to host biannual meetings for regional payroll and personnel clerks. Clerks were pleased with the meetings, saw them as a tool for better coordination across regions and hoped they would continue.

The bureau recently hired a new administrator.

Conclusions

It is understandingly difficult to balance customer service with the legitimate control functions of a central personnel office. The issue is further complicated in the DNR with its recent history of decentralizing personnel functions. It would appear that the bureau and the regions have not yet worked through this transition. For example, the bureau's mission and the roles and responsibilities of the parties are still in flux.

Relationships between the Human Resources Bureau and the regional business offices are unsatisfactory and need attention. There is little regional involvement in human resources policy making and inadequate structured communication between the bureau and the regional business offices.

New leadership for the bureau creates an excellent opportunity to address the issues which have led to conflicts in relationships between the regions and the bureau.

Recommendations

1. The new administrator of the Human Resources Bureau should visit the regional offices, listen to the types of concerns expressed in this study and begin a dialogue directed toward improved communication and responsiveness.

2. Top priority should be given to updating the bureau's policy and procedures manual. It should clearly outline the state system's mandates and constraints, as well as the areas of managerial discretion.

3. The bureau should add a temporary analyst position to develop manual materials. Once that task is completed, the bureau should assess whether there is a need to retain the position on a full- or part-time basis to draft and disseminate policies, revise manuals and/or serve as a communications link with the regions. (The bureau's staffing needs were outside the scope of this study. This recommendation is intended to meet a particular short-term need which was identified by the regions. It should not imply that other positions are or are not needed.)

4. The bureau should ensure that its staff members receive the training they need to provide consistent interpretation of policies and procedures. In addition to training, internal communication norms should be developed so that policy interpretations are routinely shared within the bureau.

5. The bureau should make a commitment to providing written, timely policies and interpretation of policies to all regional business offices. Time frames for processing reallocation requests and other personnel transactions should be developed and communicated to the regions. The bureau should routinely notify affected parties when reallocation requests move from the bureau to the Department of Employee Relations. Timeliness of bureau functions should be monitored with performance indicators for bureau staff.

6. The Human Resources Bureau should create a customer advisory committee for ongoing regional input into policy development and implementation. Members should include all the new personnel officers from the regions and some representative regional business managers and payroll/personnel clerks. The bureau should continue to host the payroll and personnel clerk meetings that are now held on a biannual basis.

7. If poor relationships continue despite these efforts, the DNR should hold structured team-building or conflict-resolution sessions with staff of the bureau and the regions. These organization development techniques can be useful for sorting through goals and priorities, roles, processes and working relationships.

Part 4. SELF-EVALUATIONS AND CUSTOMER EVALUATIONS BY REGION

INTRODUCTION

One component of this project was a customers' assessment of regional business office and clerical services. Customers include the regional supervisors, who participated in focus groups and filled out questionnaires, plus individuals (such as the regional administrators) who were interviewed regarding the strengths and weaknesses of these services. To ensure a balanced picture, regional business office and clerical staff were also asked to evaluate themselves.

This part reports the major themes, by region, identified through this evaluation process.

o   This evaluative material reflects the opinions expressed by DNR staff in the regions, as opposed to the impressions of the project team.

o   Not all local issues are reported.

o   Reporting of focus group data requires a good deal of generalization about the beliefs of customers and clerical employees. It should not be assumed that such generalizations reflect the opinions of all individuals who participated in the groups.

It should be noted that some feedback on local issues has been provided by the project team to all regional administrators and some business managers. In four regions (II, III, IV and VI), focus group materials were shared and discussed with regional managers at the request of focus group participants.

Evaluative ratings from questionnaires are also reported here. Customers rated services on a scale of 1 (poor) to 5 (excellent). For reporting purposes, averages above 4.5 are singled out for commendation and averages at or below 3.5 are noted as possible trouble spots. No reporting is done if there were fewer than four responses to the question.

See Appendix P for the raw data for each region.

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REGION I: Bemidji

Business office

Business office staff see themselves as providing good services in most areas
and doing especially well on prompt payment of bills. People get along well
together despite extremely cramped work space. Views are split on whether
there is adequate delegation and sharing of information in the business office.

Business office customers speak highly of Region I's operation. They report
capable, efficient staff producing a high volume of timely work. Strengths
include the personnel expertise available and timeliness on regional bids.
Prompt payment of bills, including employee expense accounts, is reported to be
greatly improved in recent years. (Prompt payment does decline, however, if
there is a bad fire season and at the beginning of a fiscal year.)

Strengths identified in the questionnaire include the quality, quantity and
timeliness of processing employee time sheets and expense reports.

Customers note a need for more delegation and increased responsibilities for
the business office staff. It may be difficult to get a question answered or
to follow up on an issue if the business manager is gone.

Weaknesses identified in the questionnaire include the quantity of personnel
forms processed, the quantity of training on personnel policies and procedures,
and the quality, quantity and timeliness of training on fiscal policies and
procedures.

While acknowledging that the business office is short-staffed, its customers
would like to see additional services made available, including expanded
personnel services, processing of employee action forms and invoice coding.
Customers also would like the business office to provide better budget data,
details of regional bid results and more assistance on affirmative action
matters.

Overall on the questionnaire, the Region I business office was above the DNR
statewide average for quality, quantity and timeliness.

Clerical services

Clerical employees report having good rapport with one another and enjoying the variety of work they do. Training is improving and some excellent training opportunities are now available. Their primary concerns involve inadequate time, space and equipment.

The customers of clerical services believe that there are good working relationships in the disciplines and that the discipline clerks do highly specialized work. On the other hand, there are concerns that nobody assesses clerical workloads and that a lack of supervision leads to some extended breaks and irregular hours. Customers say that the need for clerical support in Region I is particularly acute at the area level.

The customer questionnaire identifies numerous strengths: quality and timeliness of public information calls, outgoing mail and manual preparation/coding of time sheets and expense reports; quality and quantity of automated data entry of invoices; quality of typing/word processing, letters composed, assistance to walk-in clients, incoming mail, supply ordering and manual preparation of personnel forms and licenses/permits; quantity of filing; and timeliness of answering/routing phone calls.

Low ratings on the questionnaire were given for the quantity of scheduling meetings and manually preparing personnel forms, and for timeliness of filing.

Overall, quality, quantity and timeliness were rated above the DNR statewide average.

REGION II: Grand Rapids

Business office

Business office staff members give themselves high ratings on payroll, bill paying, regional bids and office leadership. They are dissatisfied, however, with the level of service they can provide to the disciplines. Their focus is on auditing and processing paper, while assistance with personnel, financial management and regional bids suffers.

Customers report that the key strengths are dedicated, accessible and responsive staff and their ability to cut red tape. Customers in Region II take a particularly dim view of the DNR central office, so much of their praise for the business office is qualified by the perception that any successes are in spite of the central office. The business office is helpful with personnel work, including contract interpretations, payroll problems and budget transfers among accounts. It is also seen as well organized and fair. The business office will make decisions and usually give clear answers to questions.

Despite the positive comments in the focus groups, the Region II business office was the only one which had no average ratings above 4.5 on the customer questionnaire.

Far and away the top criticism raised by customers is the perceived "void" in the office when the business manager is gone. Although people praise the account tech supervisor for his dedication and willingness to help in his area of expertise, it is generally felt that there is not much delegation by the business manager and that nobody else has been trained to answer complex questions. There is also little cross-training, and some program activities, such as regional bids, can come to a halt during the business manager's absence.

A few customers perceive an attitude or responsiveness problem on occasion, and there is some criticism of the office's training for supervisors. Customers would like a wider range of information and services, especially personnel-related services. They perceive an unwillingness to take on additional responsibilities without more staff.

Low ratings on the questionnaire are for the quality, quantity and timeliness of training on personnel procedures and training on fiscal procedures. Quantity and timeliness were rated low for training and consultation on payroll procedures, assistance with personnel functions, consultation regarding union contracts and benefits, processing invoices and purchasing. Quantity of fiscal consultation and processing contracts and timeliness of fiscal reports were also rated low.

Overall on the questionnaire, the Region II business office was below the DNR statewide average for quality, quantity and timeliness.

Clerical services

The regional clerks see themselves as exceptionally dedicated to the DNR and helpful and supportive of one another. They see their proximity to the people they deal with (such as the service center, Field Services and payroll) as their most significant strength. They report that communication is improving with the clerical staff meetings. Their biggest problems involve a lack of time. They see themselves as responsible for too many management decisions. The top change they would make is to have more clerks at the area level.

Customers evaluate the regional clerks as competent individuals who try hard. Some clerks are praised as outstanding. Customers are pleased that clerks are assigned to disciplines so that they are trained in depth. They find the receptionist position to be helpful with respect to the disciplines' workloads.

The biggest concerns are perceptions that the office has been too generous with flex-time and that some clerks waste time. Less dominant issues include inadequate clerical training and an uneven distribution of the workload. Customers indicate that clerks may not understand the statewide accounting system and personnel work they are doing and that too few clerks see themselves as professionals making a key contribution to the office.

The customer questionnaire identified two strengths: quality of scheduling meetings and manually preparing/coding invoices.

Problem areas were more numerous: quality, quantity and timeliness of filing; quantity and timeliness of typing/word processing, photocopying, composing letters, taking dictation, responding to public information calls, ordering supplies, doing research, and manually preparing/coding time sheets, expense reports, requisitions, licenses/permits and contracts; quantity of answering/routing calls, assisting walk-in clients, and manually preparing personnel forms; and the timeliness of advising/consulting with areas or the central office.

Overall, the Region II clerical services were rated below the DNR statewide average for quality, quantity and timeliness.

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REGION III: Brainerd

Business office

Region III's business office staff gives high marks to the efficiency and timeliness of its basic operations: personnel, payroll, bill paying and regional bids. Yet staff present a picture of a high degree of conflict within the business office and between the business office and the disciplines. The office has some outstanding employees. Others, however, are reportedly short-tempered with their customers and will "harass" customers they do not like. There is limited willingness to help one another out. Workloads vary considerably. Staff members believe that neither the business manager nor the regional administrator has addressed the conflicts and inequities.

Customers give high praise to the personnel and payroll work done by the business office. They also like the centralized service on regional bids, reception duties and mail.

The quality, quantity and timeliness of processing employee time sheets were the top strengths identified with the questionnaire.

Customers are very critical of some aspects of the office's performance, particularly in the areas of supervision, delegation and backup to the business manager. One recurring complaint is that the supervisors feel that they work for the business office, rather than the other way around. Customers question the efficiency of some staff and note that some abuse their power. Late reports and insufficient help on bids are also concerns. Customers feel that the regional administrator needs to play a stronger role in dealing with business office problems.

The customer questionnaire identified additional problem areas. Quality, quantity and timeliness were rated low for consultation on union contracts and benefits, training on personnel procedures, personnel reports, purchasing functions and processing contracts. Timeliness of assistance with personnel functions and processing invoices was also rated low.

Overall on the questionnaire, the Region III business office was rated below the DNR statewide average in quality, quantity and timeliness.

Clerical services

Clerical staff members see themselves as hard-working and part of a dedicated organization. They like working for one discipline but feel that they work together well when cross-discipline help is needed. Their major concerns involving clerical issues are the need for more staff and better promotional opportunities. Some say they would like to be assigned directly to the disciplines, but it is not an overwhelming concern.

Customers report that the regional clerks are well trained and competent and especially well versed in the systems and specifics of the disciplines. Some clerical employees are seen as more like administrative assistants. Many are overworked. There is a difference of opinion on whether there is an acceptable level of interdisciplinary cooperation. A minority point of view is that some clerks may be swamped with work while others are killing time. There are perceived classification inconsistencies. The primary issue for customers is to place the clerical employees directly under the disciplines.

The customer questionnaire contained no high average responses. Some items were rated low: quality, quantity and timeliness of dictation; quantity and timeliness of filing, composing letters, advising/consulting with areas or the central office, and doing research; quantity of responding to public information calls, answering/routing calls, assisting walk-in clients, scheduling meetings/appointments, and manual preparing/coding of expense reports, personnel forms and licenses/permits; and timeliness of ordering supplies and automated data entry of invoices.

Overall, Region III's clerical services were rated below the DNR statewide average for quality, quantity and timeliness.

REGION IV: New Ulm

Business office

The staff of the business office praises its timeliness and accuracy on bill paying and personnel work. They note good working relationships and effective leadership and organization in the business office.

Customers give the office high marks for being knowledgeable, cooperative and service oriented. Other pluses include timeliness on payroll, professionalism, hard work and the ability to be innovative with personnel roadblocks.

The customer questionnaire identified the office's strengths as the quality, quantity and timeliness of processing time sheets and invoices. Quality and timeliness were rated high for processing expense reports and assisting with personnel functions. Quality was rated high in processing contracts, preparing fiscal reports and providing fiscal consultation.

On the negative side, the business office was criticized for being a little too bureaucratic at times. Examples included being too picky with time sheets and requiring unnecessary paperwork on occasion. The business office is seen as usurping the division's authority when it makes expense report or time sheet adjustments after they have been approved by a supervisor. (Regarding this "watchdog role," the disciplines do concede that they appreciate being told if they have approved something in violation of union contracts.) Customers would also like better budget information and more input into their own budgets.

The top-ranked concern for customers is a perceived communication problem between the business office and others in the regional office, especially the regional clerks. As described by customers, there is little public communication, but considerable indirect complaining about others in the office. Customers also feel that the business office staff unofficially monitors people's hours, including break times. In the case of professional employees, the business office may not know the employee's hours, since they do not coincide with time spent in the office.

The only low rating on the customer questionnaire was for the quantity of training regarding personnel policies.

Overall on the questionnaire, the Region IV business office was rated above the DNR statewide average for quality, quantity and timeliness.

Clerical services

The regional clerks see themselves as dedicated and always working. They praise the communication between supervisors and clerks, regional teamwork and their expertise in the specifics of the disciplines. They acknowledge a degree of pettiness in the office, including disputes over phone coverage and criticism of clerks for attending training sessions. The regional clerks would like better training and promotional opportunities and a fuller recognition of their role (including a better label than "clerical").

Customers praise the regional clerks for being cooperative and hard-working. Most clerks will take on additional tasks when asked. They are experienced, well trained and well organized. Some are viewed as more like paraprofessionals or office assistants. Problems include phone coverage, the need for more staff and the lack of backup roles. Customers also identify a hesitance on the part of the clerks to be open with problems. It is felt that "nitpicking" may lower morale.

Manually preparing/coding invoices was rated high for quality and quantity on the customer questionnaire. Quality was high for photocopying, assisting walk-in clients, processing incoming and outgoing mail and manually preparing/coding requisitions.

Ratings were low for quantity and timeliness of filing, and quantity of typing/word processing, dictation, scheduling meetings/appointments, doing research and manually preparing/coding time sheets and contracts.

Overall on the questionnaire, Region IV's clerical services were rated above average in quality, quantity and timeliness.

REGION V: Rochester

Business office

The staff of Region V's business office takes great pride in its prompt payment record and gives high marks to all its basic functions. The staff works together well. They wish they had more time to provide budget reports and needed training. Some staff members feel that their efforts deserve more formal and informal recognition than they get.

Top strengths identified by customers are positive leadership, working relationships and the cooperation and assistance available on fiscal matters. There is equivalent cooperation but less assistance available on personnel issues. The business office is seen as helpful, patient and committed to service, but it is also understaffed and people are stretched too thin. Customers miss the budget reports which used to be provided on a monthly basis. One minority viewpoint is that the business office is slow in responding to questions and does no more than it is required to do.

Processing time sheets and invoices received high ratings on the questionnaire for quality, quantity and timeliness. Processing expense reports and assisting with personnel functions were praised for quality and quantity. Processing contracts got high marks for quality and timeliness. Training on payroll procedures rated high for quality.

The only low rating on the questionnaire was on the quantity of training on personnel policies.

Overall on the questionnaire, customers rated the Region V business office above the DNR statewide average in quality, quantity and timeliness.

Clerical services

The regional clerical employees credit themselves with success in complex, challenging roles. There is considerable one-to-one problem solving with supervisors and peers. Having a receptionist and the minicomputer are seen as advantages.

On the other hand, there are some communication problems with supervisors or among clerical staff. Some clerks feel that they often run the region but do not get the money or recognition which should go with that responsibility. Although some supervisors are supportive of reclassification, they may not actively work to upgrade positions. The regional clerks would like more training and advancement opportunities and more flexibility regarding the use of overtime and comp time.

Customers praise the Region V clerks for their efforts to serve needs and for being hard-working, conscientious and knowledgeable. They concede that some clerical employees should be classified at higher levels based on the work being done, but there is a range of abilities and commitment and not all clerks meet this standard. Criticisms include the number of errors made on invoices, a need to proofread the typing and a clerk who does not know the discipline. Other problems include the lack of staff for backup and for assignment to certain disciplines, and the organization's reporting relationships. Regional supervisors would prefer to have clerks assigned to disciplines and paid through discipline funds.

No customer survey average rating was above 4.5. Some ratings were low: quality, quantity and timeliness of filing, quantity and timeliness of typing/word processing, photocopying, composing letters and responding to public information calls, quantity of dictation and timeliness of research.

Region V's clerical services' quantity and quality were rated above the DNR statewide average. The timeliness ratings fell below the statewide average.

REGION VI: Metro

Business office

The staff of the business office sees itself as service oriented and providing a high level of customer service. Payroll and bill paying get high marks. Personnel transactions, including raises, are timely. Staff wish they could provide more consultation, speed up some personnel work (such as performance reviews and reallocations), delegate more to the disciplines and improve priority setting.

Metro customers praise the good leadership and staff in the business office. They can calmly handle an enormous workload and invariably try to be helpful. Staff members are seen as efficient, friendly, dedicated and tactful. The business office also received compliments for being innovative and flexible within legal constraints.

Quality and timeliness of processing time sheets and expense reports received high marks on the questionnaire, as did the quality of training on payroll, personnel and fiscal procedures, processing of personnel forms, assistance with personnel functions, consultation on union contracts and benefits, and processing invoices.

The biggest problem, according to customers, is understaffing. One vacation can disrupt the system. Secondary issues include priority setting, delegation and occasional unexplained delays. Customers would like invoice coding services and more information and advice on budgets.

The only low scores on the questionnaire were for quantity of fiscal reports and fiscal consultation.

Overall on the questionnaire, Region VI's business office was rated above the DNR statewide average for quality and timeliness. It was below the statewide average on quantity.

Clerical services

Clerical employees see themselves as well organized with respect to work scheduling and knowing the right sources when there are questions. There is good communication with some supervisors. Clerks find it helpful to be developing a general knowledge of the disciplines through regular training events in conjunction with clerical meetings. Top problems include workload, the phone system and communication with the regional administrator and some supervisors.

Customers praise the ability of clerks to deal with a stressful environment and demanding public and the willingness of clerical employees to be helpful as needed, rather than strictly as assigned. Clerks are described as dedicated, flexible, hard-working and knowledgeable regarding the disciplines. One view is that the commitment to public service in the region has been led by the clerical staff.

Strengths identified on the customer questionnaire include quality and timeliness of manual preparation/coding of invoices, expense reports and licenses/permits and automated data entry of time sheets and expense reports. Quality was rated high on handling incoming mail, advising/consulting with areas or central office and doing research, and timeliness was rated high on responding to public information calls, assisting walk-in clients and manually preparing requisitions.

Customers report that the system can break down with one or two clerical absences and that management time is used to back up clerks. High turnover is another concern in the metro region. In addition to wanting more staff, customers think some positions should be upgraded and that there could be better division of labor, particularly with respect to phone coverage and routine clerical tasks.

Low ratings on the customer questionnaire were for quantity on composing letters, ordering supplies and scheduling meetings.

Overall on the questionnaire, the Region VI clerical services were rated above the DNR statewide average for quality, quantity and timeliness.

Part 5.   REGIONAL STAFFING NEEDS

INTRODUCTION

This part of the report relies primarily on quantitative data to assess
existing workloads and to identify the most critical business office and
clerical staffing needs. It provides further details and justification for all
of the positions recommended in earlier chapters, except for the management
information systems coordinator positions recommended for each region in
"Clerical services: Office automation" on Page 55.

There are almost always difficulties involved in measuring work. This project
was no exception. Some of the difficulties encountered in this project need to
be identified at the outset:

o Some data the project team requested from various state agencies was not
  available or had not been maintained consistently. For example, the
  project team wanted to review ratios of clerical time to professional staff
  time in various state agencies. But the data available through state
  personnel files often failed to identify whether employees were full- or
  part-time workers and the best available computer runs recorded zero hours
  for many employees. (This does not affect the clerical-to-professional
  ratios calculated within DNR's regional offices. These ratios were based
  on more accurate data sources.)

o Efforts to assess workloads over time were severely limited by the
  unavailability of historical data regarding staff levels and assignments in
  previous years. Therefore, calculations of business office workloads per
  individual employee are based on one year's data. Specifically, annual
  data is based on Fiscal Year 1987 and monthly data is based on Calendar
  Year 1987, unless otherwise noted.

o The risk involved in relying on one year's data is that any abnormalities
  in that year will not be identified. That risk was reduced for this report
  by looking at the available transactions data over longer periods of time.

o Some data may not be of uniform quality. For example, most position
  descriptions are reported to be quite accurate, but they are presumably not
  uniformly accurate and they were often relied on to assess how time was
  divided among functions or disciplines.

In an effort to provide some context for the DNR data, its workloads are compared with those in the Departments of Administration, Corrections and Transportation. These agencies were chosen because (a) they were used in the Management Analysis Division's 1984 study, (b) Corrections has a similar staff complement and (c) Transportation has a similar decentralized organizational structure.

Readers of this report should be extremely cautious with comparisons across state agencies. These are difficult to fairly and accurately represent.

o   Differences in how work is handled from one agency to another can distort quantitative measures, even with relatively standardized state systems. For example, casual review of the Department of Administration's payroll processing suggests that its payroll clerk has a much higher workload than that of the clerks from the DNR and other agencies reviewed. Upon closer examination, one can see that the Department of Administration uses a system of preliminary payroll clerks to do much of the time sheet processing.

o   This project involved no detailed assessment of the operations of other agencies. No comprehensive efforts were made to identify factors other than staff levels which might account for workload variations. Consequently, no negative assumptions should be drawn regarding the other agencies when their workloads appear lower than those of the DNR. Certainly this report should not be interpreted to suggest that other agencies are overstaffed.

Although workload and staffing assessments are based in large part on quantitative data, all data sources were considered.

In assessing workloads and staffing in business offices, the project team was able to compute fairly precise measures.

o   It used Department of Finance and Department of Employee Relations resources to count certain work tasks, specifically payroll transactions, personnel transactions and statewide accounting system transactions.

o   The project team then relied on position descriptions, telephone contacts with involved employees and information available through the personnel and accounting offices of the involved state agencies to identify the amount of staff time allocated to these tasks.

o   By combining these two sources of information, the project team could compute the number of payroll, personnel and statewide accounting system transactions completed per employee assigned to that task. Employees are counted as full-time equivalents. One full-time employee or two half-time employees equal 1.0 full-time equivalent. When full-time equivalents are reported in unusual fractions, e.g., .18 FTE or .27 FTE, these figures have usually been extracted from position descriptions.

o   The project team then compared workloads in DNR regions with interview, focus group and questionnaire data from the regions. New positions were recommended in those regions with the highest workloads when staff and

customers of the business offices expressed a need for workload relief or increased services. The number of positions recommended was determined by the additional staff needed to reduce a region's workload to a level consistent with DNR norms.

Measurement of clerical workloads was more difficult because of the number, variety and inconsistency of tasks involved. A different process was used to arrive at clerical staffing recommendations.

o   The project team collected the following data regarding each discipline in each region: the number of clerical and professional employees (in full-time equivalents) in the regional office, the number of employees in the entire region during peak and non-peak periods, by discipline, the number of clerks who report working overtime, the number of professional hours that the supervisors report spending on clerical work, the number of clerks that the supervisors would like assigned to the discipline for peak and non-peak periods and the intended use of additional clerks. The project team also calculated clerical-to-professional staff ratios across regions and across disciplines, and ratings of quality, quantity and timeliness of services within regions.

o   With this data in hand, the project team reviewed the need in each discipline of each region. It was determined that upgrading 90-percent positions to full time would meet some of the expressed need for additional support. To pass a threshold for consideration of additional increases, disciplines had to meet the following criteria:

   The discipline supervisor must have asked for additional staff.

   The regional administrator must not have actively rebutted the supervisor's expressed need.

   The expressed need for additional staff must be year-around rather than seasonal.

   The expressed need must be for regional rather than area support.

   The expressed need for additional staff must be, at least in part, for discipline-specific activities which could not be met through an overflow pool.

o   Once these threshold criteria were met, review focused on the following:

   Interview and focus group comments relating to need.

   The discipline's clerical-to-professional ratio within the region compared with the discipline's clerical-to-professional ratio across the regions.

   The region's overall clerical-to-professional ratio.

   The region and discipline's use of clerical overtime and professional time spent on clerical tasks.

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o   Recommendations by discipline were formulated with the following goals:

    Decreasing the range in clerical-to-professional ratios across the regions.

    Decreasing the range of clerical-to-professional ratios within a discipline.

    Meeting basic, discipline-specific needs with staff assigned to the disciplines and with the understanding that most disciplines will need to rely to some degree on backup and seasonal services from the pool.

o   The project team was fairly conservative in allocating new positions to the disciplines, given the availability of pool resources and the variety of tasks which should be shifted away from discipline clerks. If recommendations in previous sections of this report are followed, discipline clerks would no longer be responsible for reviewing time sheets, completing employee action forms, maintaining personnel files, coding invoices, maintaining fiscal records, answering phones to some extent, processing mail and coordinating minicomputer systems.

o   Data relied on for these calculations was requested from the regions by memo on May 27, 1988. No changes to the submitted data were made after July 12, 1988. Two regions informed the study team after that date that their circumstances had changed. In one instance, a clerk who had been working 90-percent time on a temporary basis returned to a permanent 50-percent assignment (for a .40 full-time-equivalent reduction in staff). In the second case, one region identified a professional vacancy and revised its report of which professionals worked for the region and which worked for the areas. The net effect of these changes was a decrease of a .20 professional full-time equivalent in the region.

The study team reviewed these changes and determined that the changes would not have affected staffing recommendations. Given the above, as well as the likelihood that staff levels will continue to change prior to implementation of these recommendations, it was decided to not make the many small but complex and interrelating adjustments to ratios and other calculations which would be needed to reflect these changes. The DNR's managers should consider this as base-line data from which to monitor ongoing changes and make appropriate adjustments.

One additional factor which does not get major attention when the focus is on measurable data is the individual differences among existing staff. The requests of supervisors and the interview and focus group comments of others indirectly reflect views of the competence and productivity of staff. But the project team's quantitative analysis largely assumes that all employees are equal in skill and ability. The DNR's managers may also want to make some adjustments in these recommendations based on their more intimate knowledge of the actual individuals involved.

Appendix Q summarizes the impact of staffing recommendations on the business offices. Appendix R summarizes the impact of clerical staffing recommendations. Appendix S summarizes all proposed staff increases by region.

BUSINESS OFFICES: Payroll workloads and staffing

Findings

Appendix T presents data comparing the annual and monthly payroll workloads in the regions as well as payroll workloads across agencies.

The project team compared each region's percentage share of the DNR's payroll transactions during Fiscal Year 1987 with its share of the DNR payroll processing staff in full-time equivalents.   The differences are shown below, with positive numbers representing regions that are doing more than their proportionate share when compared with staff allocations.   For example, Region IV has 8.1 percent of the DNR's payroll processors in full-time equivalents, but performs 9.4 percent of the payroll transactions.   The difference is +1.3.

o   Region I   -0.5

o   Region II   -0.8

o   Region III   -3.8

o   Region IV   +1.3

o   Region V   -0.9

o   Region VI   -3.6

o   Central   +8.3

This data does not include workloads relating to emergency firefighters.   (As noted previously, firefighters are not hired through the state personnel system.)

The primary unit computed for comparison purposes is payroll transactions per full-time equivalent payroll clerk.   DNR processes an average of 461 payroll transactions per month per full-time equivalent clerk.   The Department of Corrections processes 329, the Department of Transportation 267.

All DNR regions except Region VI exceed the average for both the Department of Corrections and the Department of Transportation.   Region VI averages 260 transactions per month per full-time equivalent processor.

No Department of Transportation district and only one Department of Corrections facility has a monthly average per full-time-equivalent clerk higher than the DNR average. The correctional facility at Oak Park Heights processes an average of 610 transactions per month per full-time-equivalent clerk.

The DNR's most productive payroll regions are averaging 450 to 544 transactions per month per full-time-equivalent clerk. Region IV has the highest average, but the consensus of its business office staff is that it is adequately staffed for its current service levels.

Looking at transactions in specific calendar months (rather than the average month), the central office processed more than 600 transactions per full-time-equivalent clerk every month in Calendar Year 1987. Region IV went over the 600 level during four months (June through September). Region I exceeded the 600 level in August, and Region III exceeded it in May.

The central office processes more payroll transactions per full-time-equivalent payroll clerk each month than any region, even during the months when the regions peak at more than 600.

If all disciplines went to a payroll cost-coding system without adjusting staff levels, the central office's average transactions per month per full-time equivalent would go above 900. Regions II and IV would have an average of more than 600 per month. (See Table I in Appendix T for additional information on the impact of increased cost coding.)

Conclusions

There is a close relationship between a region's share of payroll transactions and its share of payroll-processing full-time-equivalent clerks. Region IV and the central office appear to be doing a little more with less, while Regions III and IV are not processing as many transactions per full-time-equivalent clerk as other DNR regions.

To the extent that comparisons across agencies are accurate, the DNR is doing much more payroll processing per full-time-equivalent processor than the Departments of Corrections and Transportation, even without including payroll work relating to emergency firefighters.

Staffing the DNR's regional offices at payroll-processing levels equivalent to other agencies would involve adding staff where there is no expressed need.

Six hundred transactions per month per full-time-equivalent clerk could be used as a rule of thumb in monitoring ongoing workloads, especially if more cost coding is added.

Using that rule of thumb, Regions II and IV could be expected to need additional staff time to cover full cost coding. However, the increased need would not be as significant as staff predicted in interviews described in "Business offices: Payroll functions," on Page 8. (See Table III in Appendix T for an assessment of increased needs related to cost coding.)

Recommendations

1. The DNR should not add positions to handle its current volume of payroll processing.

2. Although the amount of staff time allocated to payroll processing in each region is adequate, regions could split this time across more business office employees to achieve greater efficiency during the payroll workload crunches described in "Business offices: Payroll functions" on Page 8.

BUSINESS OFFICES: Personnel workloads and staffing

Findings

Data regarding personnel transaction workloads are presented in Appendix U.

Disparities between a region's share of personnel transactions done by the business office and its share of business office processing staff are noted below. ("Business offices: Personnel services" on Page 13 described which transactions are processed by the business office.)

o   Region I   (see below)

o   Region II   + 4.2

o   Region III   +11.0

o   Region IV   - 1.9

o   Region V   - 3.1

o   Region VI   - 7.2

o   Central   - 7.8

In Region I, all employee action forms are initially processed by discipline clerks. They handle 20.6 percent of the transactions with 15.8 percent of the processors, for a +4.8 disparity.

The primary unit computed for comparisons is the number of personnel transactions per full-time-equivalent processor. The DNR's average number of personnel transactions per year per full-time-equivalent processor is 1,414. However, Region III's personnel workload is so high that it distorts the overall agency average. If Region III is excluded, the DNR's average is 1,200.

The Department of Administration's average is 1,054. The Department of Corrections' average is 439. The Department of Transportation also has one

district whose average is so high that it distorts the agency average. Including that district, the Department of Transportation's average is 773. Excluding that district, it falls to 450.

Annual transactions per full-time-equivalent processor in all DNR regions exceed the Department of Corrections average and the lower Department of Transportation average. Annual transactions per full-time-equivalent processor in all DNR regions except Region VI exceed the higher Department of Transportation average.

Staff in high-volume regions (Regions I, II and III) are processing 1,805 to 2,698 transactions per year per full-time-equivalent clerk. Affected staff and clients in these regions are asking for workload relief and increased levels of personnel services, respectively.

Shifting from annual to monthly transactions, it is no longer possible to exclude the employee action forms processed by discipline clerks, because that information is not available on a monthly basis.

o   The average number of transactions per month per full-time-equivalent clerk is 118. This ranges from a low of 55 in February to a high of 280 in April.

o   Other months with high averages are May (241), June (176), October (167) and September (159).

o   The only region which averages more than 200 transactions per full-time-equivalent clerk per month is Region III. Regions I and II average about 150.

o   Region III is over the 200 transactions per full-time-equivalent level during five months of the year. Regions I and II are over that level during four months. Region IV goes over during one month.

o   A region's workload can, in the most extreme case, increase by more than tenfold in a three-month period. Region III goes from 72 transactions per full-time-equivalent clerk in February to 784 in April.

Customer questionnaires report that Region I professionals spend the most time doing activities that would ideally be done by the business office. This ranges from 91 hours per pay period outside of seasonal peaks to 120 hours during peaks. (See the table on Page 101 of "Business offices: Other staffing adjustments.") Most of this time goes into personnel-related activities.

Conclusions

There are wider disparities between the regions' shares of personnel transactions and processing staff than exist on the payroll side. Region III, in particular, is doing considerably more than its proportionate share. Regions I and II are also doing a disproportionately large share, while Region VI and the central office are doing a disproportionately low share.

Despite these workload imbalances across regions, the DNR's regional offices are handling a remarkable personnel transactions workload. This is especially true in Regions I, II and III.

It appears that, except in Region VI, the DNR personnel transaction processors are handling much larger workloads than the average processor in the Department of Corrections and the Department of Transportation. Peak months for some DNR processors can produce workloads greater than some annual workloads elsewhere.

Given the workload volumes and the requests for staff and increased service, it is appropriate to increase staff levels for personnel transactions and other personnel work.

Considering the extreme seasonal variations in workloads, however, it is not realistic to fully staff year-around to accommodate the DNR's peaks. As a rule of thumb, workload relief will be needed when one month's workload reaches about 200 transactions per full-time-equivalent clerk.

Recommendations

1. As noted in "Business offices: Personnel services" on Page 13, each region should add a personnel officer position.

2. The personnel officer position should be a full-time position in Regions I, II and III. Although this would not primarily involve a transactions-processing role, the individuals hired could anticipate working up to 25 percent time as needed to back up transactions processing.

3. Because of work force sizes and transaction-processing workloads, half-time positions should suffice in Regions IV, V and VI.

   o   Very little, if any, of these half-time positions should need to be used for transactions processing backup.

   o   If half-time positions are not attractive to the regions or their job applicants, the part-time need in Regions IV, V and VI could be met with shared full-time positions. For example, Regions IV and V could share a position, or Region VI could share a position with the central office.

4. In addition to its personnel officer position, another position should be added to the Region I business office. Its primary function should be to process the personnel transactions currently handled by discipline clerks. The time now spent by Region I's clerks and the experiences of personnel clerks in Regions II and III would suggest that transactions processing will take up 60 to 70 percent of the new position's time. (See "Business offices: Other staff adjustments" on Page 100 for details on use of the other 30 to 40 percent time.)

5. Region III could bring its rates of personnel and payroll transactions per full-time-equivalent closer to the DNR norms by shifting 10 percent of its personnel/payroll clerk's time out of payroll and into personnel.

BUSINESS OFFICES: Financial workloads and staffing

Appendix V presents data comparing the accounting transaction workloads across regions and agencies.

Disparities between the regions' share of the transactions and their share of the processing staff follow:

o   Region I   -0.2

o   Region II   +3.0

o   Region III   -1.1

o   Region IV   -0.8

o   Region V   -3.0

o   Region VI   -1.3

o   Central   +3.5

The primary unit computed for comparison is the number of statewide accounting system transactions per full-time-equivalent processor. The average number of transactions per year per full-time-equivalent processor is 14,729 in the DNR. The equivalent figure for the Department of Administration is 12,450. It is 6,389 for the Department of Corrections and 6,044 for the Department of Transportation.

Region V is the only region whose yearly transactions per full-time-equivalent (11,791) do not exceed the other three state agencies' averages.

No Department of Transportation district or Department of Corrections facility has a transactions per full-time-equivalent rate that exceeds any DNR region's rate. (The Department of Transportation's central office rate does exceed the DNR regional rates.)

Region II has the highest number of transactions per full-time equivalent (17,933). Region II does report having difficulty meeting its statewide accounting system transactions workload. The regions with the next highest workloads (I, III and IV) are processing roughly 14,000 transactions per full-time-equivalent clerk. They do not report significant distress in maintaining that level of work.

Region II and the central office both process more than 17,000 statewide accounting system transactions per year per full-time-equivalent processor. That is roughly 1,400 transactions per month. In 1987, Region II processed more than 1,400 transactions per full-time-equivalent clerk during seven months of the year. The central office went over 1,400 during six months. Regions I and III exceeded that standard during four months. Region IV went over 1,400 three times. Regions V and VI went over once and twice, respectively.

During 1987, the DNR's transactions per month per full-time-equivalent processor ranged from 907 in February to 1,929 in July.

Interviews noted that some Region II bill paying is done by service center staff (a .45 full-time equivalent) under the informal direction of the business office, and that there is sentiment for having all regional bill paying done by the business office.

Tentative plans were also discussed which would shift to other regions some Region II bill-paying responsibilities associated with its service center.

In "Business offices: Bill paying" on Page 19, this report recommended that invoice coding be shifted away from discipline clerks to the fiscal clerks in the business offices. Neither the transactions data nor the clerical questionnaires provide information regarding the amount of staff time which would be needed in the business offices to absorb this task.

Conclusions

As with payroll processing, there is a close relationship between a region's share of statewide accounting system transactions and its share of staff for processing transactions.

To the extent that comparisons across agencies are meaningful, the DNR regional offices appear to be handling very impressive financial transaction workloads.

As a rule of thumb, it would appear that the regions could be expected to handle 15,000 transactions a year per full-time-equivalent clerk, but that rates approaching 18,000 have pushed staff beyond reasonable limits.

Region II is in most need of staff assistance, although changes being contemplated may affect this.

As with payroll and personnel, staffing at a level which would seem equivalent to other agencies would provide more employees than the regions are requesting.

The amount of staff time which will be needed by the business offices to absorb

primary responsibility for invoice coding cannot be determined with the
available data, but it is safe to assume that additional staff time will be
needed.

Recommendations

1. One full-time-equivalent clerk should be added to Region II's fiscal staff,
   and regional bill paying by the service center should be eliminated. This
   would bring the transactions per full-time-equivalent in Region II down to
   the 14,000 range that Regions I, III and IV handle. This change could be
   accomplished with a new full-time position or a .55 position and the
   transfer of current service center time (.45 full-time equivalent) to the
   business office (see Table III in Appendix V).

2. If bills are redistributed to regions for payment and Region II's workload
   drops appreciably, this staff increase should be reassessed. Region II
   could potentially handle its adjusted level with its current staffing,
   including the .45 full-time-equivalent now assigned to the service center.
   Workloads in other regions, particularly Regions I, III and IV, would need
   monitoring.

3. Plans should be developed to assess the additional staffing needs related
   to invoice coding. The shift from the discipline clerks to the business
   offices should not be attempted until after other staff increases are in
   place and the fiscal data collection roles described in "Business offices:
   Budget data" on Page 22 are sorted out. Then the invoice coding changes
   should be pilot tested in the lower-workload regions to determine
   productivity norms.

BUSINESS OFFICES: Other staff adjustments

Findings

As noted previously, the DNR uses many part-time positions, especially 90-percent positions, to meet its staffing limits within the constraints of its legislative complement.

Interviews and focus groups revealed a strong sentiment to convert these into full-time positions.

Converting 90-percent positions to full-time would add a .10 full-time equivalent to the Region I and Region II business offices. It would add a .30 in Region III.

Region II also employs individuals whose percentage shifts between peak and non-peak seasons. Regions IV and V each have one employee working as a .75 full-time equivalent.

Clerical recommendations described in the next section would have an impact on the business offices, as well:

o   Region I's .10 full-time-equivalent increase would be for its payroll-processing clerk, but it would lose a .18 full-time-equivalent in payroll (cost coding) assistance it now gets from the Trails and Waterways clerk.

o   Region II's business office would gain a .22 full-time-equivalent if the regional administrator's clerical needs are met by an office services supervisor.

o   Region III's business office would lose a .27 full-time-equivalent if the receptionist moves to the pool.

o   Region VI's business office would benefit from converting a 90-percent position it would share with Field Services. The business office's increase would be a .05 full-time equivalent.

The following table shows the total extra hours per pay period that the professional staff of the disciplines report spending on work which they want delegated to the business offices and these hours converted to full-time equivalency (hours/75 hours per pay period = FTEs, or full-time equivalents):

Peak (average: 63.08 hours)

o   Region I   125.0 hours   1.66 FTE
o   Region II   120.0 hours   1.60 FTE
o   Region VI   49.0 hours   .65 FTE
o   Region III   45.0 hours   .60 FTE
o   Region IV   25.5 hours   .34 FTE
o   Region V   14.0 hours   .18 FTE

Non-Peak (average: 36.91 hours)

o   Region I   91.0 hours   1.21 FTE
o   Region II   58.0 hours   .77 FTE
o   Region VI   27.5 hours   .36 FTE
o   Region IV   25.5 hours   .34 FTE
o   Region III   13.5 hours   .18 FTE
o   Region V   6.0 hours   .08 FTE

The following table, developed from regional business managers' surveys and employee position descriptions, shows the growth in business office staff by region from Fiscal Year 1979 to Fiscal Year 1988:

o   Region III   +2.95 positions   +97.7 percent increase
o   Region II   +1.55 positions   +41.0 percent increase
o   Region I   +1.10 positions   +36.7 percent increase
o   Region V   + .55 position   +15.3 percent increase
o   Region VI   + .45 position   +15.0 percent increase
o   Region IV   + .25 position   + 7.1 percent increase

A review of the duties assigned to new positions shows that payroll, cost coding and contracts account for the most increases.

Conclusions

Converting part-time positions in the business offices to full time would increase the DNR's complement to more accurately reflect its real staffing needs.

Gains from increasing part-time business office positions to full-time would be slight, especially when offset by the decreases in Regions I and III. Certainly no business office would be overstaffed with these adjustments, given the workload comparisons across agencies.

Region I is the only region which would suffer a net decrease from the adjustments described in this section. However, Region I has some extra time available (roughly a .30 or .40 full-time equivalent) from one of its two new

personnel positions.

It would take very few new business office positions to fully cover time now spent by professionals in the disciplines doing business office work. In fact, positions recommended in this report more than cover all such hours except for Region VI, which reports a .65 full-time-equivalent need during its peak season but would get a .55 increase year-around.

Business offices in northern regions have been growing more quickly than their southern counterparts. But with the possible exception of Region III, that growth has been fully justified on the basis of workloads detailed in earlier sections.

Recommendations

1. The DNR should attempt to increase its legislative complement to include its part-time business office positions.

2. If the increase in legislative complement is successful, 90-percent-time business office employees should be offered full-time employment. Any extra time can be used for cross-training, backup and flexible assignments as described in previous sections.

    Those working less than 90-percent time and those with shifting percentages should be offered full-time employment at a later date if workloads warrant increases. Salary savings from not immediately filling these complement positions with full-time staff can be used to supplement staffing during seasonal peaks.

3. At least 10 percent of Region I's additional personnel time should be devoted to payroll processing to insure that there is no net loss in time allocated to that function.

CLERICAL SERVICES: Workload and staffing

Findings

The study team heard comments from interviewees and focus group participants that they assumed the ratio of clerical to professional staff had decreased (fewer clerks per professional) in recent years. In fact, as demonstrated in Table I of Appendix W, the ratio has increased in every region from 1982 to 1987 and every region's 1987 ratio is higher than the highest 1982 ratio.

Table II of Appendix W shows that Region II is the only region that had an above-average clerical-to-professional ratio (more clerks per professional) in 1982 and a below-average ratio in 1987. Regions III and IV were below average in 1982 and are now above average.

Region V had the lowest ratios (fewer clerks to professionals) in both 1982 and 1987, 1:3.27 and 1:2.78, respectively.

Region III had the highest clerical-to-professional ratio (more clerks per professional) in 1987, 1:1.74, yet its clerical services were rated below average for quality, quantity and timeliness by supervisors on the customer questionnaire.

Although the ratio of clerks to professionals has increased since 1982 for all regions, there were still large differences between regions in 1987, from 1:1.74 in Region III to 1:2.78 in Region V. The range from lowest to highest ratio has broadened slightly in the past five years, from .93 in 1982 to 1.04 in 1987.

In 1982, the central office had a higher clerical-to-professional ratio (more clerks per professionals) than any region, but in 1987 its ratio was close to the DNR average.

The ratios of clerical to professional staff by discipline across all regions from lowest (fewest clerks per professional) to highest (most clerks per professional) show a range as follows (see Appendix R):

Lands	1:7.37
Forestry	1:3.97
Engineering	1:3.45
Information & Education	1:3.28
Trails	1:2.72
Parks	1:2.46
Wildlife	1:2.57
Regional Administrator	1:2.24
Enforcement	1:2.04
Waters	1:1.88
Fisheries	1:1.17
Field Services	1:0.54

Customer surveys (completed by discipline supervisors) indicated that many clerical additions are being funded by discipline budgets. These are primarily part-time non-complement positions at 50-percent, 75-percent or 90-percent time.

Compared with other departments, however, DNR has a low clerical-to-professional ratio (fewer clerks per professional) (see Appendix X).

Clerical surveys revealed the amount of overtime clerks worked. Regions IV and VI use almost no overtime even in peak periods. Except for Region II, no region uses a significant amount of overtime in non-peak periods.

Surveys also reported the number of clerks who work overtime, from 20 percent of the respondents in Region VI to 85.7 percent in Region V (see Appendix N). In addition, the 20 percent in Region VI are working relatively few overtime hours compared with the 85.7 percent in Region V, who are working more overtime hours.

As would be expected, Region V, which has the lowest clerical-to-professional ratio (fewest clerks per professional), is near the top in the number of clerks who report working overtime and in the number of professionals who report spending time on clerical tasks (see Appendix Y).

The percentage of regional clerical staff who reported performing area work varies from 17 or 18 percent (one or two people) in Regions I and II to 64 percent in Region IV. The other regions had five to seven clerks who performed area work.

Regions II, III and VI have many area professionals physically located in the regional offices. Although they also have some area clerks in the regional offices, clerical-to-professional ratios are very low (few clerks to professionals).

Conclusions

Despite perceptions to the contrary, the ratio of clerical to professional employees in all DNR regional offices has increased in the past five years, but the range from the highest to the lowest ratio has broadened slightly.

Despite increases, comparisons with other state departments show that the DNR

has a low clerical-to-professional ratio (fewer clerks per professional).

Regional supervisors' surveys indicate that the increased clerical-to-professional ratio has been achieved largely by hiring part-time non-complement staff funded by discipline budgets.

There is a wide variance in the percentage of clerical staff who report performing work for the area offices in their region.

Use of overtime by clerks varies widely across regions by both the number of hours worked and the number of clerks who work overtime.

There is some correlation between the number of clerks in a region who report working overtime and the number of hours that professionals spend on clerical tasks which could be delegated.

The regions' clerical needs are not being adequately met through regional administration when as many as 85 percent of a region's clerks report working overtime, professionals spend significant amounts of time on clerical tasks and discipline supervisors create non-complement clerical positions out of discipline budgets.

Area needs are outside the scope of this project. But a cursory review of the area staff physically located in the regional offices suggests that the new clerical pools would need to be expanded further in Regions II, III and VI before they could be expected to meet the needs of area staff who are stationed in the regional offices.

Recommendations

1. As a rule, the employees working at the .80 and .90 full-time-equivalent level should be brought up to full-time status.

    If clerical staff members working at 80- or 90-percent time become full time, no discipline would get clerical staff it did not request except for Field Services in four regions. The amount of unrequested help is not large, however; it is never above a .20 full-time-equivalent in any of the four regions. The breakdown is listed below:

    | Region I | .20 FTE |
    | Region II | .10 FTE |
    | Region III | .20 FTE |
    | Region V | .10 FTE |

    In Regions III and V, Field Services did request additional staff for peak periods; consequently, there is unrequested help for non-peak periods only.

2. Each regional office should establish a full-time receptionist position, if one does not exist.

    o   It is anticipated that this person would be able to answer general information requests and assist office visitors.

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o   The receptionist should be a part of the modified clerical pool and be supervised by the office services supervisor.

o   See the recommendations in "Clerical services: Coordination of workloads" on Page 42 for additional details regarding the receptionist role.

3. Each regional office should establish a full-time office services supervisor position. She or he would report to the regional administrator.

o   The office services supervisor should be responsible for meeting the regional administrator's secretarial needs and coordinating the work of the clerical pool. It is anticipated that she or he would spend approximately 50-percent time on each task.

o   The office services supervisor should also act as an advocate and liaison for the clerical pool to the discipline staff, both professional and clerical, and to the regional administrator.

o   Regions I, V and VI now have employees who are primarily responsible for secretarial support of the regional administrator. For purposes of calculating new positions needed and increases to the legislative complement, these regions should convert their regional administrator secretary positions into office services supervisor positions. Other regions would each need a 1.0 full-time-equivalent increase.

o   As noted previously, the regional administrators' secretaries should not automatically become the office services supervisors. If they do not assume the new role, they could be assigned to disciplines or to pool positions. (This would have no net effect on the complement; each region would need an additional 1.0 full-time equivalent position for the office services supervisor, but its need for new positions for the disciplines and pool would be reduced by the same amount.)

o   See the recommendations in "Clerical services: Supervision" on Page 37.

5. Each region should create a clerical pool to perform general clerical tasks.

o   The clerical pool should consist of at least three people year-around: a full-time receptionist and two or more general clerical staff. The specific recommended size of the pool for each region is described in the tables that follow.

o   The tables also show an initial projection for pool usage by discipline. First priority should go to those disciplines which do not have clerks assigned to them.

o   Regardless of these projections, it should be the responsibility of the office services supervisor to coordinate pool usage according to the changing needs of each region.

o   While the year-around clerical pool can help meet some peak needs, it

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is anticipated that regions will still need to hire seasonal or intermittent clerks during some months.

6. The following tables show clerical staffing recommendations by region and discipline. Implementation of these recommendations would decrease the range of clerk-to-professional ratios across the regions from 1.07 to .37 (see Appendix R).

The recommendations fall into three categories:

o   No clerical staffing increase recommended.

o   Clerical staffing increase recommended, with the increased support to be drawn from the clerical pool.

o   Clerical staffing increase recommended, with the increased support to be provided by a clerk assigned to the discipline.

CLERICAL STAFFING RECOMMENDATIONS – Region I

Discipline	Current coverage	Proposed coverage	Action
Enforcement	1.50	1.50	
Engineering	.45	.50	Increase .90 position shared with Waters by .10; .05 increase each
Field Services	1.80	2.00	Increase both .90 positions by .10
Fisheries	1.00	1.00	Reserve pool time
Forestry	1.90	2.00	Increase .90 position by .10; reserve pool time
Information & Education	.10	Pool	Reserve pool time; eliminate .10 coverage by RA secretary and transfer to OSS position
Lands	.20	Pool	Reserve pool time; eliminate .20 coverage by RA secretary and transfer to OSS position
Parks	1.75	1.75	
Trails	.72	1.00	Transfer .18 back from business office (shared .90 position) and add .10 to position
Waters	1.45	1.50	Increase .90 position shared with Engineering by .10; .05 increase each
Wildlife	1.50	1.50	
Regional Administration	.60	OSS	Transfer .60 coverage provided by RA secretary to OSS position
Community Liaison	.10	Pool	Eliminate .10 coverage provided by RA secretary and transfer to OSS position; reserve pool time
Receptionist	-0-	1.00	Add 1.00 new position
OSS	-0-	1.00	Transfer 1.00 in coverage previously provided by RA secretary
Clerical Pool	-0-	2.00	Add 2.00 new positions
Totals	13.07	16.75	

CLERICAL STAFFING RECOMMENDATIONS - Region I, Continued

Computation of New Positions

Proposed Total	16.75	
Current Total	−13.07	
	3.68	
	− .18	(transferred from business office)
New Positions	3.50	

Composition of New Positions

Receptionist	1.00
Clerical Pool	2.00
Engineering	.05
Field Services	.20
Forestry	.10
Trails	.10
Waters	.05
Total	3.50

Proposed Initial Clerical Pool Usage

Information & Education	.50
Lands	.50
Community Liaison	.10
Forestry	.50
Fisheries	.25
Undesignated	.15
Total	2.00

CLERICAL STAFFING RECOMMENDATIONS – Region II

Discipline	Current coverage	Proposed coverage	Action
Enforcement	1.50	1.50	
Engineering	.30	Pool	Transfer .60 position shared with Lands to pool; reserve pool time
Field Services	1.90	2.00	Increase .90 position by .10
Fisheries	1.00	1.00	
Forestry	2.00	2.00	
Information & Education	.45	Pool	Transfer .45 coverage to receptionist; reserve pool time
Lands	.30	Pool	Transfer .60 position shared with Engineering to pool; reserve pool time
Parks	1.04	1.00 Pool	Transfer .04 coverage by .90 Wildlife/Parks clerk to Wildlife; reserve pool time
Trails	.90	1.00	Increase .90 position by .10
Waters	1.00	1.00	
Wildlife	.86	1.50	Transfer in .04 coverage from Parks to Wildlife and increase .90 position by .10; add .50 new position; (share 1.0 with pool)
Regional Administration	.22	OSS	Eliminate and transfer .22 coverage provided by personnel clerk back to business office; use OSS
Receptionist	.45	1.00	Transfer in .45 coverage from Information & Education; add .10 to .90 position
OSS	-0-	1.00	Add 1.0 new position
Clerical Pool	-0-	2.50	Transfer in .60 shared Engineering and Lands position; increase above .60 position by .40; add 1.50 new positions (.50 is half of 1.0 position shared with Wildlife)
Totals	11.92	15.50	

CLERICAL STAFFING RECOMMENDATIONS - Region II, Continued

Computation of New Positions

Proposed Total	15.50	
Current Total	-11.92	
	3.58	
	+ .22	(transferred back to business office)
New Positions	3.80	

Composition of New Positions

Receptionist	.10
Clerical Pool	1.90
OSS	1.00
Field Services	.10
Trails	.10
Wildlife	.60
Total	3.80

Proposed Initial Clerical Pool Usage

Engineering	.50
Information & Education	.50
Lands	.50
Parks	.50
Undesignated	.50
Total	2.50

CLERICAL STAFFING RECOMMENDATIONS - Region III

Discipline	Current coverage	Proposed coverage	Action
Enforcement	1.50	1.50	
Engineering	.50	.50	
Field Services	2.80	3.00	Increase both .90 positions by .10 = .20 increase
Fisheries	1.00	1.00	Reserve pool time
Forestry	2.00	2.00	
Information & Education	.25	Pool	Transfer .50 position shared with Lands to pool; reserve pool time
Lands	.25	Pool	See above
Parks	1.00	1.00	Reserve pool time
Trails	.99	1.10	Increase .90 Trails position by .10; increase .90 Trails and MEEB position by .10 and give .01 to Trails and .09 to MEEB
Waters	1.00	1.00	
Wildlife	1.50	1.50	
Regional Administration	.27	OSS	Transfer .27 coverage to receptionist position; use new OSS position
Receptionist	.36	1.00	Receptionist discontinues coverage to RA (+.27) and business office (+.27); increase position by .10
OSS	-0-	1.00	Add 1.00 new position
Clerical Pool	-0-	2.00	Transfer in .50 shared Lands/Information & Education position; increase this position by .50; add 1.00 new position
Totals	13.42	16.60	

Computation of New Positions

Proposed Total	16.60	
Current Total	-13.42	
	3.18	
	-.27	(transferred in from business office)
New Positions	2.91	

Composition of New Positions

Field Services	.20
Trails	.11
Receptionist	.10
OSS	1.00
Clerical Pool	1.50
Total	2.91

Proposed Initial Clerical Pool Usage

Information & Education	.50
Lands	.50
Engineering	.25
Fisheries	.25
Parks	.25
Undesignated	.25
Total	2.00

CLERICAL STAFFING RECOMMENDATIONS - Region IV

Discipline	Current coverage	Proposed coverage	Action
Enforcement	1.50	1.50	
Engineering	.10	Pool	Transfer .10 to Waters; reserve pool time
Field Services	1.90	2.00	Increase .90 position by .10
Fisheries	.75	1.00	Transfer in .25 from RA secretary
Forestry	N\A	N\A	
Information & Education	.45	Pool	Transfer .45 to receptionist position; reserve pool time
Lands	-0-	Pool	Reserve pool time
Parks	1.00	1.00 Pool	Reserve pool time
Trails	.75	.75	
Waters	.90	1.00	Transfer .10 from Engineering
Wildlife	1.40	2.00	Increase .80 position by .20; transfer .30 (of .90 position) used for reception backup back to Wildlife and increase this .90 position by .10
Regional Administration	.25	OSS	Transfer .25 coverage to Fisheries; use new OSS
Receptionist	.45	1.00	Transfer .45 from Information & Education; increase .90 position by .10
Receptionist Backup	.30	-0-	Transfer .30 to Wildlife
OSS	-0-	1.00	Add 1.0 new position
Clerical Pool	-0-	2.00	Add 2.0 new positions
Totals	9.75	13.25	

CLERICAL STAFFING RECOMMENDATIONS - Region IV, Continued

Computation of New Positions

Proposed Total   13.25

Current Total   -9.75

     New Positions   3.50

Composition of New Positions

Field Services   .10

Wildlife   .30

Receptionist   .10

OSS   1.00

General Clerical   2.00

     Total   3.50

Proposed Initial Clerical Pool Usage

Engineering   .50

Information &   .50
Education

Lands   .50

Parks   .25

Undesignated   .25

     Total   2.00

CLERICAL STAFFING RECOMMENDATIONS - Region V

Discipline	Current coverage	Proposed coverage	Action
Enforcement	.90	1.00	Increase .90 position by .10; reserve pool time
Field Services	1.90	2.00	Increase .90 position by .10
Fisheries	.50	.50 Pool	Reserve pool time
Forestry	.50	1.00 Pool	Increase position by .50*; reserve pool time
Information & Education	.10	Pool	Transfer .10 coverage from RA secretary to new OSS position; reserve pool time
Lands	.10	Pool	Same as above
Parks	1.45	1.45	
Trails	.10	.50	Transfer .10 coverage provided by RA secretary to new OSS position; add .50 new position*
Waters	.50	1.00	Increase position by .50*
Wildlife	.50	1.00	Increase position by .50*
Regional Administration	.64	OSS	Transfer .64 coverage to new OSS position; use new OSS
Youth Programs	.05	Pool	Transfer .05 coverage provided by RA secretary to new OSS position; reserve pool time
Mississippi River Coordinator	.01	Pool	Transfer .01 coverage provided by RA secretary to new OSS position; reserve pool time
Receptionist	.90	1.00	Increase .90 position by .10
OSS	.00	1.00	Transfer 1.00 services provided by RA secretary to OSS position
Clerical Pool	.00	2.50	Add 2.50 new positions
Totals	8.15	12.95	

* New .50 increases for Forestry, Trails, Waters and Wildlife could be split according to disciplines' preference.

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Computation of New Positions

Proposed Total	12.95
Current Total	-8.15
New Positions	4.80

Composition of New Positions

Enforcement	.10
Field Services	.10
Forestry	.50
Trails	.50
Waters	.50
Wildlife	.50
Receptionist	.10
Clerical Pool	2.50
Total	4.80

Proposed Initial Clerical Pool Usage

Information & Education	.50
Lands	.50
Enforcement	.50
Fisheries	.25
Forestry	.25
Youth Programs	.05
M. R. Coordinator	.01
Undesignated	.44
Total	2.50

CLERICAL STAFFING RECOMMENDATIONS - Region VI

Discipline	Current coverage	Proposed coverage	Action
Enforcement	.45	1.00	Increase .90 position shared with Parks by .10 = .05 increase; add .50 position
Engineering	.10	Pool	Transfer .10 provided by RA secretary to new OSS position; reserve pool time
Field Services	.90	1.50	Increase current .90 position by .10; transfer in .45 from Information & Education (.90 shared with business office); increase .90 position shared with business office by .10 = .05
Fisheries	1.00	1.00	
Forestry	.90	1.00	Increase .90 position by .10
Information & Education	.45	Pool	Transfer out .45 to Field Services; reserve pool time
Lands	.10	Pool	Transfer .10 provided by RA secretary to new OSS position; reserve pool time
Parks	.45	.50	Increase .90 position shared with Enforcement by .10 = .05 increase
Trails	.90	1.00	Increase .90 position by .10
Waters	1.00	1.00	
Wildlife	N/A	N/A	
Regional Administration	.70	OSS	Transfer .70 coverage provided by RA secretary to OSS position
Receptionist	.10	1.00	Transfer .10 provided by RA secretary to new OSS position; add 1.0 new position
OSS	-0-	1.00	Use 1.0 RA secretary position
Clerical Pool	-0-	2.00	Add 2.00 new positions
Totals	7.05	11.00	

Computation of New Positions

Proposed Total   11.00

Current Total   −7.05

New Positions 3.95

Composition of New Positions

Enforcement   .55

Field Services   .15

Forestry   .10

Parks   .05

Trails   .10

Receptionist   1.00

Clerical Pool   2.00

Total   3.95

Proposed Initial Clerical Pool Usage

Engineering   .50

Information &   .50
Education

Lands   .50

Undesignated   .50

Total   2.00

CONCLUDING COMMENTS

CONCLUDING COMMENTS

Despite the many pages of recommendations for change, this report should not be seen as a negatively critical assessment of the DNR's regional business office and clerical operations.

The types of problems noted in no way compromise the department's mission or mandates.

In fact, given the resources which have been available, the regional offices have an outstanding record of accomplishment. By all objective measures which the study team was able to develop, the regions are consistently meeting and often exceeding any reasonable expectations for productivity.

The regions deserve the full support of the DNR's top management, the legislature and the public in meeting their documented need for additional staff resources.

APPENDICES

APPENDIX A

DEPARTMENT OF NATURAL RESOURCES
ORGANIZATIONAL RELATIONSHIPS BETWEEN
CENTRAL OFFICE AND REGIONAL OFFICES

```
                          COMMISSIONER

                      DEPUTY COMMISSIONER
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ASST. COMM. OPERATIONS	ASST. COMM. PLANNING SPECIAL SERVICES	ASST. COMM. ADMINISTRATION
- Enforcement - Fish & Wildlife - Forestry - Minerals - Parks - Waters - Trails and Waterways	- Human Resources - Information and Education - Planning - Youth Programs - MEEB - Volunteer Programs - Library	- Engineering - Field Services - Financial Management - Land and License Bureau - MIS. - Office Services Bureau

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                      REGIONAL
                   ADMINISTRATOR
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Regional Business Manager	Regional Field Services Supervisor	Regional Land Specialist	Regional Trails Coordinator	Regional Information and Education Officer	Regional Engineer

Regional Enforcement Supervisor	Regional Fisheries Supervisor	Regional Forestry Supervisor	Regional Parks Supervisor	Regional Waters Supervisor	Regional Wildlife Supervisor

APPENDIX B

COMPARISON OF AIDs

DEPARTMENT	FY87	FY88	FYX
NATURAL RESOURCES	1,124	1,297	379
Central Office	402	470	94
Region I	132	145	53
Region II	145	174	57
Region III	127	141	53
Region IV	114	130	55
Region V	126	142	42
Region VI	74	91	25
No. Service Center	2	2	0
So. Service Center	2	2	0
ADMINISTRATION	154	169	555
CORRECTIONS	645	630	0
TRANSPORTATION	461	479	271
Central Office	417	436	268
District 1	5	5	0
District 2	5	5	0
District 3	7	6	0
District 4	6	6	1
District 5	3	3	0
District 6	5	5	0
District 7	5	5	0
District 8	3	3	1
District 9	5	5	1

DATA SOURCE: Department of Finance

APPENDIX C

COMPARISON OF EMPLOYMENT CONDITIONS

	JULY, 1987					JANUARY, 1988				
DEPARTMENT	FULL-TIME UNLIMITED	(%)	OTHER	(%)	TOTAL	FULL-TIME UNLIMITED	(%)	OTHER	(%)	TOTAL
Natural Resources	1,552	(59.4)	1,061	(40.6)	2,613	1,584	(78.3)	439	(21.7)	2,023
Administration	685	(87.8)	95	(12.2)	780	704	(92.1)	60	(7.9)	764
Corrections	1,789	(89.9)	201	(10.1)	1,990	1,794	(90.4)	191	(9.6)	1,985
Transportation	4,439	(84.0)	845	(16.0)	5,284	4,485	(92.5)	366	(7.5)	4,851
Statewide	28,219	(80.0)	7,067	(20.0)	35,286	29,029	(79.7)	7,411	(20.3)	36,440

DATA SOURCE: Department of Employee Relations

APPENDIX D

SEASONAL WORKFORCE FLUCTUATIONS
1980-1987

APPENDIX D

Table I

WORKFORCE FLUCTUATIONS – SELECTED DEPARTMENTS

YEAR	DEPARTMENT OF NATURAL RESOURCES JAN	JULY	(%) CHANGE	DEPARTMENT OF TRANSPORTATION JAN	JULY	(%) CHANGE	DEPARTMENT OF ADMINISTRATION JAN	JULY	(%) CHANGE	DEPARTMENT OF CORRECTIONS JAN	JULY	(%) CHANGE
1980	1858	3056	(+64.5)	4881	5134	(+ 5.2)	942	952	(+ 1.2)	1670	1680	(+0.6)
1981	1922	2871	(+49.4)	4741	4954	(+ 4.5)	921	859	(− 6.7)	1654	1579	(−4.5)
1982	1939	2751	(+41.9)	4527	4923	(+ 8.7)	817	804	(− 1.6)	1611	1671	(+3.7)
1983	1903	2712	(+42.5)	4487	5004	(+11.5)	789	772	(− 2.2)	1726	1817	(+5.3)
1984	2040	2944	(+44.3)	4550	5151	(+13.2)	761	812	(+ 6.7)	1854	1863	(+0.5)
1985	2017	2678	(+32.8)	4582	5152	(+12.4)	775	823	(+ 6.2)	1871	1895	(+1.3)
1986	1992	2675	(+34.3)	4687	5159	(+10.1)	762	780	(+ 2.4)	1894	1908	(+0.7)
1987	2009	2765	(+37.6)	4814	5313	(+10.4)	697	793	(+13.8)	1910	1957	(+2.5)
AVERAGE			(+43.4)			(+ 9.5)			(+ 2.5)			(+1.2)

DATA SOURCE: Department of Finance Payroll Warrant Rosters

APPENDIX D

Figure: I

SEASONAL WORKFORCE FLUCTUATIONS

1980 – 1987

Number of Employees

Month – Year

Natural Resources	1,858	3,056	1,922	2,871	1,939	2,751	1	1,903	2,712	2,040	2,944	2,017	2,678	1,992	2,675	2,009	2,765
Transportation	4,881	5,134	4,741	4,954	4,527	4,923	3	4,487	5,004	4,550	5,151	4,582	5,152	4,687	5,159	4,814	5,313
Administration	942	952	921	859	817	804	4	789	772	761	812	775	823	762	780	697	793
Corrections	1,670	1,680	1,654	1,579	1,611	1,671	1	1,726	1,817	1,854	1,863	1,871	1,895	1,894	1,908	1,910	1,957
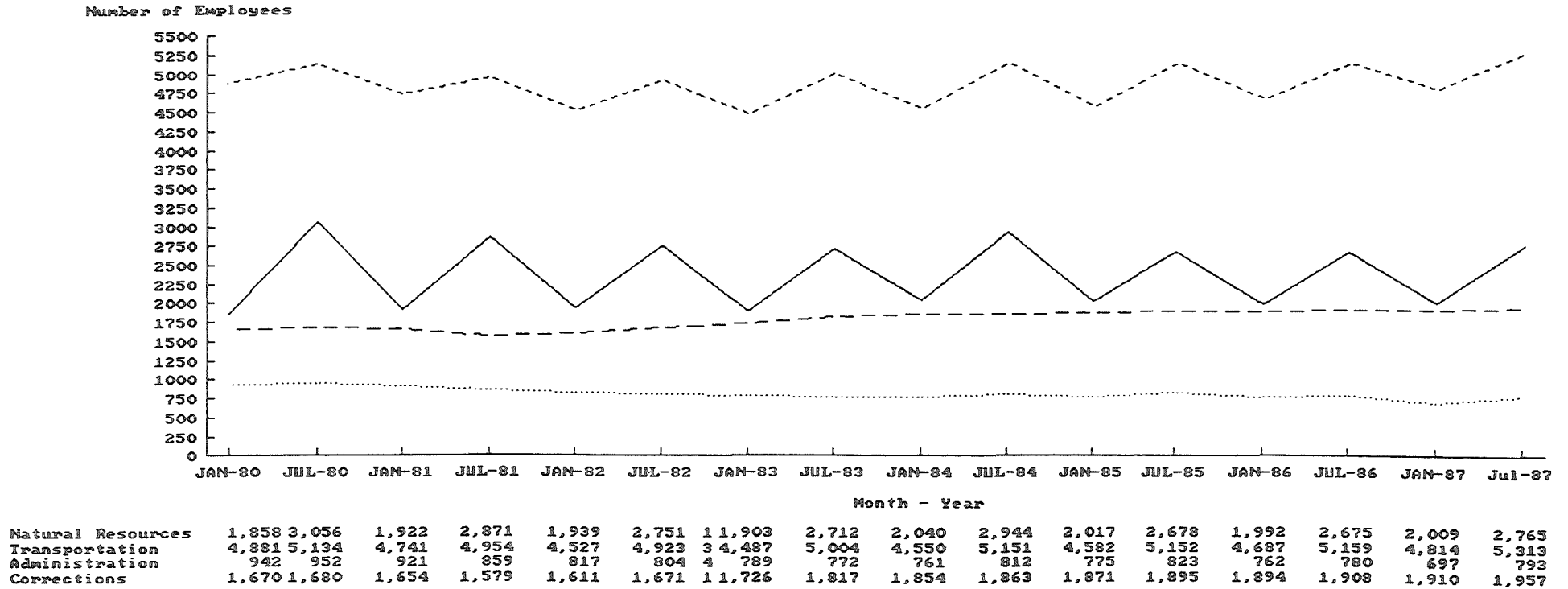
SOURCE: Department of Finance Payroll Warrant Rosters

Natural Resources

Transportation

Administration

Corrections

APPENDIX E

DEPARTMENT OF NATURAL RESOURCES
PROPOSED REGIONAL OFFICE ORGANIZATIONAL STRUCTURE

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                         ┌─────────────────┐
                         │    Regional     │
                         │  Administrator  │
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│Regional  │ │Regional  │ │Office    │ │Regional  │ │Regional  │
│Support   │ │Business  │ │Services  │ │MIS       │ │Discipline│
│Supervisors│ │Manager  │ │Supervisor│ │Coordinator│ │Supervisors│
│- Lands   │ │          │ │          │ │          │ │- Parks   │
│- I & E   │ │          │ │          │ │          │ │- Forestry,│
│- Field   │ │          │ │          │ │          │ │  etc.    │
│  Services,│ │          │ │          │ │          │ │          │
│  etc.    │ │          │ │          │ │          │ │          │
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│Assigned  │  │Personnel│Existing│ │Clerical Pool│   │Assigned  │
│Regional  │  │Officer  │Business│ │- Receptionist│  │Regional  │
│Clerks    │  │         │Office  │ │- Clerks  │      │Clerks    │
└──────────┘  │         │Staff   │ └──────────┘      └──────────┘
              └────────┴──────┘
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* Payroll Clerks
* Personnel Clerks
* Contracting Clerks
* Fiscal Clerks/Techs

APPENDIX F

DNR PROMPT PAYMENT REPORT: PAYMENTS WITHIN 30 DAYS

Table I: PAYMENTS BY DIVISION CODE

MONTH		CENTRAL OFFICE	REGION 1	REGION 2	REGION 3	REGION 4	REGION 5	REGION 6	NORTHERN SERV.CTR.	SOUTHERN SERV.CTR.	DEPARTMENT AVERAGE	STATEWIDE AVERAGE
JULY	1986	87.3%	96.1%	96.0%	97.7%	98.2%	99.8%	97.5%	100.0%	94.1%	95.1%	97.2%
AUGUST	1986	90.3%	97.2%	95.1%	95.3%	98.5%	97.1%	95.9%	99.5%	97.9%	95.5%	96.5%
SEPTEMBER	1986	85.1%	98.8%	94.1%	97.8%	97.6%	98.5%	97.2%	94.1%	98.1%	94.7%	96.1%
OCTOBER	1986	92.5%	99.4%	97.8%	98.6%	98.4%	99.9%	99.7%	94.0%	100.0%	97.4%	97.4%
NOVEMBER	1986	93.8%	99.1%	97.8%	95.8%	99.0%	98.8%	98.7%	88.1%	96.6%	97.2%	97.2%
DECEMBER	1986	91.8%	99.0%	96.2%	96.9%	99.3%	97.1%	98.0%	68.9%	95.6%	95.3%	96.8%
JANUARY	1987	94.6%	98.8%	95.2%	89.3%	97.1%	98.3%	96.7%	69.6%	95.5%	94.3%	96.7%
FEBRUARY	1987	96.9%	98.7%	98.4%	97.9%	98.3%	98.5%	98.0%	95.3%	94.5%	97.8%	97.9%
MARCH	1987	97.7%	99.2%	96.5%	98.5%	98.8%	99.3%	99.1%	99.5%	87.8%	98.3%	98.1%
APRIL	1987	97.0%	98.0%	97.9%	92.4%	99.2%	96.2%	97.3%	95.3%	90.4%	96.7%	97.8%
MAY	1987	96.2%	98.7%	95.5%	89.0%	98.6%	96.5%	98.6%	86.7%	90.2%	95.6%	97.5%
JUNE	1987	84.2%	86.8%	94.7%	68.2%	98.9%	98.2%	96.3%	94.1%	92.6%	88.1%	96.5%
JULY	1987	89.2%	77.8%	92.2%	79.4%	98.6%	93.0%	93.7%	98.7%	83.8%	87.7%	95.7%
AUGUST	1987	85.0%	73.6%	87.2%	88.5%	98.1%	93.8%	92.7%	92.9%	88.2%	86.9%	94.6%
SEPTEMBER	1987	88.3%	93.8%	91.7%	95.4%	98.9%	96.0%	91.8%	100.0%	92.6%	92.9%	95.8%
OCTOBER	1987	89.4%	96.5%	96.4%	97.2%	98.5%	98.4%	93.4%	100.0%	96.3%	94.8%	95.9%
NOVEMBER	1987	91.6%	97.8%	96.6%	97.7%	97.4%	98.9%	97.3%	98.2%	98.1%	95.8%	96.2%
° # Trans.		2,308	1,053	1,135	1,228	837	610	256	225	54	7,706	
° # in 30 Days		2,106	1,028	1,076	1,195	815	598	249	220	52	7,339	
° # 31 Days +		202	25	59	33	22	12	7	5	2	367	
° # Contested		9	2	20	5	0	5	0	1	1	43	

Table II: PAYMENTS BY INPUT LOCATION

MONTH		02900 CENTRAL OFFICE	02901 REGION 1	02902 REGION 2	02903 REGION 3	02904 REGION 4	02905 REGION 5	02906 REGION 6	20000 DEPT OF FINANCE	DEPARTMENT AVERAGE	STATEWIDE AVERAGE
JULY	1987	92.3%	77.7%	93.3%	77.1%	98.9%	93.1%	89.8%	25.0%	87.7%	95.7%
AUGUST	1987	87.6%	75.6%	87.2%	84.5%	97.4%	93.8%	92.9%	53.3%	86.9%	94.6%
SEPTEMBER	1987	86.7%	94.3%	90.9%	95.7%	98.4%	96.2%	91.8%	43.8%	92.9%	95.8%
OCTOBER	1987	85.2%	96.9%	96.2%	97.6%	98.4%	98.4%	93.9%	28.6%	94.8%	95.9%
NOVEMBER	1987	91.4%	98.0%	95.9%	97.6%	96.4%	98.2%	95.4%	20.0%	95.8%	96.2%
DECEMBER	1987	86.6%	97.5%	94.4%	95.9%	96.0%	96.4%	94.3%	30.0%	94.0%	96.7%
JANUARY	1988	87.7%	97.8%	94.7%	97.6%	96.1%	97.2%	98.9%	26.7%	94.8%	96.8%
FEBRUARY	1988	91.8%	98.8%	89.3%	98.5%	98.1%	99.1%	99.7%	14.3%	95.2%	97.2%
MARCH	1988	95.5%	99.2%	93.9%	99.3%	99.5%	99.3%	98.6%	33.3%	97.2%	97.1%
APRIL	1988	97.3%	99.4%	98.8%	99.4%	99.2%	99.5%	98.4%	42.9%	98.7%	97.3%
° # Transactions		1,783	1,231	1,629	1,723	893	775	512	7	8,553	68,154
° # in 30 Days		1,732	1,223	1,607	1,706	886	771	504	3	8,432	66,038
° # in 31 Days +		51	8	22	17	7	4	8	4	121	2,116
° # Contested		2	0	3	6	0	0	0	0	11	300

SOURCE: Department of Natural Resources

APPENDIX G

REGIONAL BID DATA

APPENDIX G
Exhibit I

DEPARTMENT OF NATURAL RESOURCES

OPERATIONAL ORDER NO. 43

1500

1670

(Amends Order Dated January 1, 1986)

August 1, 1987

SUBJECT: Bidding and contracting procedures for equipment lease or rental, resource development, construction, or repair projects. This order is not to be used for professional service contracts.

PURPOSE: To establish policy and procedures for letting of bids and awarding contracts for the rental or lease of equipment, resource development, construction, or repair projects, consistent with the authority granted by the Department of Administration.

TYPES OF BIDS: Bids will be categorized as Class I, Class II or Class III bids depending on the dollar amount and are defined as follows:

   Class I - Equipment with operator and/or lease, resource development, construction, repair and maintenance projects with a maximum construction value of $10,000.
   Class II - Resource development, construction, repair and maintenance projects with a construction value greater than $10,000.
   Class III - Equipment with operator and/or lease for projects costing $10,000 or more, including Forestry Development projects.

COUNTERPART PERSONNEL: For the purpose of this policy, Central Office counterparts for the Regional personnel are as follows:

   Regional Administrator   -   Division Director and Bureau Administrator
   Business Manager   -   Accounting Director
   Regional Supervisor   -   Program Manager
   Field Services Supervisor   -   Field Services Bureau Administrator
   Regional Engineer   -   Central Office Designer

POLICY:

1. This authority shall not be circumvented by subdividing a large project into a series of smaller projects.
2. The Regional Administrator will ensure that expenditures for contractual services are consistent with legislative intent and Department policy and also ensure that required permits and approvals are obtained from agencies or disciplines, and shall therefore be informed of all proposed projects which fall under the criteria of this order.
3. The Regional Business Manager will serve as counterpart to the Procurement Division, Department of Administration on Regional bids and will follow rules and procedures established by this order, delegation from Department of Administration, and applicable law.
4. Bid securities submitted in lieu of a bond shall be kept by the Regional Business Manager in a secure place until satisfactory performance of all requirements.
5. Performance bond securities submitted in lieu of a bond shall be held by the Regional Business Manager in a secure place for 90 days after the contract has been completed.
6. The sponsor shall establish an encumbrance in the system through the Regional Business Manager and shall make payment on the vendor's invoice.
7. The Regional Business Manager may remove all bidding authority of an area or unit within the region for non-compliance to this Operational Order.
8. Project supervisor shall be the person assigned responsibility for verifying work and payment request.
9. Divisions may issue supplementary policies to this order to prescribe programmatic procedures consistent with this operational order.

PROCEDURES:

Class I   Equipment with operator and/or lease, resource development, construction, repair and maintenance projects with a maximum construction value of $10,000.

1. Each Division will develop its own internal procedure to ensure that projects being bid are within the budget and are consistent with Divisional objectives and Department policy.
2. If Regional Supervisor approves project, the local unit manager, Regional Engineer or Regional Field Services Supervisor shall draw up the necessary detailed job description or specifications which will then be used in the solicitation of bids.
3. The local unit manager completes insurance and bonding information on bid package Form of Proposal indicating:
    A)   Insurance coverage A, B or C on page 3, item F;
    B)   Bid security percent amount on page 1. (If security is not being required, enter NA.)
    C)   Performance bond percent amount on page 3, item G. (If bonding is not being required enter "NA" in the % blank).

4. The local unit manager combines specifications with bid package (Attachment 2) and solicits bids (minimum of three) by one of the following:
   A) written unsealed bids
   B) written sealed bid opened at specified time and place
   C) telephone quotes if the situation is an emergency and approved as such by Regional Business Manager (written confirmation recommended).
   NOTE: Advertising in a newspaper in the location of project at least seven days prior to bid opening date is recommended on all bids.
5. The local unit manager completes bid tabulation form (see Attachment 3). When less than three bids are received, explain on back of bid tabulation form and 502SA (State copy only):
   A) Number of vendors contacted.
   B) If less than three contacted, why? (Only valid if there are only two or fewer vendors for this service or product).
6. The local unit manager forwards bid tabulation, bids, and completed Department Purchase Order (PR 00013-04) to Regional Business Manager.
7. The Regional Business Manager, upon review and approval of the documents, encumbers funds and notifies the successful bidder by letter (see sample letter Attachment 4) of the bid's acceptance, and upon receipt and approval of the Certificate of Insurance and performance bond when required successful bidder will be sent through the local unit manager a purchase order along with notice to commence work (Attachment 5).
8. Unsuccessful bidders should be notified as a matter of courtesy (see sample letter Attachment 6) by Regional Business Manager (or designee).
9. The bid tabulation form, the bids, and other related data shall be filed in the Regional Discipline Office or Regional Business Office as directed by Regional Business Manager.
10. The local unit manager certifies satisfactory performance and codes the vendor invoices. The invoices shall then be sent through the Regional Supervisor to Regional Business Manager for payment.

Class II Resource development, construction, repair and maintenance with a construction value over $10,000.
   NOTE: Where design/construction services are required from Bureau of Engineering, an Engineering Requisition must be submitted and prioritized according to Operational Order 37.

1. The local unit manager draws up a project proposal (see Attachment 1) to be submitted to the Regional Supervisor. The Regional Supervisor determines that such expenditure is included in the budget and is consistent with Department policy and submits to Regional Business Manager for approval to bid under Operational Order 43.
2. If approved, the local unit manager, with assistance as necessary from the Regional Engineer and/or Regional Field Services, shall draw up the necessary detailed job description or specifications which will then be used in the solicitation of bids.
3. The project specifications, plans, bid conditions, cost estimate and funding source, and list of prospective bidders shall then be submitted through the Regional Supervisor to the Regional Business Manager.
4. The Regional Business Manager (or designee) will complete the balance of the bid package (see Attachments 7 and 8) (NOTE: include with bid a separate set of Pages 8 through 16) and solicit sealed bids by all of the following:
   A) Sending bids to the listed prospective bidders and other known bidders at least five (5) days before the final date of submitting bids.
   B) Posting a call for bids in the Regional Office on a public bulletin board at least five (5) days before the final date of submitting bids.
   C) Public notice inserted at least once in a newspaper or trade journal (e.g. Construction Bulletin) not less than seven (7) days before the final date of submitting bids.
5. The Regional Business Manager (or designee) shall open the bids in public at the place and hour stated in the notice. The Regional Business Manager shall then tabulate a list of bids (see Attachment 3) and determine the lowest responsible bidder meeting the terms and conditions of the bid. Business Manager secures Regional Supervisor's signature of acceptance on the bid tabulation form.
6. The Business Manager forwards acopy of the bid tabulation to the Director of Procurement, Department of Administration, for approval to award. (Step 6 and 7 can be accomplished simultaneously.
7. The Business Manager shall encumber funds and notify the successful bidder that the following enclosed forms must be completed and returned:
   (Attachments 9 thru 13)
   A) Contract
   B) 100% performance bond (including appropriate acknowledgements - individual - copartnership - corporate)
   C) Certificate of Insurance
   D)* Certificate of Human Rights Compliance
   E)* Certificate of Affirmative Action Compliance
   *When contract is $50,000 or more and contractor has employed 20 employees or more in the past 12 months.
8. Unsuccessful bidders shall be notified they were unsuccessful (see sample letter Attachment 6).
9. When a bidder is rejected, the bidder must be notified that they were rejected and why.
10. When bidder has returned the completed forms and Procurement has returned the bid tabulation sheet approved, the Regional Business Manager shall sign the forms as the authorized DNR signator and forward them to the Attorney General assigned to DNR who must approve them as to form and execution.

11. When the Attorney General returns the fully executed contract signed, the Regional Business Manager shall forward to the contractor a copy of the executed contract, along with a notice to commence work (Attachment 14). The Business Manager shall also notify the project supervisor that work can commence.
12. The Regional Business Manager shall notify the Department of Human Rights, Bremer Tower, 7th and Minnesota, St. Paul, MN 55101 (612/286-5663) on all contracts awarded for $50,000 or more.
13. The Regional Business Manager shall maintain a file containing the original of all documents and data relating to the bid.
14. The project supervisor and/or Regional Supervisor shall certify satisfactory performance and code the vendor's payment request and forward it to the Regional Business Manager for payment.

Class III Equipment with operator and/or lease for projects costing $10,000 or more, including Forestry Development projects. Definition of Forest Development: Site preparation by discing, shearing, rock raking or piling, patch scarification, or furrowing; tree planting; tree seeding; tree pruning; timber stand improvement by thinning or clearing existing forest trees by manual, mechanical, or chemical techniques; or forest road and bridge construction, reconstruction, and maintenance.

1. The local unit manager draws up project specifications to be submitted to the Regional Supervisor. The Regional Supervisor determines that such expenditure is included in the budget and is consistent with Department policy, and submits to Regional Business Manager to bid under Operational Order 43.
2. The Regional Supervisor or his designee draws up the necessary detailed job description or specifications, and completes insurance and bonding information on bid package Form of Proposal indicating:
   A) Insurance coverage A, B or C on page 3, item F;
   B) Bid security percent amount on page 1. (If security is not being required, enter NA.)
   C) Performance bond percent amount on page 3, item G. (If bonding is not being required enter "NA" in the % blank).
   D) On page 3 of 9, Item G enter "in lieu of limit," $20,000 for forestry development projects and $10,000 for all other projects.
3. The project specifications, bid conditions, cost estimate and funding source and list of prospective bidders shall then be submitted through the Regional Supervisor to the Regional Business Manager.
4. The Regional Business Manager (or designee) will complete the balance of the bid package (see Attachment 15) and solicit bids by:
   A) Sending bids to the listed prospective bidders and other known bidders at least five (5) days before the final date for submitting bids.
   B) Posting a call for bids on a public bulletin board in the Regional Office and local unit offices at least five (5) days before the final date for submitting bids.
   C) Advertise in local newspapers if required by Business Manager.
5. The Regional Business Manager (or designee) shall open the bids in public at the place and hour stated in the notice, shall tabulate a list of the bids (see Attachment 3), and determine the lowest bidder meeting terms and conditions of bid. The Business Manager reviews bids with Regional Supervisor. If accepted, the Regional Supervisor prepares Department Purchase Order (PR00013-04) and forwards to Regional Business Manager.
6. The Business Manager forwards a copy of the bid tabulation to the Director of Procurement, Department of Administration, for approval to award (step 6 and 7 can be accomplished simultaneously).
7. The Regional Business Manager shall encumber funds and notify the successful bidder that the following enclosed forms must be completed and returned (see Attachment 16).
   A) Performance bond (when required)
   B) Certificate of insurance
   C) Contract
   D) Certificate of Human Rights (see Class II language)
   E) Certificate of Affirmative Action compliance
8. Unsuccessful bidders shall be notified they were unsuccessful (see sample letter, Attachment 6).
9. When bidder has returned the completed forms and Procurement has returned the bid tabulation sheet approved, the Regional Business Manager shall sign the forms as the authorized DNR signator and forward them to the Attorney General assigned to DNR who must approve them as to form and execution.
10. When the Attorney General returns the fully executed contract signed, the Regional Business Manager shall forward to the contractor a copy of the executed contract, along with a notice to commence work (Attachment 14). The Business Manager shall also notify the project supervisor that work can commence.
11. The Regional Business Manager shall notify the Department of Human Rights, Bremer Tower, 7th and Minnesota, St. Paul, MN 55101 (612/286-5663) on all contracts awarded for $50,000 or more.
12. The Regional Business Manager shall maintain a file containing the original of all documents and data relating to the bid.
13. The project supervisor and/or Regional Supervisor shall certify satisfactory performance and code the vendor's payment request and forward it to the Regional Business Manager for payment.

Project Supplements for all Bid Classes

1) Project supervisor determines need to supplement project.
2) Project supervisor obtains approval of appropriate Regional Supervisor.
3) Project supervisor negotiates and prepares supplemental agreement.
4) Project supervisor forwards prepared supplement to Regional Business Manager for approval and encumbrance.

5) Regional Business Manager, if approves, encumbers the funds and returns supplement to project supervisor.
6) Project supervisor forwards supplement to the contractor for signature; upon return from contract, project supervisor reviews and signs supplement and forwards to Regional Business Manager.
7) Upon return, the Regional Business Manager signs the supplement on behalf of the Department.
8) Regional Business Manager ensures that all parties of the original contract have signed the supplement.
9) Regional Business Manager forwards executed copies to appropriate locations.

INSURANCE AND BONDING REQUIREMENTS RELATING TO ALL BIDS

INSURANCE
All bids will require the contractor to carry insurance for the duration of the project in the amounts specified (see options below) in the insurance attachment. These are minimum requirements.
1) No Fault Auto - Projects that are labor intensive with no equipment involved except for transportation or crews or equipment (excludes chemical application).
2) $300,000 Combined Single Limit - Equipment with operator contracts (includes hand application of chemicals but not mechanical application).
3) $500,000 Combined Single Limit - All other Class I and III contracts and Class II contracts under $15,000, including mechanical application of chemicals, carpentry, remodeling, electrical work, etc.
4) Administration Insurance requirements with options for 1,000,000 umbrella and single combined limit coverage - all Class II projects over $15,000.

BONDING
Performance Security: All bids in Class II will require the bidder to submit a 100% security of performance. Performance security is optional on Class I and Class III bids.

If bid is less than $10,000, the security may be in the form of a certified check, cashier's check or bond except Forestry Development projects.

If bid is $10,000 or more, the security must be in the form of a performance bond except Forestry Development projects.

If bid is for Forestry development projects under $20,000, the security, when required, shall be a payment performance bond for amount specified in the bid and issued by a surety company authorized to do business in the State of Minnesota and approved by the State, or a certified check, cashier's check, postal, bank, or express money order, assignable bonds, or notes of the United States, or an assignment of a bank savings account or investment certificate, or an irrevocable bank letter of credit (see Attachment A) in lieu of a bond for equal amount.

When bonding is being required on Forestry development projects, the bond can be for any percent designated by the commissioner, but shall not be less than 5% of bid price on the contract.

NOTE: Performance security will be held for 90 days after the completion of the contract.

Bid Security: Bid security is not required on Class I bids. 5% bid security is required on Class II bids and recommended on Class III bids.

NOTE: Bid security may be used as a performance security if the percent of security is the same for both bid and performance security and if bid security is not a surety bond. If you plan to use bid security also as performance security, you must so state this in the bid specifications.

Joseph N. Alexander
Commissioner of Natural Resources

APPENDIX G

Table I

DEPARTMENT OF NATURAL RESOURCES

REGIONAL BIDS – FY87

REGION	CLASS I	CLASS II & III	TOTAL
I	190	29	219
II	339	86	425
III	142	37	179
IV	43	20	63
V	82	24	106
VI	26	22	48
Total	822	218	1040

DATA SOURCE: Department of Natural Resources
(Questionnaire completed by regional business
managers.)

APPENDIX H

PERCENTAGE TIME SPENT ON CLERICAL TASKS BY REGION

REGION	GEN'L CLERICAL	PUBLIC RELATIONS	FORMS	RECORD KEEPING	MISC
1 NP	52%	4%	31%	8%	5%
1 P	47%	1%	40%	7%	5%
2 NP	64%	4%	25%	2%	5%
2 P	67%	8%	19%	2%	4%
3 NP	46%	8%	29%	11%	6%
3 P	41%	7%	31%	7%	14%
4 NP	51%	5%	26%	7%	11%
4 P	45%	5%	38%	4%	8%
5 NP	48%	9%	28%	4%	11%
5 P	50%	10%	21%	3%	16%
6 NP	67%	8%	18%	2%	5%
6 P	58%	13%	25%	1%	3%
Avg NP	55%	6%	26%	6%	7%
Avg P	51%	7%	29%	4%	8%

NP   = Non-Peak Periods
P   = Peak Periods
Avg NP = Average of Non-Peak Periods for all regions
Avg P = Average of Peak Periods for all regions

SOURCE: Clerical Surveys

APPENDIX I

Percentage of Regional Clerical Positions
Paid through Discipline Budgets

PERCENTAGE
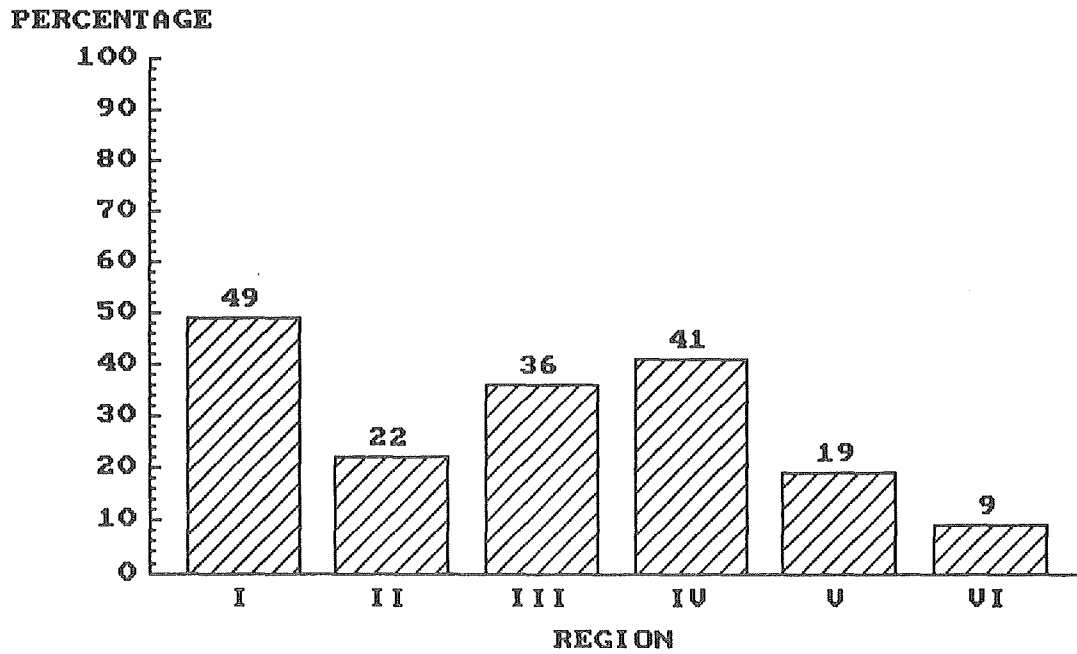
SOURCE: Regional Supervisor Surveys, Position Descriptions,
and Regional Organizational Charts

APPENDIX J

DEPARTMENT OF NATURAL RESOURCES
CURRENT REGIONAL OFFICE ORGANIZATIONAL STRUCTURE

```
                          ┌─────────────────┐
                          │    Regional     │
                          │  Administrator  │
                          └─────────────────┘
                                  │
     ┌────────────────────────────┼────────────────────────┄┄┐
     │                            │                          │
┌──────────────────┐   ┌──────────────────┐          ┌──────────────────┐
│ Regional         │   │ Regional         │          │ Regional         │
│ Support          │   │ Business         │          │ Discipline       │
│ Supervisors      │   │ Manager          │          │ Supervisors      │
│ - Lands          │   │                  │          │ - Parks          │
│ - I & E          │   │                  │          │ - Forestry, etc. │
│ - Field Services,│   │                  │          │                  │
│   etc.           │   │                  │          │                  │
└──────────────────┘   └──────────────────┘          └──────────────────┘
                             │                │
                       ┌──────────┐     ┌──────────┐
                       │ Business │     │ Regional │
                       │ Office   │     │ Clerical │
                       │ Staff    │     │ Staff    │
                       └──────────┘     └──────────┘

                       * Payroll Clerks
                       * Personnel Clerks
                       * Contracting Clerks
                       * Fiscal Clerks/Techs
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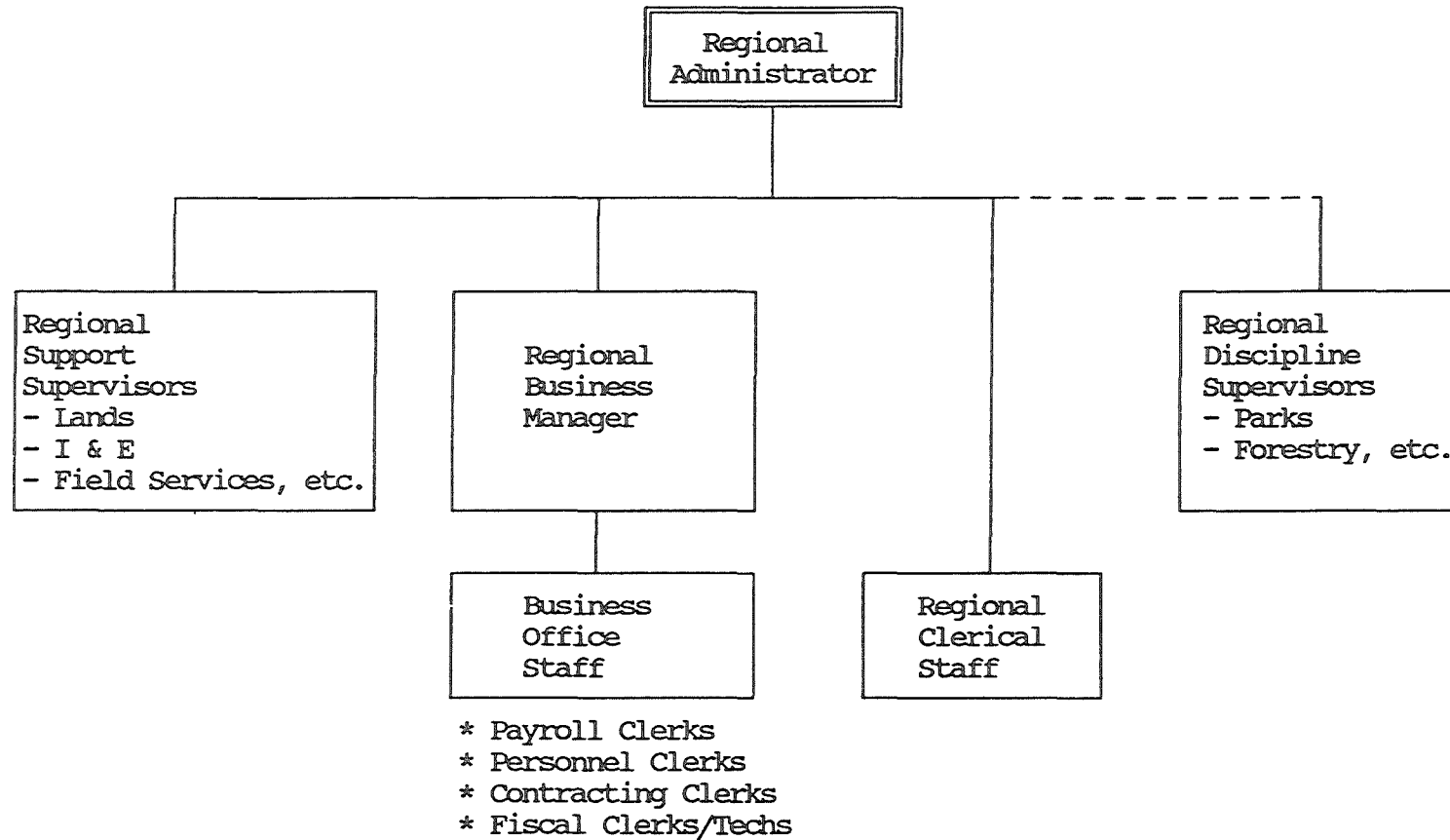
APPENDIX K

NUMBER OF CLERICALS IDENTIFYING
PEAK MONTHS BY DISCIPLINE
REGIONS I THROUGH VI

APPENDIX K
Table I

Region I
Number of Clericals Identifying Peak Months
By Discipline

Number of Clericals Identifying Peak Months

Clerical Peak Months

Graph — vertical axis: Number of Clericals (0 to 14); horizontal axis: Months (Jan–Dec).

Field Services
Fisheries
Information
Lands
Parks (2)
RA
Trails
Waters
Wildlife(2)

Enforcement
Fisheries
Forestry (2)
Information
Lands
RA
Trails
Waters
Wildlife

Field Servs
Fisher
Forst
Wild-
life

Field Services
Fisheries

Field Services
Forestry (2)

Forestry
Parks
R. A.
Trails
Waters

Field Servs (2)
Fisheries
Information
Parks (2)
RA (2)
Trails
Waters
Wildlife (2)

Fisheries
Forestry (2)
Parks
Trails
Waters

Fisheries
Forestry (2)
Parks

Enforcement
Forestry

Forestry

Months

SOURCE: 15 Clerical Surveys

APPENDIX K

Table II

Region II
Number of Clericals Identifying Peak Months
By Discipline

Number of Clericals Identifying Peak Months

Clerical Peak Months

Enforcement
Engineering
Field Services
Fisheries(2)
Forestry(2)
Lands
Parks
Trails
Waters
Wildlife

Engineering
Fisheries(2)
Forestry(2)
Lands
Waters

Engineering
Fisheries
Forestry (2)
Lands
Waters

Engineering
Fisheries
Lands

Enforcement
Fisheries
Forestry
Information
Trails
Waters

Enforcement
Fisheries
Forestry
Waters

Fisheries
Forestry
Waters

Enforcement
Fisheries

Fisheries

Fisheries
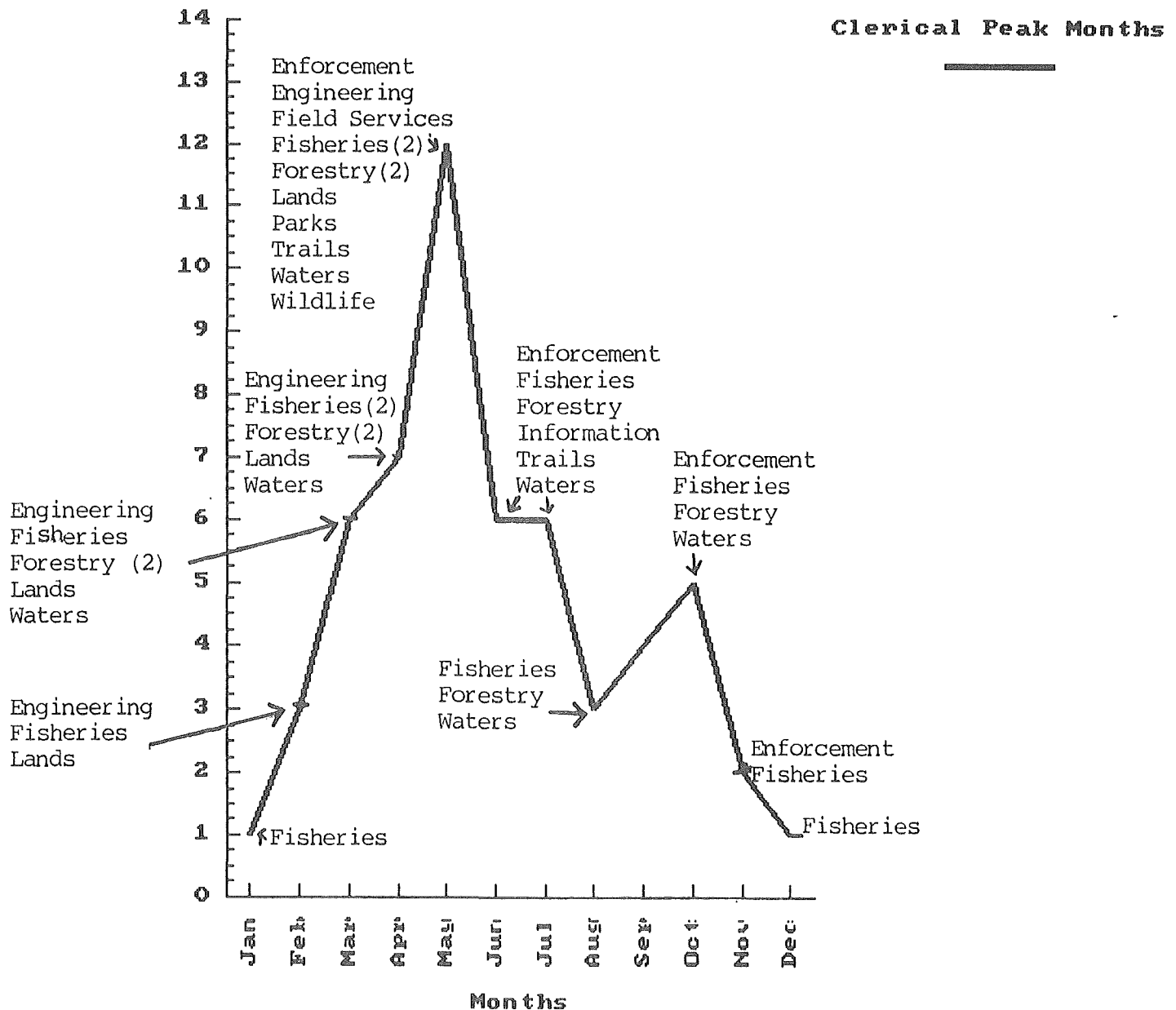
Months

SOURCE: 11 Clerical Surveys

APPENDIX K
Table III
Region III
Number of Clericals Identifying Peak Months
By Discipline

Number of Clericals Identifying Peak Months

Clerical Peak Months

Enforcement
Engineering
Field Servs(3)
Fisheries
Forestry (2)
Parks
Trails
Waters
Wildlife
MEEB

Business Office
Enforcement
Engineering
Field Services (3)
Fisheries
Forestry
Parks
Trails
Waters
Wildlife

Enforcement
Field Serv
Fisheries
Forestry (2)
Trails
Waters
Wildlife
MEEB

Enforcement
Forestry (2)
Trails
Waters

Field Servs (3)
Fisheries
Forestry
Trails

Enforcement
Forestry (2)
Trails
Wildlife

Engineering
Parks
Trails
Waters

Forestry
Wildlife

Trails
Wildlife

Wildlife (2)

Wildlife (2)

Months

SOURCE: 14 Clerical Surveys

APPENDIX K

Table IV

Region IV
Number of Clericals Identifying Peak Months
By Discipline

Number of Clericals Identifying Peak Months

Clerical Peak Months

```
14 ┐
13 ┤
12 ┤                                          Enforcement(2)
                                              Field Services(2)
11 ┤    Enforcement(2)                        Fisheries
        Field Services(2)                     Parks
        Fisheries                             RA
10 ┤    Parks                                 Trails (2)
        RA                                    Wildlife (2)
 9 ┤    Trails(2)
        Wildlife
 8 ┤
 7 ┤    Field Serv.(2)        Enforcement
        Fisheries             Parks
 6 ┤    RA                    Trails (2)
        Trails
 5 ┤    Wildlife                              Enforcement (2)
                                              Parks
 4 ┤                                          Trails (2)
 3 ┤Field Servs.    Parks                     Enforcement (2)
     Wildlife       Trails(2)                 Trails
 2 ┤
    Wildlife
 1 ┤                                                    Wildlife
 0 ┴──┬──┬──┬──┬──┬──┬──┬──┬──┬──┬──┬──┬──
     Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
```
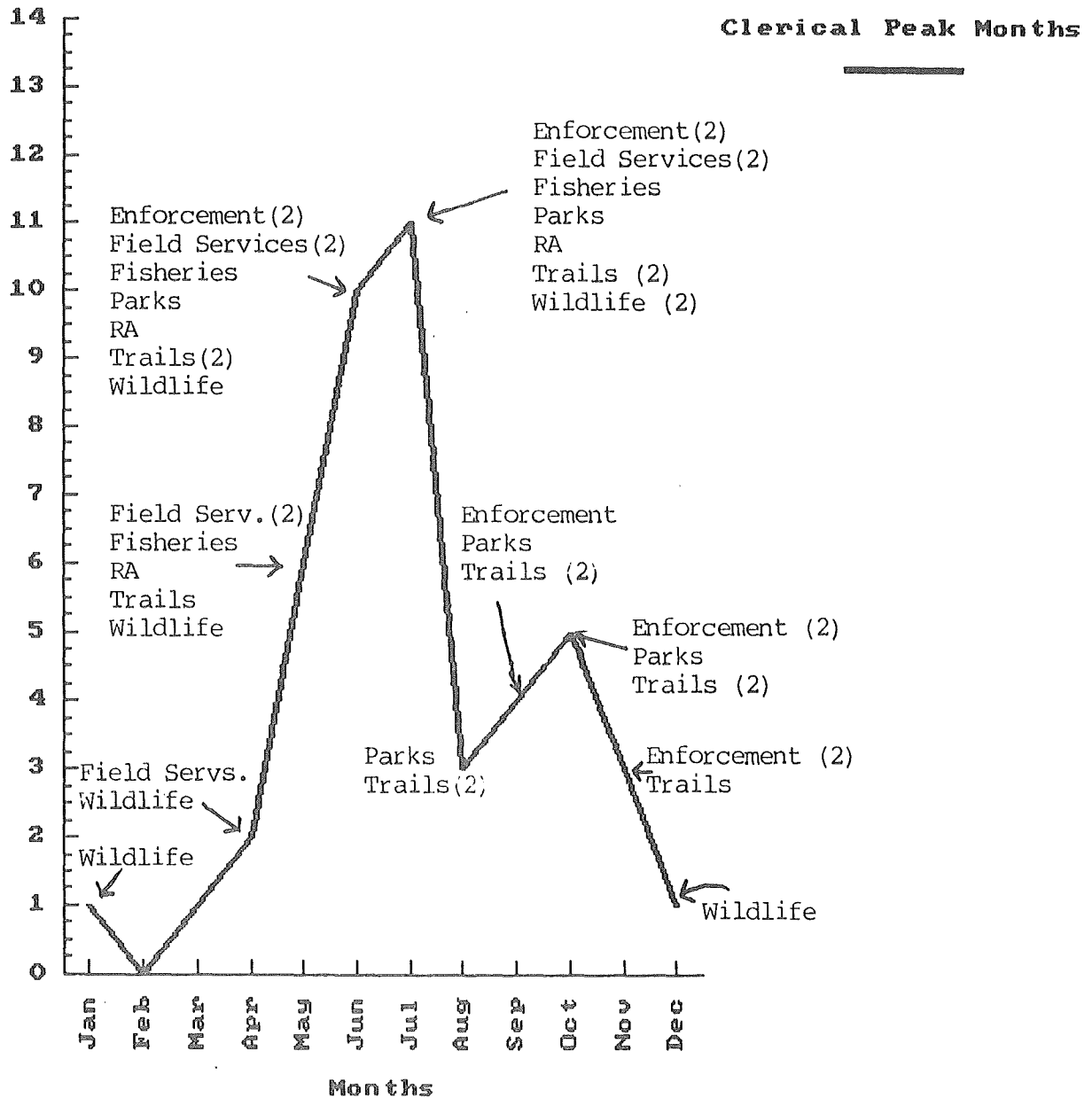
Months

SOURCE: 10 Clerical Surveys

APPENDIX K
Table V

Region V
Number of Clericals Identifying Peak Months
By Discipline

Number of Clericals Identifying Peak Months

Clerical Peak Months

Enforcement
Field Services
Fisheries
Forestry
Parks (2)

Enforcement
Fisheries
Forestry
Parks
Waters
Wildlife

Field Servs.
Fisheries
Forestry
Parks(2)

Forestery
Fisheries
Waters
Wildlife

Enforcement
Parks

Enforcement
Waters
Wildlife

Parks(2)
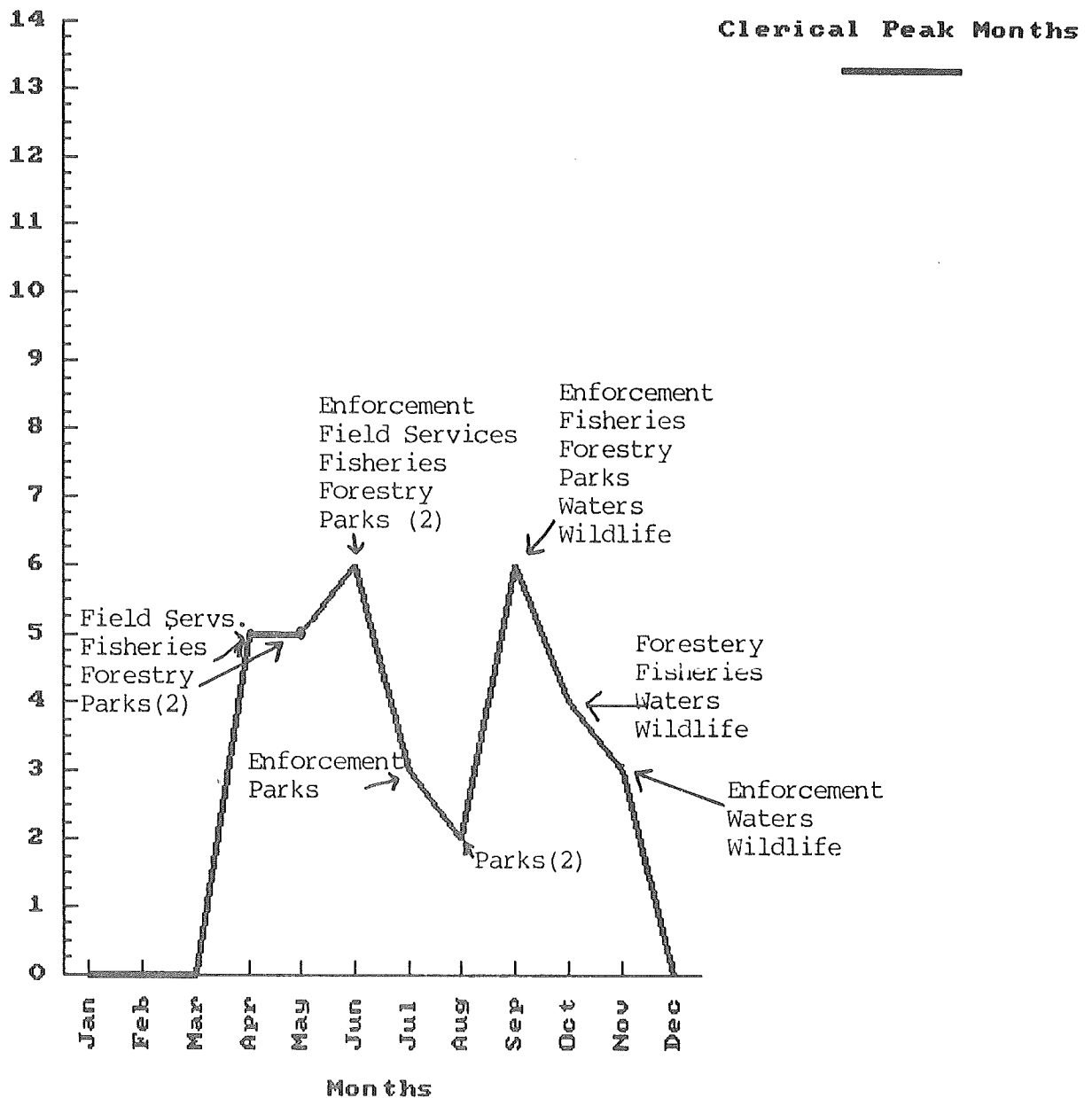
Months

Table VI

Region VI
Number of Clericals Identifying Peak Months
By Discipline

Number of Clericals Identifying Peak Months

Clerical Peak Months

Enforcement
Forestry
Lands
Parks
R.A.
Waters (2)

Enforcement
Lands
Parks
R.A.
Waters(2)

Enforcement
Lands

Parks
R.A.

Fisheries
Forestry
Waters(2)

Enforcement
Lands
Parks
R.A.

Fisheries
Forestry

Waters(2)

Waters

Fisheries

Fisheries

14
13
12
11
10
9
8
7
6
5
4
3
2
1
0

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Months
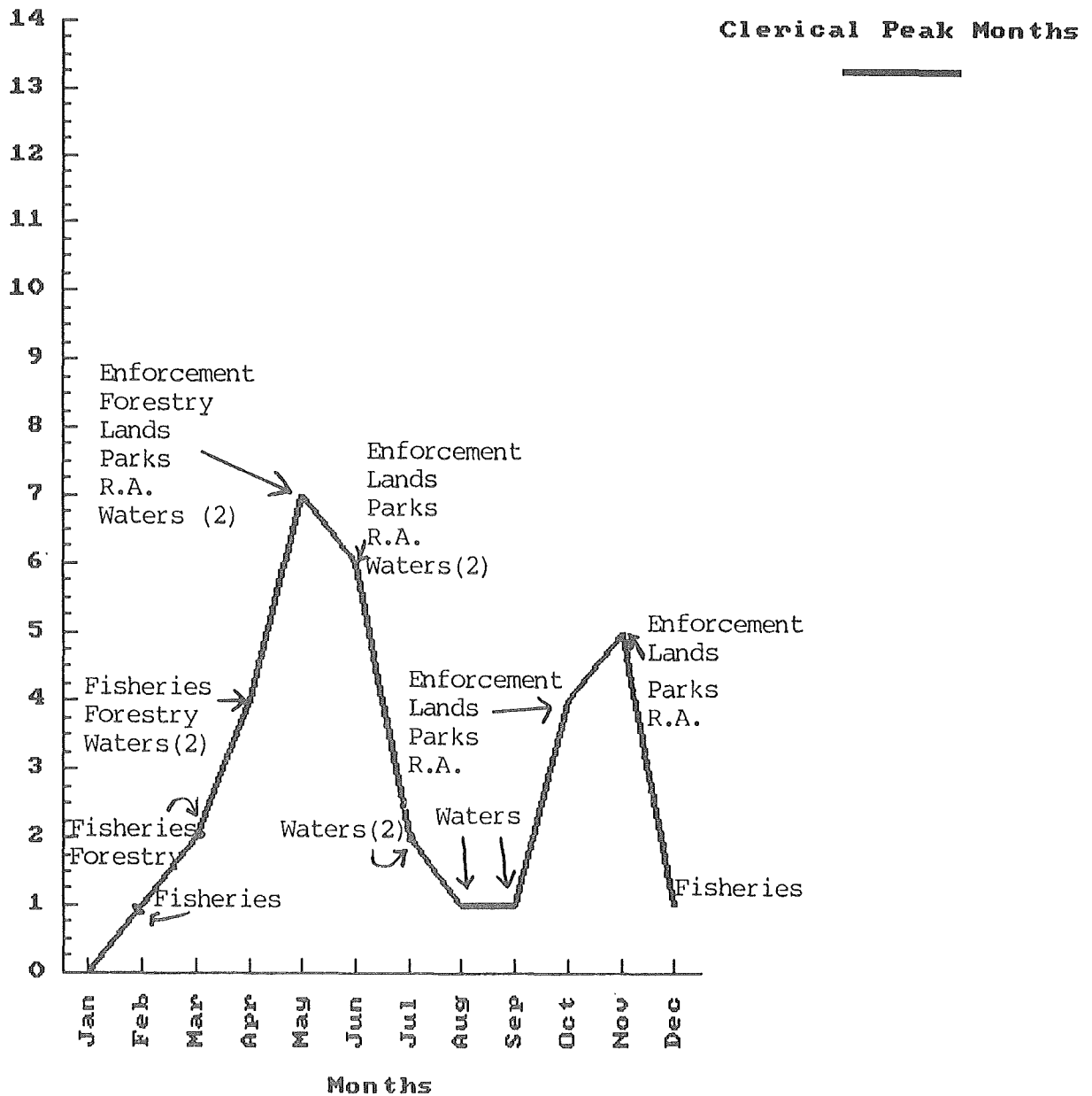
SOURCE: 5 Clerical Surveys

APPENDIX L

CLERICAL OVERTIME USE BY REGION

NUMBER OF CLERK SURVEYS REPORTING OVERTIME WORK	CASH OVERTIME PEAK/NON-PEAK	COMP-TIME OVERTIME PEAK/NON-PEAK	UNCOMPENSATED OVERTIME PEAK/NON-PEAK	TOTAL OVERTIME PEAK/NON-PEAK
REGION I: 15 completed surveys				
6	20/5	19.5/3	12/6	51.5/14
REGION II: 11 completed surveys				
6	20/5	18/3	24.25/8.25	62.25/16.25
REGION III: 14 completed surveys				
6	0/0	24/2	36/2	60/4
REGION IV: 10 completed surveys				
3	0/0	3.5/2.5	4/4	7.5/6.5
REGION V: 7 completed surveys				
6	0/0	9/0	49.5/8.5	58.5/8.5
REGION VI: 5 completed surveys				
1	0/0	6/0	0/0	6/0

SOURCE: Clerical Surveys

APPENDIX M

Clerical Reported Overtime
Peak and Non-Peak

Overtime Hours Per Pay Period
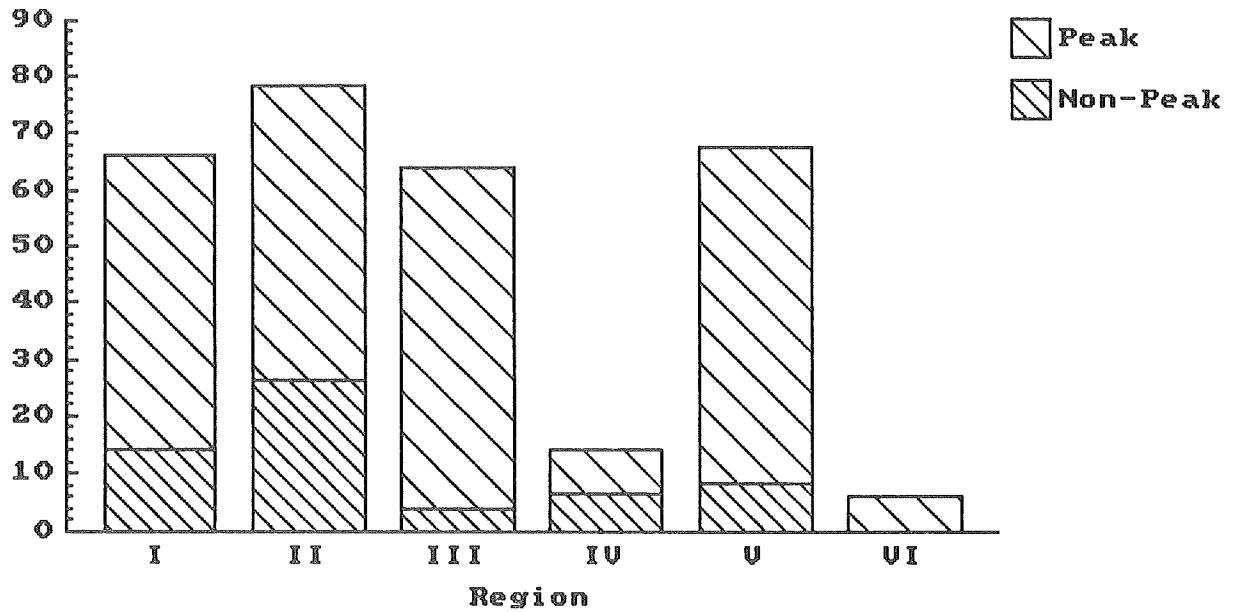
SOURCE: Clerical Surveys

APPENDIX N

Percentage of Clericals
Reporting Overtime
By Region
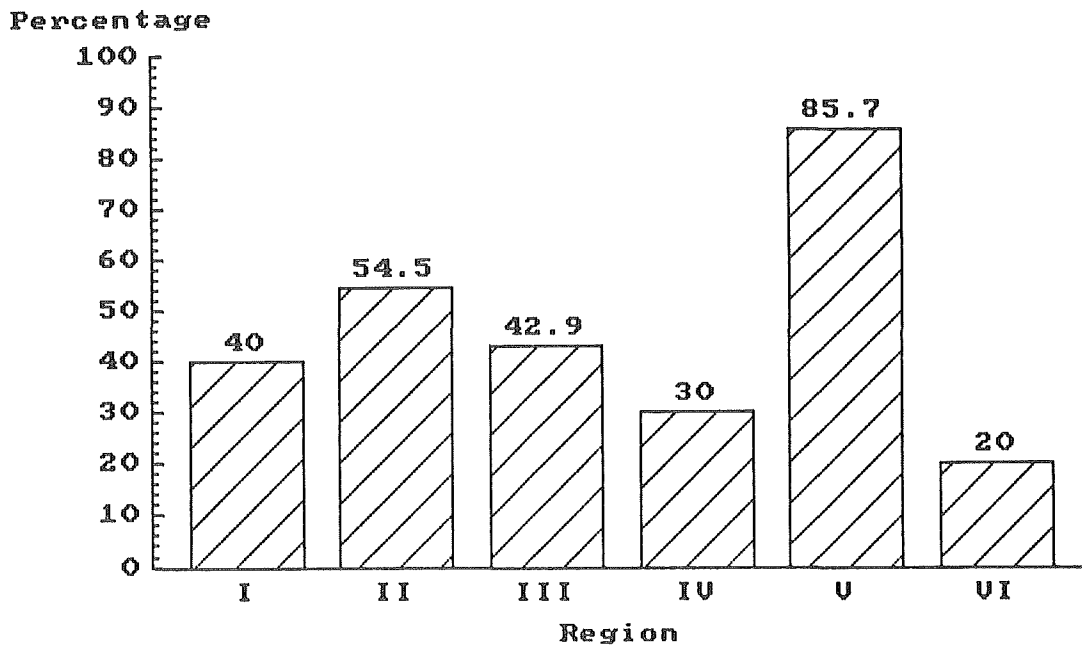
Percentage

SOURCE: Clerical Surveys

APPENDIX O

Percentage of Compensated Overtime
By Region
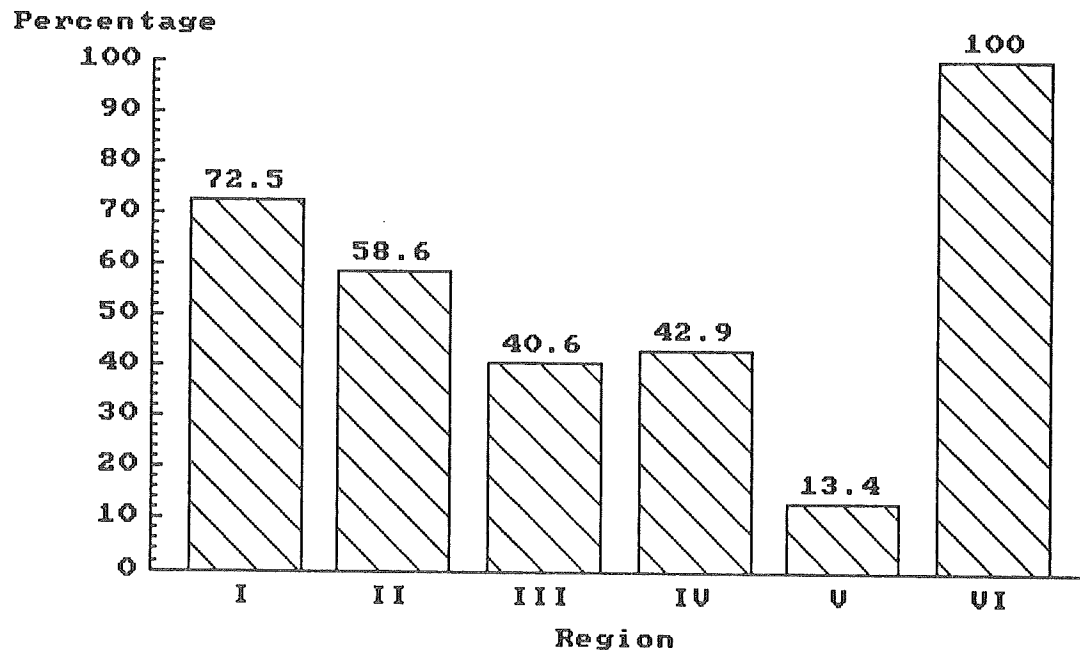
SOURCE: Clerical Surveys

APPENDIX P

REGIONAL SUPERVISOR EVALUATIONS OF
CLERICAL AND BUSINESS OFFICE STAFF

SOURCE: This appendix summarizes the evaluations of clerical and
business office staff made by Regional Supervisors. Tables I and
II provide data averaged state-wide. The remaining tables apply
to individual regions. The following page outlines instructions
given to the Regional Supervisors for completing these worksheets.

CUSTOMER SATISFACTION AND NEEDS ASSESSMENT
WORK SHEET INSTRUCTIONS

Please complete both of the customer satisfaction and needs assessment work sheets. One of the work sheets pertains to services provided by the regional business office. The other pertains to services provided by regional clerical staff. Format and instructions for each work sheet are identical. Only the activity descriptions will differ.

Activity Description: This column lists standard services provided by either business office staff or clerical staff.

1. Read through the activities listed on the work sheet. Cross out the activities which your division/bureau does not use. You do not need to complete the remaining columns for those particular activities.

2. If there are major activities/services now being provided which do not fall under the activities already listed, go to the end of the activities description column and write in the name of the activity in the spaces marked "other."

Rating of Current Services: Rate each service on a scale of 1 (poor) to 5 (excellent), in terms of:

Quality: The availability/quantity or timeliness of services should NOT affect the quality rating for services. For example, if Jane Doe is an excellent and accurate typist but cannot type all of the reports needed or cannot complete assignments on time, you would still indicate a high rating for quality.

Quantity: Pertains to volume or availability of service.

Timeliness: Are services completed on a timely basis? Are deadlines met? Are fiscal reports distributed on time?

If you are unable to rate an activity, just write in "N/A." For example, if no one has ever been available to do your division's typing, you could not rate quality or timeliness for this activity. You would only be able to rate quantity.

Hours per Pay Period Professional Staff Time Expended on Activity: Indicate the number of hours per pay period of professional division/bureau staff time spent on an activity that would normally be delegated if support services were available. Include only professional staff located in the regional office. Remember to make a distinction (if there is one) between non-peak and peak periods. Example: Regional Supervisor spends '0' hours per pay period typing own correspondence during non-peak period. This increases to '3' hours per pay period during peak period when secretary shifts focus to answering public information calls.

APPENDIX P

CUSTOMER SATISFACTION AND NEEDS ASSESSMENT
Clerical Support Services

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
Table I Average Responses All Regions	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment				
	(N)	(N)	(N)	(N) Non-peak	(N) Peak
1. Typing/word processing of correspondence	4.36 (56)	3.73 (56)	3.69 (53)	2.71 (56)	5.03 (56)
2. Photocopying	4.24 (52)	3.74 (51)	3.76 (48)	1.59 (56)	3.05 (56)
3. Filing	3.61 (45)	3.11 (46)	2.68 (41)	1.73 (54)	3.03 (54)
4. Compose letters	4.00 (35)	3.40 (36)	3.62 (34)	2.11 (43)	3.43 (43)
5. Dictation	4.10 (24)	3.35 (24)	3.46 (22)	-0- (25)	-0- (26)
6. Respond to public info. calls for division/bureau	4.14 (52)	3.74 (50)	3.97 (49)	2.55 (54)	5.39 (54)
7. Answer/route calls (as would receptionist)	4.25 (56)	3.75 (54)	4.10 (51)	1.32 (56)	2.18 (56)
8. Assist walk-ins	4.35 (53)	3.79 (49)	4.14 (49)	1.25 (54)	3.29 (54)
9. Incoming mail (open, log, distribute)	4.34 (53)	3.94 (53)	4.04 (50)	1.13 (58)	1.24 (58)
10. Outgoing mail (labels, stuffing, postage)	4.39 (55)	3.95 (55)	4.14 (52)	1.00 (58)	1.37 (58)
11. Order supplies	4.20 (50)	3.60 (49)	3.85 (47)	0.44 (51)	0.67 (51)
12. Schedule meetings, appointments	4.24 (37)	3.49 (36)	3.94 (33)	1.22 (43)	1.95 (43)
13. Advise/consult with areas or central office	4.18 (39)	3.70 (38)	3.76 (38)	2.93 (44)	4.32 (44)
14. Misc. research projects (retrieve data, reports, etc)	3.95 (43)	3.41 (43)	3.46 (41)	2.87 (47)	4.85 (47)
15. Manually prep/code: invoices	4.50 (44)	4.13 (43)	4.20 (40)	0.34 (47)	0.81 (47)
16. " timesheets	4.34 (32)	3.91 (32)	4.16 (31)	0.33 (38)	0.42 (38)
17. " expense reports	4.35 (40)	3.89 (39)	4.08 (38)	0.17 (43)	0.15 (43)
18. " personnel forms (EAF,PAF)	4.42 (31)	3.65 (30)	3.97 (30)	0.24 (33)	0.45 (33)
19. " requisitions	4.24 (42)	3.65 (41)	3.90 (40)	0.37 (43)	0.52 (43)
20. " licenses/permits	4.35 (26)	3.81 (26)	3.96 (25)	1.46 (27)	2.13 (27)
21. " contracts	4.26 (27)	3.64 (26)	3.75 (24)	0.71 (28)	0.13 (28)

APPENDIX P

ACTIVITY DESCRIPTION Clerical Support Services Table I cont'd. Average Responses All Regions	QUALITY OF CURRENT SERVICES (N)	QUANTITY OF CURRENT SERVICES Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment (N)	TIMELINESS OF CURRENT SERVICES (N)	HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE (N) Non-peak	(N) Peak
22. Automated data entry - invoices	4.42 (19)	4.19 (18)	4.00 (18)	0.35 (20)	0.45 (20)
23. " timesheets	4.27 (15)	3.93 (14)	4.07 (14)	0.25 (16)	0.31 (16)
24. " expense reports	4.31 (16)	3.87 (15)	4.00 (15)	0.21 (17)	0.21 (17)
25. " personnel forms (EAF,PAF)	4.31 (13)	4.00 (14)	3.64 (14)	0.27 (15)	0.40 (15)
26. " requisitions	4.15 (13)	3.67 (12)	3.36 (11)	0.36 (14)	0.71 (14)
28. " licenses/permits	4.30 (10)	3.78 (9)	3.78 (9)	0.27 (11)	0.41 (11)
29. " contracts	4.00 (11)	3.73 (11)	3.55 (11)	-0- (9)	-0- (9)

APPENDIX P

ACTIVITY DESCRIPTION Business Office	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD (IF ANY) OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment				
Table II Average Responses All Regions	(N)	(N)	(N)	(N) Non-peak	(N) Peak
1. Process employee timesheets	4.72 (57)	4.59 (56)	4.70 (57)	0.29 (57)	0.79 (57)
2. Process employee expense reports	4.54 (57)	4.32 (56)	4.37 (57)	0.14 (57)	0.12 (57)
3. Training/consultation re: payroll procedures	4.30 (51)	3.75 (51)	3.98 (51)	0.98 (51)	0.18 (51)
4. Process personnel forms (EAF,PAF)	4.39 (52)	3.98 (52)	4.23 (52)	0.33 (51)	0.51 (51)
5. Assistance with personnel functions (posting, interviewing, etc.)	4.20 (46)	3.83 (46)	3.80 (46)	0.41 (49)	0.88 (49)
6. Consultation re: union contracts, benefits, etc.	4.21 (53)	3.72 (53)	3.98 (53)	0.38 (53)	0.58 (53)
7. Training - personnel policies, procedures	3.75 (51)	3.10 (51)	3.47 (51)	0.26 (51)	0.45 (51)
8. Personnel reports	3.90 (38)	3.53 (38)	3.53 (38)	0.15 (39)	0.26 (39)
9. Process invoices	4.33 (51)	4.14 (50)	4.08 (50)	0.84 (50)	0.54 (50)
10. Purchasing functions	4.00 (40)	3.70 (40)	3.68 (40)	0.40 (41)	0.45 (41)
11. Process/maintain contracts	4.16 (37)	3.62 (37)	3.89 (37)	0.32 (38)	0.78 (38)
12. Prepare/distribute fiscal reports	3.93 (41)	3.59 (41)	3.44 (41)	0.43 (41)	0.73 (41)
13. Fiscal consultation	4.09 (44)	3.43 (44)	3.68 (44)	0.17 (44)	0.50 (44)
14. Training - fiscal policies & procedures	3.55 (40)	3.05 (40)	3.28 (40)	0.29 (41)	0.66 (41)

APPENDIX P

CUSTOMER SATISFACTION AND NEEDS ASSESSMENT
Clerical Support Services

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
Table III Average Responses Region I	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment				
	(N)	(N)	(N)	(N) Non-peak	(N) Peak
1. Typing/word processing of correspondence	4.73 (11)	4.10 (10)	3.90 (10)	2.64 (11)	5.55 (11)
2. Photocopying	4.40 (10)	4.33 (9)	3.89 (9)	1.46 (11)	3.36 (11)
3. Filing	3.63 (8)	4.57 (7)	3.14 (7)	2.00 (11)	3.35 (11)
4. Compose letters	4.67 (6)	4.17 (6)	4.20 (5)	2.33 (9)	4.33 (9)
5. Dictation	4.20 (5)	3.75 (4)	4.00 (4)	0.50 (4)	1.00 (4)
6. Respond to public info. calls for division/bureau	4.60 (10)	4.00 (9)	4.67 (9)	3.36 (11)	5.73 (11)
7. Answer/route calls (as would receptionist)	4.46 (11)	3.80 (10)	4.70 (10)	2.05 (11)	2.82 (11)
8. Assist walk-ins	4.73 (11)	3.78 (9)	4.40 (10)	0.96 (11)	1.55 (11)
9. Incoming mail (open, log, distribute)	4.56 (9)	4.13 (8)	4.25 (8)	0.45 (11)	0.73 (11)
10. Outgoing mail (labels, stuffing, postage)	4.64 (11)	4.10 (10)	4.70 (10)	0.38 (11)	1.00 (11)
11. Order supplies	4.55 (11)	3.60 (10)	4.30 (10)	0.75 (10)	0.95 (10)
12. Schedule meetings, appointments	4.25 (8)	2.86 (7)	4.43 (7)	3.05 (10)	4.50 (10)
13. Advise/consult with areas or central office	4.38 (8)	3.57 (7)	4.29 (7)	2.10 (10)	4.10 (10)
14. Misc. research projects (retrieve data, reports, etc)	4.11 (9)	3.88 (8)	4.25 (8)	4.00 (11)	8.18 (11)
15. Manually prep/code: invoices	4.50 (8)	4.00 (7)	4.17 (6)	0.25 (8)	0.25 (8)
16. " timesheets	4.83 (6)	4.40 (5)	4.80 (5)	0.57 (7)	0.57 (7)
17. " expense reports	4.83 (6)	3.80 (5)	4.80 (5)	0.14 (7)	0.14 (7)
18. " personnel forms (EAF,PAF)	4.63 (8)	3.43 (7)	4.29 (7)	-0- (8)	-0- (8)
19. " requisitions	4.63 (8)	3.29 (7)	4.29 (7)	0.14 (7)	0.14 (7)
20. " licenses/permits	4.75 (4)	4.67 (3)	4.67 (3)	1.50 (4)	3.00 (4)
21. " contracts	4.25 (4)	4.00 (3)	4.00 (3)	-0- (4)	-0- (4)

APPENDIX P

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment				
Table III, cont'd. Average Responses Region I	(N)	(N)	(N)	(N) Non-peak	(N) Peak
22. Automated data entry - invoices	4.80 (5)	4.75 (4)	4.50 (4)	0.80 (5)	0.80 (5)
23. " timesheets	4.67 (3)	4.00 (2)	4.50 (2)	0.67 (3)	0.67 (3)
24. " expense reports	4.67 (3)	3.00 (2)	4.50 (2)	0.67 (3)	0.67 (3)
25. " personnel forms (EAF, PAF)	4.67 (3)	4.33 (3)	4.00 (3)	0.33 (3)	0.33 (3)
26. " requisitions	4.33 (3)	3.00 (2)	2.00 (1)	0.33 (3)	0.67 (3)
28. " licenses/permits	4.50 (2)	4.00 (1)	4.00 (1)	0.67 (3)	0.67 (3)
29. " contracts	4.50 (2)	4.50 (2)	4.50 (2)	-0- (1)	-0- (1)

APPENDIX P

| CUSTOMER SATISFACTION AND NEEDS ASSESSMENT |
| Business Office Services |

ACTIVITY DESCRIPTION Business Office	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD (IF ANY) OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment				
Table IV Average Responses Region I	(N)	(N)	(N)	(N) Non-peak	(N) Peak
1. Process employee timesheets	4.82 (11)	4.80 (10)	4.82 (11)	1.27 (11)	1.91 (11)
2. Process employee expense reports	4.64 (11)	4.70 (10)	4.73 (11)	0.55 (11)	0.55 (11)
3. Training/consultation re: payroll procedures	4.00 (9)	3.67 (9)	3.89 (9)	-0- (9)	-0- (9)
4. Process personnel forms (EAF,PAF)	4.00 (10)	3.40 (10)	4.00 (10)	1.33 (9)	1.78 (9)
5. Assistance with personnel functions (posting, interviewing, etc.)	4.00 (8)	4.00 (8)	3.75 (8)	0.90 (10)	1.80 (10)
6. Consultation re: union contracts, benefits, etc.	4.20 (10)	3.80 (10)	4.30 (10)	0.80 (10)	1.00 (10)
7. Training - personnel policies, procedures	3.78 (9)	3.22 (9)	3.78 (9)	0.56 (9)	0.56 (9)
8. Personnel reports	4.29 (7)	4.00 (7)	3.86 (7)	0.57 (7)	0.86 (7)
9. Process invoices	4.22 (9)	4.25 (8)	4.25 (8)	2.63 (8)	2.88 (8)
10. Purchasing functions	4.38 (8)	4.38 (8)	4.38 (8)	0.50 (8)	0.50 (8)
11. Process/maintain contracts	4.43 (7)	4.00 (7)	4.43 (7)	0.14 (7)	0.14 (7)
12. Prepare/distribute fiscal reports	4.25 (8)	4.25 (8)	4.38 (8)	0.63 (8)	0.63 (8)
13. Fiscal consultation	4.50 (10)	4.10 (10)	4.40 (10)	-0- (10)	-0- (10)
14. Training - fiscal policies & procedures	3.50 (8)	3.13 (8)	3.50 (8)	0.25 (8)	0.25 (8)

APPENDIX P

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
Table V Average Responses Region II	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment (N)	(N)	(N)	Non-peak (N)	Peak (N)
1. Typing/word processing of correspondence	4.30 (10)	3.40 (10)	3.10 (10)	2.00 (10)	4.60 (10)
2. Photocopying	4.10 (10)	3.40 (10)	3.10 (10)	2.10 (10)	3.90 (10)
3. Filing	3.50 (8)	2.88 (8)	2.00 (8)	2.95 (10)	5.65 (10)
4. Compose letters	3.63 (8)	2.88 (8)	3.13 (8)	1.56 (9)	3.22 (9)
5. Dictation	4.00 (5)	2.80 (5)	3.00 (5)	-0- (5)	-0- (5)
6. Respond to public info. calls for division/bureau	4.06 (8)	3.50 (8)	3.38 (8)	3.69 (9)	7.11 (9)
7. Answer/route calls (as would receptionist)	4.40 (10)	3.30 (10)	3.80 (10)	2.05 (10)	3.00 (10)
8. Assist walk-ins	4.30 (10)	3.50 (10)	3.70 (10)	1.60 (10)	2.90 (10)
9. Incoming mail (open, log, distribute)	4.30 (10)	3.70 (10)	3.60 (10)	1.60 (10)	1.50 (10)
10. Outgoing mail (labels, stuffing, postage)	4.11 (9)	3.78 (9)	3.56 (9)	0.28 (9)	0.28 (9)
11. Order supplies	3.89 (9)	3.00 (9)	3.11 (9)	0.44 (9)	0.89 (9)
12. Schedule meetings, appointments	4.57 (7)	3.86 (7)	3.71 (7)	0.50 (7)	0.57 (7)
13. Advise/consult with areas or central office	4.13 (8)	3.63 (8)	3.13 (8)	1.00 (8)	2.00 (8)
14. Misc. research projects (retrieve data, reports, etc)	3.67 (9)	2.89 (9)	2.44 (9)	3.01 (9)	4.89 (9)
15. Manually prep/code: invoices	4.56 (9)	3.89 (9)	3.88 (8)	0.23 (9)	0.44 (9)
16. " timesheets	4.67 (6)	3.50 (6)	3.50 (6)	0.18 (6)	0.33 (6)
17. " expense reports	4.25 (8)	3.50 (8)	3.50 (8)	0.14 (8)	0.13 (8)
18. " personnel forms (EAF,PAF)	4.38 (8)	3.50 (8)	3.75 (8)	0.38 (8)	0.63 (8)
19. " requisitions	4.00 (9)	3.22 (9)	3.22 (9)	0.67 (9)	1.22 (9)
20. " licenses/permits	4.00 (4)	3.00 (4)	3.25 (4)	1.00 (4)	-0- (4)
2 " contracts	4.17 (6)	3.50 (6)	3.50 (6)	0.83 (6)	2.33 (6)

APPENDIX P

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment				
Table V, cont'd. Average Responses Region II	(N)	(N)	(N)	(N) Non-peak	(N) Peak
22. Automated data entry - invoices	4.00 (2)	4.00 (2)	4.00 (2)	-0- (2)	-0- (2)
23. " timesheets	4.00 (2)	4.00 (2)	4.00 (2)	-0- (2)	-0- (2)
24. " expense reports	4.00 (2)	4.00 (2)	4.00 (2)	-0- (2)	-0- (2)
25. " personnel forms (EAF,PAF)	4.50 (2)	3.50 (2)	4.00 (2)	-0- (2)	-0- (2)
26. " requisitions	5.00 (1)	5.00 (1)	5.00 (1)	-0- (1)	-0- (1)
28. " licenses/permits	5.00 (1)	5.00 (1)	5.00 (1)	-0- (1)	-0- (1)
29. " contracts	5.00 (1)	4.00 (1)	5.00 (1)	-0- (1)	-0- (1)

APPENDIX P

CUSTOMER SATISFACTION AND NEEDS ASSESSMENT				
Business Office Services				

ACTIVITY DESCRIPTION Business Office	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD ª (IF ANY) OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment				
Table VI Average Responses Region II	(N)	(N)	(N)	(N) Non-peak	(N) Peak
1. Process employee timesheets	4.20 (10)	4.10 (10)	4.30 (10)	-0- (10)	-0- (10)
2. Process employee expense reports	4.10 (10)	3.90 (10)	3.90 (10)	-0- (10)	-0- (10)
3. Training/consultation re: payroll procedures	4.00 (8)	3.25 (8)	3.25 (8)	0.50 (8)	0.88 (8)
4. Process personnel forms (EAF,PAF)	3.88 (8)	3.63 (8)	3.63 (8)	0.38 (8)	0.50 (8)
5. Assistance with personnel functions (posting, interviewing, etc.)	4.13 (8)	3.00 (8)	3.25 (8)	0.88 (8)	1.50 (8)
6. Consultation re: union contracts, benefits, etc.	4.30 (10)	3.50 (10)	3.50 (10)	0.60 (10)	1.10 (10)
7. Training - personnel policies, procedures	3.22 (9)	2.56 (9)	2.44 (9)	0.56 (9)	1.11 (9)
8. Personnel reports	3.86 (7)	3.00 (7)	2.86 (7)	0.29 (7)	0.57 (7)
9. Process invoices	4.30 (10)	3.70 (10)	3.60 (10)	-0- (10)	-0- (10)
10. Purchasing functions	3.88 (8)	3.13 (8)	3.00 (8)	0.25 (8)	0.50 (8)
11. Process/maintain contracts	4.14 (7)	3.43 (7)	3.57 (7)	1.00 (7)	2.00 (7)
12. Prepare/distribute fiscal reports	4.00 (6)	3.67 (6)	3.17 (6)	1.67 (6)	3.33 (6)
13. Fiscal consultation	4.17 (6)	3.17 (6)	3.67 (6)	0.83 (6)	2.30 (6)
14. Training - fiscal policies & procedures	3.75 (8)	2.88 (8)	2.88 (8)	0.88 (8)	2.38 (8)

APPENDIX P

CUSTOMER SATISFACTION AND NEEDS ASSESSMENT
Clerical Support Services

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
Table VII Average Responses Region III	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment (N)	(N)	(N)	(N) Non-peak	(N) Peak
1. Typing/word processing of correspondence	4.33 (9)	4.00 (9)	3.78 (9)	1.25 (8)	4.38 (8)
2. Photocopying	4.10 (10)	3.70 (10)	3.70 (10)	1.40 (10)	3.10 (10)
3. Filing	3.67 (9)	3.22 (9)	2.89 (9)	0.75 (8)	2.13 (8)
4. Compose letters	3.80 (10)	3.30 (10)	3.40 (10)	0.85 (10)	1.25 (10)
5. Dictation	3.50 (6)	3.17 (6)	3.17 (6)	-0- (6)	0.33 (6)
6. Respond to public info. calls for division/bureau	3.91 (11)	3.30 (10)	3.73 (11)	2.59 (11)	4.82 (11)
7. Answer/route calls (as would receptionist)	4.20 (10)	3.50 (10)	3.78 (9)	2.30 (10)	4.50 (10)
8. Assist walk-ins	4.22 (9)	3.22 (9)	3.78 (9)	1.67 (9)	3.78 (9)
9. Incoming mail (open, log, distribute)	4.00 (10)	3.80 (10)	4.00 (10)	2.68 (11)	2.73 (11)
10. Outgoing mail (labels, stuffing, postage)	4.30 (10)	3.80 (10)	4.00 (10)	3.09 (11)	3.18 (11)
11. Order supplies	4.11 (9)	3.67 (9)	3.44 (9)	0.56 (9)	0.78 (9)
12. Schedule meetings, appointments	4.00 (9)	3.22 (9)	3.67 (9)	0.44 (9)	1.17 (9)
13. Advise/consult with areas or central office	3.88 (8)	3.50 (8)	3.50 (8)	1.00 (9)	1.89 (9)
14. Misc. research projects (retrieve data, reports, etc)	3.70 (10)	3.30 (10)	3.30 (10)	1.30 (10)	2.60 (10)
15. Manually prep/code: invoices	4.22 (9)	3.89 (9)	3.89 (9)	-0- (9)	0.56 (9)
16. " timesheets	4.00 (8)	3.75 (8)	3.88 (8)	-0- (8)	-0- (8)
17. " expense reports	3.88 (8)	3.50 (8)	3.75 (8)	-0- (8)	-0- (8)
18. " personnel forms (EAF,PAF)	4.00 (7)	3.43 (7)	3.71 (7)	0.14 (7)	0.29 (7)
19. " requisitions	3.89 (9)	3.56 (9)	3.67 (9)	0.33 (9)	0.67 (9)
20. " licenses/permits	3.75 (8)	3.50 (8)	3.63 (8)	2.81 (8)	4.44 (8)
21. " contracts	4.00 (8)	3.50 (8)	3.75 (8)	1.00 (8)	2.00 (8)

APPENDIX P

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
Table VII, cont'd. Average Responses Region III	(N)	(N)	(N)	(N) Non-peak	(N) Peak
22. Automated data entry - invoices	4.00 (4)	4.00 (4)	3.25 (4)	-0- (4)	-0- (4)
23. " timesheets	3.00 (2)	3.00 (2)	3.00 (2)	-0- (2)	-0- (2)
24. " expense reports	3.67 (3)	3.67 (3)	3.00 (3)	-0- (3)	-0- (3)
25. " personnel forms (EAF,PAF)	3.67 (3)	3.67 (3)	2.33 (3)	-0- (3)	-0- (3)
26. " requisitions	4.00 (4)	4.00 (4)	3.00 (4)	0.50 (4)	1.00 (4)
28. " licenses/permits	3.67 (3)	3.33 (3)	3.00 (3)	0.33 (3)	0.83 (3)
29. " contracts	4.00 (4)	3.75 (4)	3.25 (4)	-0- (4)	-0- (4)

Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment

APPENDIX P

CUSTOMER SATISFACTION AND NEEDS ASSESSMENT				
Business Office Services				

ACTIVITY DESCRIPTION Business Office	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD (IF ANY) OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
Table VIII Average Responses Region III	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment (N)	(N)	(N)	(N) Non-peak	(N) Peak
1. Process employee timesheets	4.82 (11)	4.64 (11)	4.82 (11)	-0- (11)	1.82 (11)
2. Process employee expense reports	4.27 (11)	4.09 (11)	4.00 (11)	-0- (11)	-0- (11)
3. Training/consultation re: payroll procedures	4.09 (11)	3.82 (11)	3.73 (11)	0.09 (11)	0.18 (11)
4. Process personnel forms (EAF,PAF)	4.44 (9)	4.00 (9)	4.22 (9)	-0- (9)	0.22 (9)
5. Assistance with personnel functions (posting, interviewing, etc.)	4.00 (11)	3.64 (11)	3.46 (11)	-0- (11)	0.09 (11)
6. Consultation re: union contracts, benefits, etc.	3.40 (10)	3.00 (10)	3.20 (10)	0.10 (10)	0.40 (10)
7. Training - personnel policies, procedures	3.10 (10)	2.60 (10)	2.70 (10)	0.10 (10)	0.30 (10)
8. Personnel reports	2.63 (8)	2.50 (8)	2.63 (8)	-0- (8)	-0- (8)
9. Process invoices	3.64 (11)	3.64 (11)	3.36 (11)	0.09 (11)	0.36 (11)
10. Purchasing functions	3.22 (9)	3.00 (9)	2.89 (9)	0.39 (9)	0.72 (9)
11. Process/maintain contracts	3.38 (8)	2.63 (8)	3.13 (8)	0.38 (8)	1.31 (8)
12. Prepare/distribute fiscal reports	2.86 (7)	3.14 (7)	2.29 (7)	-0- (7)	0.29 (7)
13. Fiscal consultation	2.63 (8)	2.13 (8)	2.13 (8)	0.25 (8)	0.75 (8)
14. Training - fiscal policies & procedures	1.86 (7)	1.71 (7)	1.71 (7)	0.14 (7)	0.57 (7)

APPENDIX P

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES		QUANTITY OF CURRENT SERVICES		TIMELINESS OF CURRENT SERVICES		HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE			
Table IX Average Responses Region IV		(N)	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment	(N)		(N)	Non-peak	(N)	Peak	(N)
1. Typing/word processing of correspondence	4.43	(7)	3.44	(8)	3.71	(7)	4.63	(8)	4.94	(8)
2. Photocopying	4.57	(7)	3.81	(8)	4.29	(7)	.88	(8)	.88	(8)
3. Filing	3.67	(6)	2.44	(8)	2.67	(6)	1.50	(8)	2.50	(8)
4. Compose letters	4.40	(5)	3.58	(6)	4.20	(5)	1.00	(6)	-0-	(6)
5. Dictation	5.00	(3)	3.13	(4)	3.33	(3)	.50	(4)	-0-	(4)
6. Respond to public info. calls for division/bureau	4.33	(6)	3.79	(7)	4.17	(6)	1.71	(7)	.86	(7)
7. Answer/route calls (as would receptionist)	4.43	(7)	3.93	(7)	4.00	(7)	.29	(7)	.86	(7)
8. Assist walk-ins	4.60	(5)	4.50	(5)	4.40	(5)	.17	(6)	.50	(6)
9. Incoming mail (open, log, distribute)	4.57	(7)	3.69	(8)	3.71	(7)	.75	(8)	1.00	(8)
10. Outgoing mail (labels, stuffing, postage)	4.71	(7)	3.94	(8)	4.00	(7)	.38	(8)	.63	(8)
11. Order supplies	4.43	(7)	4.21	(7)	4.14	(7)	.36	(7)	.50	(7)
12. Schedule meetings, appointments	4.00	(3)	3.13	(4)	3.66	(3)	.88	(4)	.63	(4)
13. Advise/consult with areas or central office	4.50	(4)	4.38	(4)	4.25	(4)	.50	(4)	-0-	(4)
14. Misc. research projects (retrieve data, reports, etc)	4.00	(4)	3.30	(5)	3.75	(4)	1.40	(5)	.60	(5)
15. Manually prep/code: invoices	4.67	(6)	4.58	(6)	4.33	(6)	.57	(7)	1.71	(7)
16. " timesheets	4.00	(3)	3.25	(4)	4.00	(3)	.50	(4)	.88	(4)
17. " expense reports	4.33	(6)	4.25	(6)	4.17	(6)	.50	(6)	.42	(6)
18. " personnel forms (EAF,PAF)	5.00	(2)	4.75	(2)	4.50	(2)	-0-	(2)	-0-	(2)
19. " requisitions	4.60	(5)	4.30	(5)	4.20	(5)	.80	(5)	.50	(5)
20. " licenses/permits	5.00	(3)	3.63	(4)	4.33	(3)	1.75	(4)	2.50	(4)
2 . " contracts	4.67	(3)	3.13	(4)	3.67	(3)	.00	(4)	.25	(4)

APPENDIX P

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES		QUANTITY OF CURRENT SERVICES		TIMELINESS OF CURRENT SERVICES		HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE			
Table IX Average Responses Region IV	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment									
		(N)		(N)		(N)	Non-peak	(N)	Peak	(N)
22. Automated data entry - invoices	5.00	(2)	4.75	(2)	4.50	(2)	-0-	(2)	-0-	(2)
23. " timesheets	5.00	(1)	5.00	(1)	5.00	(1)	-0-	(1)	-0-	(1)
24. " expense reports	5.00	(1)	5.00	(1)	5.00	(1)	-0-	(1)	-0-	(1)
25. " personnel forms (EAF,PAF)	5.00	(1)	5.00	(1)	5.00	(1)		(0)		(0)
26. " requisitions		(0)		(0)		(0)		(0)		(0)
28. " licenses/permits	5.00	(1)	5.00	(1)	5.00	(1)	-0-	(1)	-0-	(1)
29. " contracts		(0)		(0)		(0)		(0)		(0)

APPENDIX P

CUSTOMER SATISFACTION AND NEEDS ASSESSMENT Business Office Services									
ACTIVITY DESCRIPTION Business Office	QUALITY OF CURRENT SERVICES		QUANTITY OF CURRENT SERVICES		TIMELINESS OF CURRENT SERVICES		HOURS PER PAY PERIOD (IF ANY) OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE			
	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment									
Table X Average Responses Region IV		(N)		(N)		(N)	Non-peak (N)		Peak (N)	
1. Process employee timesheets	5.00	(7)	5.00	(7)	5.00	(7)	.07	(7)	-0-	(7)
2. Process employee expense reports	4.88	(8)	4.38	(8)	4.75	(8)	.25	(8)	-0-	(8)
3. Training/consultation re: payroll procedures	4.50	(8)	3.63	(8)	4.50	(8)	-0-	(8)	-0-	(8)
4. Process personnel forms (EAF,PAF)	4.75	(8)	4.25	(8)	4.75	(8)	-0-	(8)	-0-	(8)
5. Assistance with personnel functions (posting, interviewing, etc.)	4.50	(6)	4.50	(6)	4.50	(6)	-0-	(6)	-0-	(6)
6. Consultation re: union contracts, benefits, etc.	4.13	(8)	3.75	(8)	4.25	(8)	-0-	(8)	-0-	(8)
7. Training - personnel policies, procedures	4.13	(8)	3.38	(8)	4.00	(8)	-0-	(8)	-0-	(8)
8. Personnel reports	4.50	(6)	4.33	(6)	4.33	(6)	-0-	(6)	-0-	(6)
9. Process invoices	4.71	(7)	4.71	(7)	4.71	(7)	2.86	(7)	-0-	(7)
10. Purchasing functions	4.40	(5)	4.20	(5)	4.20	(5)	.50	(6)	-0-	(6)
11. Process/maintain contracts	4.60	(5)	4.20	(5)	4.20	(5)	-0-	(5)	-0-	(5)
12. Prepare/distribute fiscal reports	4.57	(7)	3.86	(7)	3.86	(7)	-0-	(7)	-0-	(7)
13. Fiscal consultation	4.57	(7)	3.86	(7)	3.86	(7)	-0-	(7)	-0-	(7)
14. Training - fiscal policies & procedures	4.14	(7)	4.14	(7)	4.14	(7)	-0-	(7)	-0-	(7)

APPENDIX P

CUSTOMER SATISFACTION AND NEEDS ASSESSMENT
Clerical Support Services

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES		QUANTITY OF CURRENT SERVICES		TIMELINESS OF CURRENT SERVICES		HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE			
Table XI Average Responses Region V	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment									
		(N)		(N)		(N)	Non-peak	(N)	Peak	(N)
1. Typing/word processing of correspondence	4.00	(11)	3.50	(11)	3.39	(9)	4.91	(11)	7.82	(11)
2. Photocopying	4.00	(9)	3.25	(8)	3.50	(6)	1.44	(9)	3.00	(9)
3. Filing	3.33	(9)	2.33	(9)	1.92	(6)	1.10	(10)	1.50	(10)
4. Compose letters	3.67	(3)	3.33	(3)	3.33	(3)	7.00	(3)	11.67	(3)
5. Dictation	4.50	(2)	3.50	(2)	4.00	(1)	-0-	(2)	-0-	(2)
6. Respond to public info. calls for division/bureau	3.61	(9)	3.50	(8)	3.29	(7)	3.25	(8)	11.62	(8)
7. Answer/route calls (as would receptionist)	3.70	(10)	3.67	(9)	3.71	(7)	.50	(10)	.80	(10)
8. Assist walk-ins	3.83	(9)	3.86	(7)	4.17	(6)	2.67	(9)	10.33	(9)
9. Incoming mail (open, log, distribute)	4.13	(8)	4.00	(8)	4.33	(6)	.33	(9)	.33	(9)
10. Outgoing mail (labels, stuffing, postage)	4.15	(10)	4.10	(10)	4.19	(8)	.50	(11)	1.18	(11)
11. Order supplies	4.38	(8)	4.25	(8)	4.00	(6)	.17	(9)	.44	(9)
12. Schedule meetings, appointments	4.33	(6)	4.60	(5)	4.00	(3)	1.21	(7)	2.36	(7)
13. Advise/consult with areas or central office	3.86	(7)	3.71	(7)	3.57	(7)	10.87	(8)	14.25	(8)
14. Misc. research projects (retrieve data, reports, etc)	4.00	(7)	3.57	(7)	3.33	(6)	5.50	(8)	8.13	(8)
15. Manually prep/code: invoices	4.43	(7)	4.29	(7)	4.50	(6)	.63	(8)	1.25	(8)
16. " timesheets	4.50	(6)	4.50	(6)	4.50	(6)	.14	(7)	.29	(7)
17. " expense reports	4.43	(7)	4.14	(7)	4.00	(6)	.06	(8)	.06	(8)
18. " personnel forms (EAF, PAF)	4.33	(3)	3.33	(3)	3.33	(3)	.50	(4)	1.50	(4)
19. " requisitions	4.29	(7)	4.14	(7)	4.00	(6)	.06	(8)	.06	(8)
20. " licenses/permits	4.67	(3)	4.33	(3)	3.67	(3)	-0-	(3)	-0-	(3)
21. " contracts	4.50	(4)	4.00	(3)	3.50	(2)	-0-	(3)	-0-	(3)

APPENDIX P

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES		QUANTITY OF CURRENT SERVICES		TIMELINESS OF CURRENT SERVICES		HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE			
	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment									
Table XI (cont.) Average Responses Region V		(N)		(N)		(N)	Non-peak(N)		Peak (N)	
22. Automated data entry - invoices	4.00	(3)	3.67	(3)	3.33	(3)	.50	(4)	1.00	(4)
23. " timesheets	4.00	(3)	3.67	(3)	3.33	(3)	.25	(4)	.50	(4)
24. " expense reports	4.00	(3)	3.67	(3)	3.33	(3)	.13	(4)	.13	(4)
25. " personnel forms (EAF,PAF)	4.00	(2)	3.67	(3)	3.33	(3)	.50	(4)	1.00	(4)
26. " requisitions	3.67	(3)	3.33	(3)	3.00	(3)	.50	(4)	1.00	(4)
28. " licenses/permits	4.00	(1)	3.00	(1)	2.00	(1)	-0-	(1)	-0-	(1)
29. " contracts	2.50	(2)	2.00	(2)	1.50	(2)	-0-	(1)	-0-	(1)

APPENDIX P

CUSTOMER SATISFACTION AND NEEDS ASSESSMENT					
Business Office Services					
ACTIVITY DESCRIPTION Business Office	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD (IF ANY) OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment				
Table XII Average Responses Region V	(N)	(N)	(N)	(N) Non-peak	(N) Peak
1. Process employee timesheets	4.78 (9)	4.78 (9)	4.78 (9)	-0- (9)	-0- (9)
2. Process employee expense reports	4.75 (8)	4.63 (8)	4.38 (8)	-0- (8)	-0- (8)
3. Training/consultation re: payroll procedures	4.63 (8)	4.13 (8)	4.38 (8)	-0- (8)	-0- (8)
4. Process personnel forms (EAF,PAF)	4.56 (9)	4.56 (9)	4.44 (9)	-0- (9)	-0- (9)
5. Assistance with personnel functions (posting, interviewing, etc.)	4.14 (7)	4.14 (7)	4.00 (7)	0.25 (8)	1.00 (8)
6. Consultation re: union contracts, benefits, etc.	4.63 (8)	4.50 (8)	4.50 (8)	-0- (8)	-0- (8)
7. Training - personnel policies, procedures	4.00 (8)	3.13 (8)	4.00 (8)	-0- (8)	-0- (8)
8. Personnel reports	4.00 (4)	4.00 (4)	4.00 (4)	-0- (5)	-0- (5)
9. Process invoices	4.71 (7)	4.71 (7)	4.71 (7)	-0- (7)	-0- (7)
10. Purchasing functions	4.17 (6)	4.17 (6)	4.00 (6)	0.33 (6)	0.33 (6)
11. Process/maintain contracts	4.60 (5)	4.20 (5)	4.60 (5)	-0- (6)	0.33 (6)
12. Prepare/distribute fiscal reports	3.71 (7)	3.29 (7)	3.00 (7)	0.29 (7)	0.29 (7)
13. Fiscal consultation	4.43 (7)	4.00 (7)	4.14 (7)	-0- (7)	-0- (7)
14. Training - fiscal policies & procedures	3.60 (5)	2.60 (5)	3.40 (5)	-0- (6)	-0- (6)

APPENDIX P

CUSTOMER SATISFACTION AND NEEDS ASSESSMENT
Clerical Support Services

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
Table XIII Average Responses Region VI	(N)	(N)	(N)	(N) Non-peak	(N) Peak
1. Typing/word processing of correspondence	4.44 (8)	4.00 (8)	4.38 (8)	0.25 (8)	1.75 (8)
2. Photocopying	4.42 (6)	4.00 (6)	4.42 (6)	2.25 (8)	3.69 (8)
3. Filing	4.10 (5)	3.70 (5)	3.70 (5)	1.86 (7)	2.57 (7)
4. Compose letters	4.00 (3)	3.33 (3)	4.00 (3)	3.33 (6)	5.33 (6)
5. Dictation	4.17 (3)	4.33 (3)	4.00 (3)	0.75 (4)	0.75 (4)
6. Respond to public info. calls for division/bureau	4.44 (8)	4.44 (8)	4.56 (8)	0.13 (8)	1.50 (8)
7. Answer/route calls (as would receptionist)	4.38 (8)	4.50 (8)	4.50 (8)	0.13 (8)	0.25 (8)
8. Assist walk-ins	4.44 (9)	4.22 (9)	4.56 (9)	0.11 (9)	0.17 (9)
9. Incoming mail (open, log, distribute)	4.56 (9)	4.39 (9)	4.44 (9)	0.67 (9)	0.89 (9)
10. Outgoing mail (labels, stuffing, postage)	4.50 (8)	3.94 (8)	4.38 (8)	1.13 (8)	1.63 (8)
11. Order supplies	4.33 (6)	3.50 (6)	4.33 (6)	0.29 (7)	0.29 (7)
12. Schedule meetings, appointments	4.25 (4)	3.50 (4)	4.25 (4)	0.42 (6)	0.92 (6)
13. Advise/consult with areas or central office	4.75 (4)	3.75 (4)	4.50 (4)	0.40 (5)	0.40 (5)
14. Misc. research projects (retrieve data, reports, etc)	4.75 (4)	3.75 (4)	4.50 (4)	-0- (4)	-0- (4)
15. Manually prep/code: invoices	4.80 (5)	4.40 (5)	4.80 (5)	0.50 (6)	0.83 (6)
16. " timesheets	4.67 (3)	4.00 (3)	4.67 (3)	0.75 (6)	0.75 (6)
17. " expense reports	4.60 (5)	4.40 (5)	4.80 (5)	0.25 (6)	0.25 (6)
18. " personnel forms (EAF,PAF)	4.67 (3)	4.67 (3)	4.67 (3)	0.50 (4)	0.50 (4)
19. " requisitions	4.25 (4)	3.75 (4)	4.75 (4)	0.30 (5)	0.30 (5)
20. " licenses/permits	4.75 (4)	4.38 (4)	4.75 (4)	-0- (4)	-0- (4)
21. " cc cts	4.50 (2)	4.50 (2)	4.50 (2)	1.00 (3)	1.67 (3)

APPENDIX P

ACTIVITY DESCRIPTION Clerical Support Services	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	HOURS PER PAY PERIOD OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
		Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment			
Table XIII, cont'd. Average Responses Region VI	(N)	(N)	(N)	(N) Non-peak	(N) Peak
22. Automated data entry - invoices	4.67 (3)	4.00 (3)	4.67 (3)	0.33 (3)	0.33 (3)
23. " timesheets	4.75 (4)	4.25 (4)	4.75 (4)	0.25 (4)	0.25 (4)
24. " expense reports	4.75 (4)	4.25 (4)	4.75 (4)	0.25 (4)	0.25 (4)
25. " personnel forms (EAF,PAF)	4.67 (3)	4.67 (3)	4.67 (3)	0.33 (3)	0.33 (3)
26. " requisitions	4.50 (2)	3.50 (2)	4.50 (2)	-0- (2)	-0- (2)
28. " licenses/permits	4.50 (2)	3.50 (2)	4.50 (2)	-0- (2)	-0- (2)
29. " contracts	4.50 (2)	4.50 (2)	4.50 (2)	-0- (2)	-0- (2)

APPENDIX P

ACTIVITY DESCRIPTION Business Office	QUALITY OF CURRENT SERVICES	QUANTITY OF CURRENT SERVICES	TIMELINESS OF CURRENT SERVICES	#HOURS PER PAY PERIOD (IF ANY) OF REGIONAL OFFICE DIVISION/BUREAU PROFESSIONAL STAFF TIME EXPENDED ON ACTIVITY THAT WOULD BE DELEGATED IF SUPPORT SERVICES AVAILABLE	
	Rate Current Services on a Scale of 1 (poor) to 5 (excellent) Explain low ratings on attachment				
Table XIV Average Responses Region VI	(N)	(N)	(N)	(N) Non-peak	(N) Peak
1. Process employee timesheets	4.78 (9)	4.33 (9)	4.56 (9)	0.22 (9)	0.44 (9)
2. Process employee expense reports	4.78 (9)	4.33 (9)	4.56 (9)	-0- (9)	0.11 (9)
3. Training/consultation re: payroll procedures	4.71 (7)	4.00 (7)	4.29 (7)	-0- (7)	-0- (7)
4. Process personnel forms (EAF,PAF)	4.75 (8)	4.13 (8)	4.38 (8)	0.25 (8)	0.50 (8)
5. Assistance with personnel functions (posting, interviewing, etc.)	4.67 (6)	4.00 (6)	4.33 (6)	0.33 (6)	0.67 (6)
6. Consultation re: union contracts, benefits, etc.	4.86 (7)	4.00 (7)	4.43 (7)	0.71 (7)	0.86 (7)
7. Training - personnel policies, procedures	4.57 (7)	4.00 (7)	4.29 (7)	0.36 (7)	0.71 (7)
8. Personnel reports	4.50 (6)	3.83 (6)	4.00 (6)	-0- (6)	-0- (6)
9. Process invoices	4.86 (7)	4.29 (7)	4.43 (7)	-0- (7)	-0- (7)
10. Purchasing functions	4.50 (4)	3.75 (4)	4.25 (4)	0.50 (4)	0.50 (4)
11. Process/maintain contracts	4.20 (5)	3.80 (5)	3.80 (5)	0.20 (5)	0.40 (5)
12. Prepare/distribute fiscal reports	4.67 (6)	3.17 (6)	3.83 (6)	0.08 (6)	0.17 (6)
13. Fiscal consultation	4.33 (6)	3.17 (6)	3.83 (6)	0.08 (6)	0.17 (6)
14. Training - fiscal policies & procedures	4.80 (5)	4.00 (5)	4.40 (5)	0.40 (5)	0.40 (5)

APPENDIX Q

DEPARTMENT OF NATURAL RESOURCES

SUMMARY COMPARISON OF REGIONAL BUSINESS OFFICES
WITH CURRENT AND PROPOSED STAFFING

REGION	FY87 SWAS TRANSACTIONS	FY87 PERSONNEL TRANSACTIONS	FY87 PAYROLL TRANSACTIONS*	FY87 BIDS CLASS I	CLASS II & III	CURRENT STAFF (FTE)	PROPOSED STAFF (FTE)
I	29,586 (18.3%) 3	1,219 (25.2%) 2	502 (22.9%) 2	190 (23.1%) 2	29 (13.3%) 3	4.10** (15.3%) 4	6.00 (17.9%) 3
II	41,245 (25.5%) 1	1,083 (22.3%) 3	585 (26.7%) 1	339 (41.2%) 1	86 (39.4%) 1	5.33*** (19.9%) 2	7.65 (22.8%) 1
III	31,013 (19.2%) 2	1,349 (27.8%) 1	499 (22.8%) 3	142 (17.3%) 3	37 (17.0%) 2	5.97 (22.3%) 1	7.00 (20.9%) 2
IV	24,955 (15.4%) 4	583 (12.0%) 4	272 (12.4%) 4	43 (5.2%) 5	20 (9.2%) 5	3.75 (14.0%) 5	4.25 (12.7%) 5
V	22,403 (13.8%) 5	341 (7.0%) 5	202 (9.2%) 5	82 (10.0%) 4	24 (11.0%) 4	4.15 (15.5%) 3	4.65 (13.8%) 4
VI	12,692 (7.8%) 6	271 (5.6%) 6	130 (5.9%) 6	26 (3.2%) 6	22 (10.1%) 6	3.45 (12.9%) 6	4.00 (11.9%) 6
Total	161,894	4,846	2,190	822	218	26.75	33.55
Average	26,982	808	365	137	36	4.46	5.59

```
*    Per pay period
**   .67 FTE for regional discipline clerks who process EAFs is not included
***  .45 FTE for northern service center is not included
#    Number beneath percentages represents regional rank
```

DATA SOURCE: SWAS Transactions – see Table I, Appendix V
Personnel Transactions – see Table I, Appendix U
Payroll Transactions – see Table I, Appendix T
Bids – Survey completed by DNR regional business managers
Staff – Survey completed by DNR regional business managers and analysis
of position descriptions.

APPENDIX R

COMPARISON OF CLERICAL TO PROFESSIONAL
RATIOS, BY DISCIPLINE AND REGION

SOURCES: Regional Supervisor Surveys, Clerical Surveys, Department
of Employee Relations, Regional Organizational Charts, and
Position Descriptions.

APPENDIX R

KEY Table I

Present
Clerical/Professional
FTEs

An "A" is shown
if work is done
for the Area

```
┌─────────────┐
│  1.5        │
│      3  A   │
│  1:2.0      │
│  .50  46    │
│  .50  55    │
└─────────────┘
```

Ratio
Clerical : Professionals

Requests made by Regional
Supervisors for Additional
Clericals   top: Peak
         bottom: Non-Peak

All Regional Staff
Non-Peak
All Regional Staff
Peak

NA - INFORMATION NOT AVAILABLE

PRESENT CONDITIONS (AS OF JULY 12, 1988)

REG	Additional Regional Clericals and Professionals	2 Enforcement	3 Engineering	4 Field Services	5 Fisheries	6 Forestry	7 Info/Ed	8 Lands	11 Parks	14 Trails	15 Waters	16 Wildlife	12 Regional Admin	TOTALS
I	Clerical: .10 Comm	1.5 /3	.45 /1	1.8 /1	1.0 /2	1.9 /6	.10 /1	.20 /2	1.75 /2.9	.72 /2 A	1.45 /3	1.5 /3 A	.60 /1	12.97 /27.9
	Liaison	1:2.0	1:2.22	1:0.56	1:2.0	1:3.16	1:10.0	1:10.0	1:1.65	1:2.78	1:2.07	1:2.0	1:1.67	1:2.15
	Professional : 1.0 Bldg.	.50 37	0 2	0 6	.50 51	1.00 85	.75 1	1.00	1.00 36	0 7	1.25 9	.50 46		6.5 280
	Maintenance Supervisor	.50 36	0 3	0 6	.50 64	.50 93	.75	.50	0 202	0 14	1.25 7	.50 55		4.5 481
II	Clerical: .45 recept.	1.5 /3 A	.30 /1	1.9 /1	1.0 /1 A	2.0 /10 A	.45 /1	.30 /1	1.04 /2.8	.90 /1	1.0 /1 A	.36 /3	.22 /1	11.47 /26.8
		1:2.0	1:3.33	1:0.53	1:1.0	1:5.0	1:2.22	1:3.33	1:2.69	1:1.11	1:1.0	1:3.49	1:4.55	1:2.34
		1.50 37	.10 2	0 7	1.00 55	0 137	0	20	45 61	.50 15	.75 6	1.00 31		5.5 353
		.50 37	.10 4	0 7	1.00 80	0 147	0 NA	20	45 145	.10 18	.50 5	1.00 35		3.85 NA
III	Clerical: .36 recept.	1.5 /3 A	.50 /1	2.8 /1	1.0 /1	2.0 /6 A	.25 /1	.25 /1	1.0 /2 A	.99 /2.9 A	1.0 /1 A	3.9 A	/1	13.06 /24.8
	.81 MEEB	1:2.0	1:2.0	1:0.36	1:1.0	1:3.0	1:4.0	1:4.0	1:2.0	1:2.93	1:1.0	1:2.6	1:3.7	1: .9
		.50 36	.50 3	.50 5	.75 41	.50 118	.25 1	25	1.00 33	.50 7	.50 10	.50 22		6.75 271
		.50 36	0 6	0 5	.50 42	.50 143	.25 1	25	.50 89	1.00 17	.50 7	.50 23		4.5 369
IV	Clerical: .45 recept.	1.5 /2 A	.10 /1 A	1.9 /1 A	.75 /1	/4	.45 /1	/1	1.0 /3 A	.75 /2 A	.90 /2 A	1.4 /3 A	.25 /1	9 /18
	.30 clerical back-up	1:1.33	1:10.0	1:0.53	1:1.33	/4	1:2.22	0:1.0	1:3.0	1:2.67	1:2.22	1:2.14	1:4.0	1:2.0
	Professional: 1.0 Bldg.	.50 28	.50 2	.50 4	.25 50	4	1	.50	.50 28	.25 9	.50 8	1.50 31	.25	5.25 165
	Maintenance Supervisor	0 29	.25 3	.50 6	.25 48	4	1	0	.25 110	.25 13	.50 8	.50 51	.25	2.75 273
V	Clerical: .90 recept.	.90 /3 A	/1	1.9 /1	.50 /1	.50 /4 A	.10 /1	.10 /1	1.45 /2.9A	.10 /1	.50 /3 A	.50 /1.9 A	.64	7.19 /20.7
	.05 for Youth Programs												1:1.56	1:2.87
	.01 Miss. River Coor.	1:3.33		1:0.53	1:2.0	1:8.0	1:9.0	1:10.0	1:2.0	1:10.0	1:6.0	1:3.8		7.7 116.9
	Professional: 1.0 Youth	.50 15	.50 0	.50 6	.50 28	1.00 20	1.50 90	.30	28	.50 4	.90 5	1.50 10		5.2 167.9
	Prgm.1.0.Miss.River Coor.	.50 15	0 4	0 4	0 33	1.00 21	1.00 90	.30	71	.50 8	.90 4	1.00 11		6.95
VI	Clerical: .10 recept.	.45 /1	.10 /1	.90 /1	1.00 /2.9	.90 /3	.45 /1	.10 /1	.45 /2.9	/3	1.00 /1 A		.70 /1	18.80
		1:2.22	1:10.0	1:1.11	1:2.9	1:3.33	1:2.22	1:10.0	1:6.44	1:3.33	1:1.0		1:1.43	1:2.71
		.50 15	.50 3	.90 NA	15	.25 4	.50 1	1.00	0 26	.50 5	.50 9	15		4.65 NA
		.50 15	.50 3	.90	16	.25 4	.50 0	1.00	0 44	.25 9	0 8	18		3.9 118
	TOTALS	7.35 /15	1.45 /5	11.20 /6	5.25 /8	7.30 /29.0	1.80 /5.90	.95 /7	6.69 /16.50	4.36 /11.9	5.85 /11	5.76 /14.8	2.68 /6	60.64 /137
		1:2.04	1:3.45	1:0.54	1:1.7	1:3.97	1:3.28	1:7.37	1:2.46	1:2.72	1:1.88	1:2.57	1:2.24	1:2.25
		4.0 168	2.10 12	2.40 NA	3.00 240	2.75 363	3.0 NA	3.25	2.95 212	3.25 48	4.40 47	5.0 155	.25	36.35 NA
		2.5 168	.85 19	1.40 29	2.25 283	2.25 412	2.5 NA	2.25	1.20 661	2.10 74	3.65 39	3.5 198	.25	24.70 NA

APPENDIX R

KEY Table II

Recommended
Clerical/Professional
FTEs

Changed Ratio
Clerical : Professionals

1.0 / 2.8	
1:2.8	
.45	.04
.45	.50

Requests made by Regional
Supervisors for Additional
Clericals   top: Peak
        bottom: Non-Peak

Additional FTEs to
Discipline
Pool Time Reserved
for Discipline

APPENDIX R Table II
CLERICAL TO PROFESSIONAL RATIOS AFTER RECOMMENDED CHANGES (AS OF JULY 12, 1988)

REG	Total Pool Size and Breakdown by Use	Enforcement	Engineering	Field Services	Fisheries	Forestry	Info/Ed	Lands	Parks	Trails	Waters	Wildlife	Regional Admin	TOTALS (using total pool)
I	(4.00) .50- OSS .50-RegSec	1.5 /3	.50 /1	2.0 /1	1.0 /2	2.0 /6	.50 /1	.50 /2	1.75 /2.9	1.0 /2	1.50 /3	1.5 /3	.50 /1	16.75 /27.9
	.75-Rec .50-Info	1:2.0	1:2.0	1:0.50	1:2.0	1:3.0	1:2.0	1:4.0	1:1.65	1:2.0	1:2.0	1:2.0	1:2.0	1:1.66
	.50-Land	50 0	0 .05	0 .20	.50 0	1.0 .10	.75 0	1.0 0	1.0 0	0 .28	1.25 .05	.50 0	0	6.5 .68
	(Other-1.25) .50-Fish	50 0	0 0	0 0	.50 .50	.50 .25	.75 .50	50 .50	0 0	0 0	1.25 0	.50 0	.50	4.5 2.25
	.25-For													15.5
II	(4.50) .50- OSS .50-RegSec	1.5 /3	.50 /1	2.0 /1	1.0 /1	2.0 /10	.50 /1	.50 /1	/2.8	1.0 /1	1.0 /1	1.5 /3		26.8
	.75-Rec .50-Eng	1:2.0	1:2.0	1:0.50	1:1.0	1:5.0	1:2.0	1:2.0	1:2.8	1:1.0	1:1.0	1:2.0	1:2.0	1:1.72
	.50-Info .50-Land	1.50 0	.10 0	0 .10	1.0 0	0 0		.20 0	.45 -.04	.50 .10	75 0	1.0 .64	0	5.5 .80
	(Other-1.25) .50-Park	50 0	.10 .50	0 0	1.0 0	0 0	.50	.20 .50	.45 .50	.10 0	.50 0	1.0 0	.50	3.85 2.50
														16.60
III	(4.00) .50- OSS .50-RegSec	1.5 /3	.50 /1	3.0 /1	1.0 /1	2.0 /6	.50 /1	.50 /1	1.0 /2	1.10 /2.9	1.0 /1	1.5 /3.9	2.0 /1	24.8
	.75-Rec .50-Info	1:2.0	1:2.0	1:0.33	1:1.0	1:3.0	1:2.0	1:2.0	1:2.61	1:1.0	1:2.6	1:2.0		1:1.49
	.50-Land	50 0	.50 0	.50 .20	.75 0	.50 0	.25 0	.25 0	1.0 0	1.5 .11	.50 0	.50 0	0	6.75 .31
	(Other-1.75) .25-Eng	50 0	0 .25	0 0	.50 .25	.50 0	.25 .50	.25 .50	.50 .25	1.0 0	.50 0	.50 0	.50	4.5 2.25
	.25-Fish .25-Park													13.25
IV	(4.00) .50- OSS .50-RegSec	1.5 /2	.50 /1	2.0 /1	1.0 /1	/1	.50 /1	.50 /1	1.0 /3	.75 /2	1.0 /2	2.0 /3	.50 /1	18
	.75-Rec .50-Eng	1:.33	1:2.0	1:0.50	1:1.0		1:2.0	1:2.0	1:3.0	1:2.67	1:2.0	1:1.5	1:2.0	1:1.85
	.50-Info .50-Land	50 0	.50 0	.50 .10	.25 .25	0	.50 0	.50 0	.25 0	.50 .10	1.5 .60	.25 0		5.25 1.05
	(Other-.75) .25-Park	0 0	.25 .50	.50 0	.25 0	0	.50	.50 0	.25 .25	.25 0	.50 0	.25 .50		2.75 2.25
														12.95
V	(4.50) .50- OSS .50-RegSec	1.0 /3		2.0 /1	.50 /1	1.0 /4	.50 /1	.50 /1	1.45 /2.9	.50 /1	1.0 /3	1.0 /1.9	/1	20.7
	.75-Rec .50-Info	1:3.0		1:0.50	1:2.0	1:4.0	1:1.18	1:2.0	1:2.0	1:2.0	1:3.0	1:1.90	1:2.0	1:1.59
	.50-Land	50 .10	.50 0	.50 .10	.50 0	1.0 .50	.90	.30 0	0	.50 .50	.90 .50	1.5 .50	0	7.7 2.20
	(Other-1.75) .50-Enfor	50 .50	0 0	0 0	0 .25	1.0 .25		.30 .50	0	.50 0	.90 0	1.0 0	.50	5.2 2.50
	.25-Fish .25-For					1.00 .50		.30 .50	.50	1.0 0	1.0 0			11
VI	(4.00) .50- OSS .50-RegSec	1.0 /1	.50 /1	1.5 /1	1.0 /2.9	1.0 /3	.50 /1	.50 /1	/2.9	/1	/1	/1		18.80
	.75-Rec .50-Eng	1:1.0	1:2.0	1:0.66	1:2.9	1:3.0	1:2.0	1:2.0	1:5.80	1:3.00	1:1.0		1:2.0	1:1.70
	.50-Info .50-Land	50 .55	.50 0	.90 .60	0	.25 .10	.50 0	1.0 0	0 .05	.50 .10	.50 0	0	0	4.65 1.40
	(Other-.75)	50 0	.50 .50	.90 0	0	.25 0	.50	1.0 .50	.25 0	0	0		.50	3.9 2.00
														86.05
	TOTALS	8 /15	2.5 /5	12.5 /6	5.50 /8.9	8.0 /29	3.0 /5.9	3.0 /7	6.7 /16.50	5.35 /11.9	6.5 /11	7.5 /14.8	3.0 /6	137 /1:1.59
		1:1.87	1:2.00	1:0.48	1:1.61	1:3.62	1:1.96	1:2.33	1:2.46	1:2.22	1:1.69	1:1.97	1:2.0	36.35 5.44
		4.0 .65	2.10 .05	2.40 1.30	3.00 .25	2.75 .70	3.0 0	3.25 0	2.95 1.01	3.25 1.09	4.40 .65	5.0 1.74	.25 0	24.70 13.75
		2.5 .50	.85 1.75	1.40 0	2.25 1.00	2.25 .50	2.5 3.0	2.25 3.0	1.20 1.00	2.10 0	3.65 0	3.5 0	.25 3.0	

APPENDIX S

SUMMARY OF STAFF INCREASES BY REGION

Action	Additions to Complement	Additional FTE'S
Region 1		
Business Office:		
Raise .90 FTE to 1.0 FTE	1	0.10
Create personnel officer position	1	1.00
Create personnel clerk position	1	1.00
Management Information Systems		
Create coordinator position	1	1.00
Clerical		
Raise five .90 FTE's to 1.0 FTE's	5	0.50
Convert regional administrator's secretary position to office services supervisor position	0	-0-
Create a receptionist position	1	1.00
Create two clerical positions for clerical pool	2	2.00
TOTALS	12	6.60
Region 2		
Business Office		
Raise .90 FTE to 1.0 FTE	1	0.10
Add two flexible part-time staff to complement, but do not raise to full-time staff positions now *	2	-0-
Create personnel officer position	1	1.00
Create billing clerk position	1	1.00
Management Information Systems		
Create coordinator position	1	1.00

	Additions to Complement	Additional FTE'S
Action		

Region 2, cont'd.

Clerical

Raise .60 FTE to 1.0 FTE	1	0.40
Raise four .90 FTE's to 1.0 FTE's	4	0.40
Create office services supervisor position	1	1.00
Create two clerical positions; 1.5 for pool and .5 for Wildlife	_2_	_2.00_
TOTALS	14	6.90

* Part-time positions added to complement, but see page 100, in "Business Office: Other Staff Adjustments" for explanation of impact on individuals in these positions.

Region 3

Business Office

Raise three .90 FTE's to 1.0 FTE's	3	0.30
Create personnel officer position	1	1.00

Management Information Systems

Create coordinator position	1	1.00

Clerical

Raise one .50 FTE to 1.0 FTE	1	0.50
Raise four .90 FTE's to 1.0 FTE's	4	0.40
Create office services supervisor position	1	1.00
Raise .90 FTE receptionist position by .10 FTE	1	0.10
Create one clerical position for clerical pool	_1_	_1.00_
TOTALS	13	5.30

Action	Additions to Complement	Additional FTE'S
Region 4		
Business Office		
Raise .75 FTE to 1.0 FTE *	1	-0-
Create .50 FTE personnel		
officer position	0.50	0.50
Management Information Systems		
Create Coordinator Position	1	1.00
Clerical		
Raise one .80 FTE to 1.0 FTE	1	0.20
Raise three .90 FTE's to 1.0		
FTE	3	0.30
Create office services		
supervisor position	1	1.00
Create two clerical positions		
for clerical pool	2	2.00
TOTALS	9.50	5.00

* Part-time positions added to complement, but see page 100, in "Business Office: Other Staff Adjustments" for explanation of impact on individuals in these positions.

Action	Additions to Complement	Additional FTE'S
Region 5		
Business Office		
Raise one .75 FTE to 1.0 FTE *	1	-0-
Create .50 FTE personnel officer		
position	0.50	0.50
Management Information Systems		
Create coordinator position	1	1.00
Clerical		
Raise three .90 FTE's to 1.0		
FTE	3	0.30
Convert regional administrator's		
secretary position to office		
services supervisor position	0	-0-
Create 2.5 clerical positions		
for clerical pool	2.50	2.50
Create a total of two positions,		
.50 FTE each for Forestry,		
Trails, Waters and Wildlife	2	2.00
TOTALS	10.00	6.30

* Part-time position added to complement, but see page 100, in "Business Office Staff Adjustments" for explanation of impact on individuals in position.

Action	Additions to Complement	Additional FTE'S
Region 6		
Business Office		
Create .50 FTE personnel officer position	0.50	0.50
Management Information Systems		
Create coordinator position	1	1.00
Clerical		
Raise one .90 FTE (presently shared between business office and clerical staff) to 1.0 FTE	1	0.10
Raise four .90 FTE's to 1.0 FTE's	4	0.40
Create receptionist position	1	1.00
Convert regional administrator's secretary position to office services supervisor position	0	-0-
Create two clerical positions for clerical pool	2	2.00
Add .50 to Enforcement complement	_0.50_	_0.50_
TOTALS	10.00	5.50

Grand Totals

	Additions to Complement	Additional FTE'S
Region I	12.00	6.60
Region II	14.00	6.90
Region III	13.00	5.30
Region IV	9.50	5.00
Region V	10.00	6.30
Region VI	_10.00_	_5.50_
TOTALS	68.50	35.60

DATA SOURCE: Regional supervisor surveys, clerical surveys, Department of Employee Relations, regional organizational charts, and employee position descriptions.

APPENDIX T

REGIONAL PAYROLL WORKLOAD DATA

APPENDIX T

Table I

AVERAGE PAYROLL UNITS PER PAY PERIOD PER PROCESSOR FY87
DEPARTMENT OF NATURAL RESOURCES

DIVISION	CURRENT PROCESSOR FTE (%)	AVERAGE # EMPLOYEES PER MONTH	AVERAGE %/# EMPLOYEES ON COST CODING (%) (#)	AVERAGE PAYROLL UNITS PER PROCESSOR w/o COST CODING TRANS/per PROCESSOR	w/CURRENT CODING % TRANS/TRANS/ per PROCESSOR	FULL COST CODING TRANS/per PROCESSOR
Central Office	1.00 (16.2)	604	(35.0) 211	604 / 604	(24.5) 710 / 710	906 / 906
Region I	1.10 (17.8)	398	(52.3) 208	398 / 362	(17.3) 502 / 456	597 / 543
Region II	1.30 (21.0)	458	(55.4) 254	458 / 352	(20.2) 585 / 450	878 / 675
Region III	1.30 (21.0)	385	(59.3) 228	385 / 296	(17.2) 499 / 384	578 / 447
Region IV	.50 (8.1)	222	(44.5) 99	222 / 444	(9.4) 272 / 544	333 / 666
Region V	.48 (7.8)	166	(43.0) 71	166 / 346	(6.9) 202 / 421	249 / 519
Region VI	.50 (8.1)	110	(36.8) 40	110 / 220	(4.5) 130 / 260	165 / 330
TOTAL	6.18			2343 /2624	2900/3225	3706 /4086
		AVERAGE		335 / 375	414/461	529 / 584

DATA SOURCE:

CURRENT PROCESSOR FTE was determined by analysis of interview data and position descriptions.

AVERAGE # EMPLOYEES PER MONTH was determined by taking employee counts for each month during FY87, adding counts, and dividing by 12 to produce a monthly average. Source: Department of Finance Payroll Warrant Roster for FY87.

AVERAGE %/# OF EMPLOYEES ON COST CODING WAS was determined by July 1987 and January 1988 counts of employees in the disciplines of Fish & Wildlife, Forestry, Minerals and Trails & Waterways. July and January counts were averaged to determine the average percentage of employees in these disciplines. Employee counts were provided by the Department of Employee Relations.

AVERAGE PAYROLL UNITS PER PROCESSOR was determined by the following formula: Each employee in disciplines using cost coding equals 1.5 payroll units. For the remaining disciplines, each employee equals 1 payroll unit.

APPENDIX T

Table II

AVERAGE PAYROLL UNITS PER PAY PERIOD PER PROCESSOR FY87
SELECTED DEPARTMENTS

DEPARTMENT DIVISION	CURRENT PROCESSOR FTE	AVERAGE # EMPLOYEES Per MONTH	AVERAGE %/# EMPLOYEES ON COST CODING (%) (#)	w/o COST CODING TRANS/per PROCESSOR	w/CURRENT CODING TRANS/per PROCESSOR	FULL COST CODING TRANS/per PROCESSOR
-ADMIN-						
Central Office	.68	780	N/A	780 / 1147	N/A	N/A
-DOC-						
Central Office	.75	269	N/A	269 / 359	N/A	N/A
Lino Lakes	.50	163		163 / 326		
Stillwater	2.00	476		476 / 238		
Oak Park	.50	305		305 / 610		
Shakopee	.25	95		95 / 380		
Red Wing	.50	132		132 / 264		
Sauk Cnt.	.25	90		90 / 360		
Thistldew	.38	36		36 / 95		
St. Cloud	1.00	347		347 / 347		
Willow Rvr.	.13	41		41 / 315		
Total	6.26			1954 /3294		
Average				195 / 329		
-DOT-						
Central Office	5.00	1399	all	1399 / 280	2099 / 420	
Dist.1	3.00	485		485 / 162	728 / 243	
Dist.2	3.00	245		245 / 82	368 / 123	
Dist.3	1.80	332		332 / 184	498 / 277	
Dist.4	1.90	277		277 / 146	416 / 219	
Dist.5	3.00	634		634 / 211	951 / 317	
Dist.6	2.60	395		395 / 152	593 / 228	
Dist.7	3.00	335		335 / 112	503 / 168	
Dist.8	1.00	229		229 / 229	344 / 344	
Dist.9	3.00	655		655 / 218	983 / 328	
Total	27.30			4986 /1776	7483 /2667	
Average				499 / 178	748 / 267	

APPENDIX T

Table III

DEPARTMENT OF NATURAL RESOURCES
AVERAGE PAYROLL UNITS PER PAY PERIOD PER PROCESSOR
WITH CURRENT AND PROPOSED STAFFING

DIVISION	CURRENT PROCESSOR FTE	AVERAGE PAYROLL UNITS PER PROCESSOR USING CURRENT COST CODING — TRANS/PER PROCESSOR	PROPOSED PROCESSORS	AVERAGE PAYROLL UNITS PER PROCESSOR USING CURRENT COST CODING — TRANS/PER PROCESSOR	FUTURE PROCESSOR LEVELS NEEDED FOR FULL COST CODING*	AVERAGE PAYROLL UNITS PER PROCESSOR WITH FULL COST CODING — TRANS/PER PROCESSOR
Central Office	1.00	710 / 710	1.00	710 / 710	1.30	906 / 697
I	1.10	502 / 456	1.10	502 / 456	1.10	597 / 543
II	1.30	585 / 450	1.30	585 / 450	1.50	878 / 585
III	1.30	499 / 384	1.20 (-.10)	499 / 416	1.20	578 / 482
IV	.50	272 / 544	.50	272 / 544	.60	333 / 555
V	.48	202 / 421	.48	202 / 421	.48	249 / 519
VI	.50	130 / 260	.50	130 / 260	.50	165 / 330
Total		2900 / 3225		2900 / 3257		3706 / 3711
Average		414 / 461		414 / 465		529 / 530

*Increases not included in this report's recommendations

DATA SOURCE: Identical to those described in Table I of this Appendix.

APPENDIX T

Figure I
Department of Natural Resources
Payroll Units per Processor per Pay Period 1987

Transactions per Processor
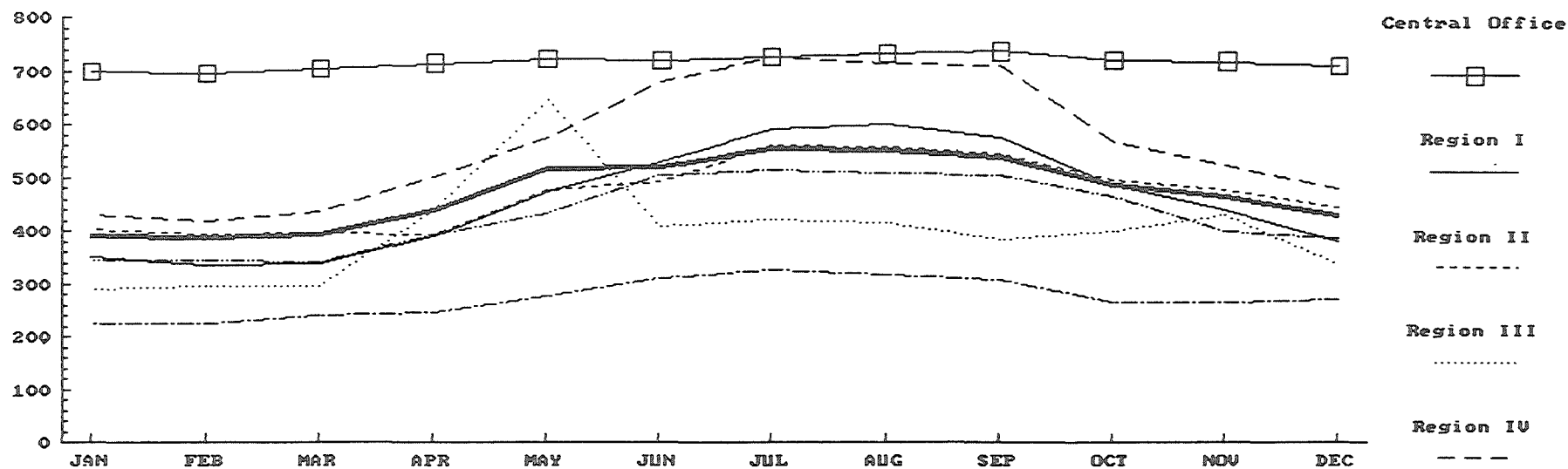
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Central Office	699	697	706	716	724	721	727	733	738	721	719	711
Region I	351	337	340	390	474	530	590	601	576	486	439	382
Region II	403	393	398	394	478	492	561	556	545	497	478	446
Region III	291	296	296	439	648	409	423	417	385	400	432	340
Region IV	432	418	436	502	576	682	726	716	712	568	524	482
Region V	344	344	342	394	435	504	513	508	506	465	402	388
Region VI	224	226	240	246	276	310	328	318	308	266	266	270
Average	392	387	394	440	516	521	553	550	539	486	466	430

Months   Months

Central Office

Region I

Region II

Region III

Region IV

Region V

Region VI

Average

SOURCE: Identical to those described in Table I of this appendix.

APPENDIX U

REGIONAL PERSONNEL WORKLOAD DATA

APPENDIX U

Table I

PERSONNEL TRANSACTIONS PER PROCESSOR
FY 87
DEPARTMENT OF NATURAL RESOURCES

DIVISION	PROCESSOR FTE	(%)	DIVISION EMPLOYEES	DOER TRANSACTION COUNT	ESTIMATED SALARY ADJUSTMENTS	TOTAL TRANSACTIONS	(%)	TRANSACTIONS PER PROCESSOR
Central Office	1.10	(25.8)	604	512	554	1066	(18.0)	969
Region I	.67	(15.8)	398	854	365	1219	(20.6)	1819
Region II	.60	(14.1)	458	663	420	1083	(18.3)	1805
Region III	.50	(11.8)	385	996	353	1349	(22.8)	2698
Region IV	.50	(11.8)	222	379	204	583	(9.9)	1166
Region V	.38	(8.9)	166	189	152	341	(5.8)	897
Region VI	.50	(11.8)	110	170	101	271	(4.6)	542
Total	4.25					5912		9896
					Average	845		1414
				Region III Excluded		761		1200

DATA SOURCE:

PROCESSOR FTE was determined by analysis of position descriptions for business office employees. In Region I, all EAFs are processed outside of the business office by regional discipline clerks. Processor FTE for Region I was determined by analysis of regional discipline clerks' position descriptions.

DIVISION EMPLOYEES was obtained by monthly employee counts provided on the Department of Finance's payroll warrant roster for FY87. Monthly counts were added and divided by 12 for an annual average.

DOER TRANSACTION COUNT is a count of all personnel transactions processed during FY87, with the exception of salary adjustments and biographic data changes. For Regions II, III, and V, transactions processed outside of business offices by discipline clerks were subtracted.

ESTIMATED SALARY ADJUSTMENTS were arrived at by multiplying the number of employees by 2.7 and again by .34. (According to DOER, each state employee has an average of 2.7 transaction per year, .34 of which consist of salary adjustments.)

APPENDIX U

Table II

PERSONNEL TRANSACTIONS PER PROCESSOR
FY 87 - SELECTED DEPARTMENTS

DEPARTMENT/ DIVISION	PROCESSOR FTE	DIVISION EMPLOYEES	DOER TRANSACTION COUNT FY 87	ESTIMATED SALARY ADJUSTMENTS	TOTAL TRANSACTIONS	TRANSACTIONS PER PROCESSOR
ADMINISTRATION						
Central Office	1.10	780	443	716	1159	1054
CORRECTIONS						
Central Office	1.00	269	102	247	349	349
Lino Lakes	.50	163	52	150	202	404
Stillwater	1.00	476	197	437	634	634
Oak Park	.75	305	264	280	544	725
Shakopee	.50	95	59	87	146	292
Red Wing	.50	132	61	121	182	364
Sauk Center	.20	90	26	83	109	545
Thistldew	.19	36	19	33	52	274
St. Cloud	1.00	347	131	319	450	450
Willow River	.13	41	8	38	46	354
Total	5.77				2714	4391
				Average	271.4	439.1
TRANSPORTATION						
Central Office	4.00	1399	712	1284	1996	499
District 1	2.50	485	410	445	855	342
District 2	.10	245	143	225	368	3680
District 3	.70	332	218	305	523	747
District 4	2.50	277	159	254	413	165
District 5	2.00	634	241	582	823	412
District 6	2.50	395	249	363	612	245
District 7	2.00	335	192	308	500	250
District 8	1.00	229	212	210	422	422
District 9	1.00	655	368	601	969	969
Total	18.30				7481	7731
				Average with Dist. 2	748.1	773.1
				w/o Dist. 2	790.3	450.1

DATA SOURCE: As requested by the Management Analysis Division, the departments of Administration, Corrections and Transportation provided written data regarding processor FTEs. Follow-up phone calls were made if further clarification was warranted. Sources for other data are identical to those described in Table I of this Appendix.

APPENDIX U

Table III

DEPARTMENT OF NATURAL RESOURCES
PERSONNEL TRANSACTIONS PER PROCESSOR
WITH CURRENT AND PROPOSED STAFFING

	CURRENT STAFFING			PROPOSED STAFFING		
DIVISION	PROCESSOR FTE	TRANSACTIONS*/per PROCESSOR		PROCESSOR FTE**	TRANSACTIONS/per PROCESSOR	
Central Office	1.10	1066	969	1.10	1066	969
Region I	.67	1219	1819	.85	1219	1434
Region II	.60	1083	1805	.85	1083	1274
Region III	.50	1349	2698	.85	1349	1587
Region IV	.50	583	1166	.50	583	1166
Region V	.38	341	897	.38	431***	1134
Region VI	.50	271	542	.50	271	542
Total	4.25	5912	9896	5.03	6002	8106
Average	.61	845	1414	.72	857	1158

*Excludes EAFs processed outside the regional business office for regions II, III, and V.

**Proposed processor FTEs for each northern region include one .60 processor and .25 of personnel officer's time spent on processing during peak periods. No additions were added to processor FTEs for southern regions.

***90 EAFs processed by the regional secretary for parks are transferred back to the business office processor.

DATA SOURCE: Identical to those described in Table I of this Appendix.

APPENDIX U

Figure I
Department of Natural Resources : Personnel
Transactions per Processor per Month – 1987

Transactions per Processor
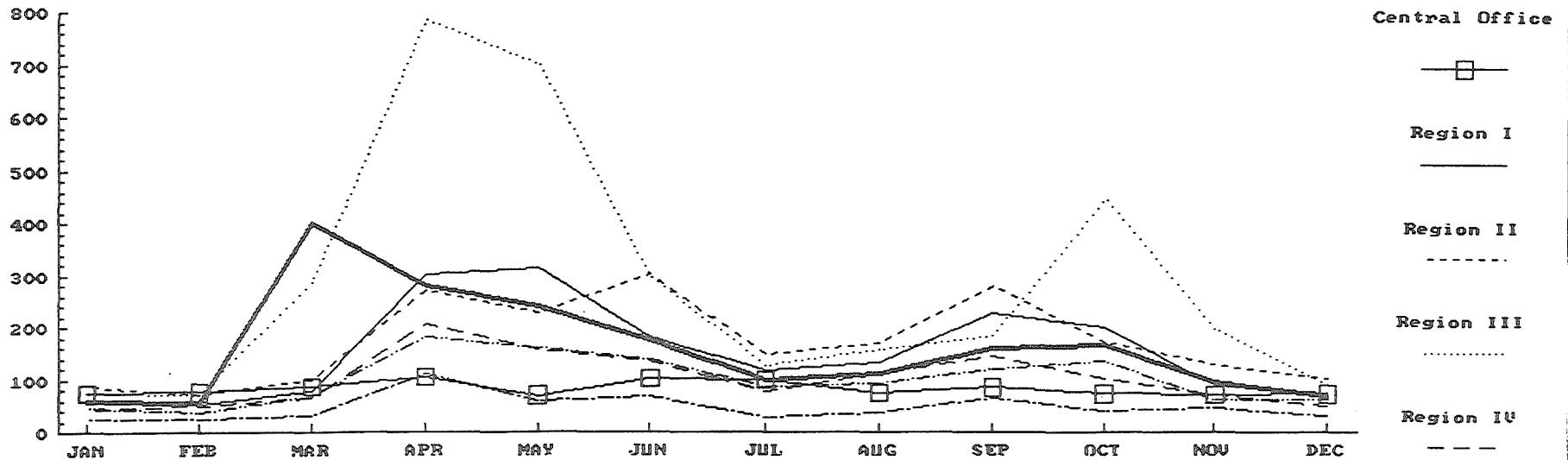
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Central Office	74	76	87	105	69	102	98	75	85	73	71	73
Region I	57	54	76	301	315	181	118	133	228	200	89	73
Region II	85	72	100	270	228	302	148	170	280	172	128	102
Region III	74	72	288	784	700	300	126	156	186	448	196	90
Region IV	42	50	66	206	158	136	78	110	144	102	70	48
Region V	47	37	68	182	161	140	87	92	121	137	63	61
Region VI	24	26	30	112	58	68	28	36	66	40	46	30
Average	58	55	402	280	241	176	98	110	159	167	95	68

Months   Months

Legend:
- Central Office
- Region I
- Region II
- Region III
- Region IV
- Region V
- Region VI
- Average

SOURCE: Identical to those described in Table I of this appendix.

APPENDIX V

REGIONAL FISCAL WORKLOAD DATA

APPENDIX V

Table I

DEPARTMENT OF NATURAL RESOURCES
SWAS TRANSACTIONS PER PROCESSOR FY87

DIVISION	PROCESSOR FTE	(%)	SWAS TRANSACTIONS	(%)	TRANSACTIONS PER PROCESSOR
Central	3.50	(23.9)	61,148	(27.4)	17,471
Region I	2.00	(13.5)	29,586	(13.3)	14,793
Region II	2.30	(15.5)	41,245	(18.5)	17,933
Region III	2.19	(15.0)	31,013	(13.9)	14,161
Region IV	1.75	(12.0)	24,955	(11.2)	14,260
Region V	1.90	(13.0)	22,403	(10.0)	11,791
Region VI	1.00	(7.0)	12,692	(5.7)	12,692
Total	14.64		223,042		103,101
Average	2.09		31,863		14,729

DATA SOURCE:

Processor FTE was determined by employee interviews and analysis of employee position descriptions. Processor FTE for Region II includes .45 FTE located in the Northern Service Center.

SWAS Transactions were obtained from the Department of Finance report reflecting the number of SWAS transmissions by input/terminal location for FY87. SWAS queries and log-on transmissions were deleted from the Department of Finance figures, leaving a balance of transactions (NA35 - NA91).

APPENDIX V

Table II

SELECTED DEPARTMENTS
SWAS TRANSACTIONS PER PROCESSOR FY87

DEPARTMENT/ DIVISION	PROCESSOR FTE	SWAS TRANSACTIONS	TRANSACTIONS PER PROCESSOR
ADMINISTRATION			
Central Office	5.00	62,249	12,450
CORRECTIONS			
Central Office	4.25	27,002	6,353
Lino Lakes	2.00	12,093	6,047
Stillwater	4.00	28,256	7,064
Oak Park	2.10	15,244	7,259
Shakopee	1.05	3,708	3,531
Red Wing	1.00	6,184	6,184
Sauk Center	.70	4,400	6,286
Thistledew	N/A	N/A	N/A
St. Cloud	1.10	10,208	9,280
Willow River	.75	4,120	5,493
Total	16.95	111,215	57,497
Average	1.88	12,357	6,389
TRANSPORTATION			
Central Office	5.00	86,688	17,338
District I	4.00	20,749	5,187
District II	2.50	18,129	7,252
District III	3.60	9,221	2,561
District IV	2.60	13,457	5,176
District V	3.00	14,761	4,920
District VI	5.25	17,613	3,355
District VII	5.00	17,047	3,409
District VIII	3.00	12,678	4,226
District IX	4.00	28,059	7,015
Total	37.95	238,402	60,439
Average	3.80	23,840	6,044

DATA SOURCE: As requested by the Management Analysis Division, the departments of Administration, Corrections and Transportation provided written data regarding processor FTEs. Follow-up telephone calls were made by the study team if further clarification was warranted. SWAS transactions were obtained from the Department of Finance.

APPENDIX V

Table III

DEPARTMENT OF NATURAL RESOURCES

SWAS TRANSACTIONS PER PROCESSOR WITH CURRENT AND PROPOSED STAFFING

	CURRENT STAFFING			PROPOSED STAFFING		
DIVISION	PROCESSOR FTE	SWAS TRANSACTIONS	PER PROCESSOR	PROCESSOR FTE	SWAS TRANSACTIONS	PER PROCESSOR
Central Office	3.50	61,148	17,471	3.50	61,148	17,471
Region I	2.00	29,586	14,793	2.00	29,586	14,793
Region II	2.30	41,245	17,933	2.85	41,245	14,472
Region III	2.19	31,013	14,161	2.19	31,013	14,161
Region IV	1.75	24,955	14,260	1.75	24,955	14,260
Region V	1.90	22,403	11,791	1.90	22,403	11,791
Region VI	1.00	12,692	12,692	1.00	12,692	12,692
Total	14.64	223,042	103,101	15.19	223,042	99,640
Average	2.09	31,863	14,729	2.17	31,863	14,234

DATA SOURCE: Sources are identical to those described in Table I of this appendix.

APPENDIX V

Figure I
Department of Natural Resources
SWAS Transactions per Processor per Month - 1987

Transactions per Processor

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Central Office	1,111	1,147	1,265	1,506	1,379	1,969	2,292	1,475	1,402	1,523	1,124	1,284
Region I	942	758	1,079	1,061	1,387	1,660	1,720	1,479	1,508	1,344	1,088	1,157
Region II	1,084	1,140	1,310	1,457	1,640	2,150	2,147	1,770	1,541	1,580	1,196	1,380
Region III	1,025	995	975	1,195	1,526	1,732	2,252	1,641	1,212	1,170	1,000	1,140
Region IV	849	734	953	1,192	1,150	1,895	1,829	1,437	1,199	1,171	914	1,167
Region V	804	738	753	998	1,147	1,285	1,612	1,272	868	706	627	900
Region VI	847	837	935	1,160	876	1,689	1,653	1,223	1,065	1,115	945	1,186
Average	952	907	1,038	1,224	1,301	1,769	1,929	1,471	1,257	1,230	985	1,173

SOURCE: Identical to those described in Table I of this appendix.

APPENDIX W

DNR CLERICAL TO PROFESSIONAL RATIOS
1982 AND 1987

SOURCE: The following tables were produced using data from the
Department of Employee Relations (DOER), Regional Organizational
Charts, Position Descriptions, Regional Supervisor surveys, and
Clerical surveys.

APPENDIX W

Table I

RATIOS OF CLERICAL TO PROFESSIONAL STAFF
FOR THE DNR REGIONS AND CENTRAL OFFICE
(1982 AND 1987)

1982

REGION	CLERICALS #	FTE	PROFESSIONALS #	FTE	FTE RATIO
I	6	5.55	18	17.7	1 : 3.19
II	10	9.2	22	21.6	1 : 2.35
III	9	8.6	24	23.8	1 : 2.77
IV	6	5.55	18	17.7	1 : 3.19
V	5	4.9	16	16.0	1 : 3.27
VI	4	3.9	12	11.8	1 : 3.02
CENTRAL	145	102.0	263	239.0	1 : 2.34

Overall FTE Ratio 1 : 2.48
(Without CENTRAL 1 : 2.88)

1987

REGION	CLERICALS #	FTE	PROFESSIONALS #	FTE	FTE RATIO
I	15	13.07	29	28.9	1 : 2.21
II	14	11.92	27	26.8	1 : 2.25
III	17	14.23	25	24.8	1 : 1.74
IV	11	9.75	19	19.0	1 : 1.95
V	9	8.15	23	22.7	1 : 2.78
VI	8	7.05	19	18.8	1 : 2.66
CENTRAL	155	146.37	294	287.3	1 : 1.96

Overall FTE Ratio 1 : 2.03
(Without CENTRAL 1 : 2.20)

APPENDIX W

Table II

RANKING OF FTE RATIOS BY REGION
CLERICAL : PROFESSIONALS
(1982 AND 1987)

1982   Clerical : Professionals

CENTRAL   1 : 2.34
REG 2   1 : 2.35   AVERAGE 1 : 2.48
REG 3   1 : 2.77
REG 6   1 : 3.02
REG 1   1 : 3.19
REG 4   1 : 3.19
REG 5   1 : 3.27

1987   Clerical : Professionals

REG 3   1 : 1.74
REG 4   1 : 1.95
CENTRAL   1 : 1.96   AVERAGE 1 : 2.03
REG 1   1 : 2.21
REG 2   1 : 2.25
REG 6   1 : 2.66
REG 5   1 : 2.78

APPENDIX X

COMPARISON OF DNR STAFFING RATIOS TO
SELECTED DEPARTMENTS

SOURCE: The following table was produced using data from the
Department of Employee Relations. Employee Relations counted
individuals and FTEs by occupational codes. Codes F (office
supervisory) and G (office) were counted as "clerical" positions.
Codes A (managerial), B (professional supervisory) and C
(professional) were counted as "professional" positions. These
codes should roughly correspond to persons providing clerical
services (F and G) and persons depending on clerical services (A,
B and C). As noted in the text, the Employee Relations files did
not always record FTEs, especially with the 1982 data.
Consequently, the best available data for comparison of clerical
to professional ratios across agencies may not be very accurate.

Note that the DNR ratios recorded in Appendix W were not
calculated using these generic occupational codes. The Appendix W
data relied on detailed information from Employee Relations which
was reviewed and modified by the DNR. Therefore, the internal
comparison of ratios should be highly accurate.

APPENDIX X

COMPARISON OF DNR STAFFING RATIOS TO
SELECTED DEPARTMENTS

1982	Clerical : Professionals	
DOA	1 : 0.37	MN AVERAGE 1 : 0.53
DOT	1 : 0.94	
DOC	1 : 0.97	
DNR	1 : 1.54	

1987	Clerical : Professionals	
DOA	1 : 0.41	MN AVERAGE 1 : 0.52
DOC	1 : 0.81	
DOT	1 : 0.83	
DNR	1 : 0.95	

APPENDIX Y

COMPARISON OF CLERICAL OVERTIME AND PROFESSIONAL
TIME SPENT ON CLERICAL TASKS

CLERICAL TOTAL OVERTIME HOURS PEAK/NON-PEAK	TOTAL TIME PROFESSIONALS SPEND ON CLERICAL DUTIES PEAK/NON-PEAK
REG 1 52/14	761/308.2
REG 2 52.25/26.25	429.35/237.1
REG 3 60/4	431/239
REG 4 7.5/6.5	227/123
REG 5 59/8.5	614/320
REG 6 6/0	177/111