

NEWS & VIEWS

Volume 7, Issue 1

April 2005

FROM THE DIRECTOR'S OFFICE: *Looking forward, learning from the past*

This issue of *News and Views* has two goals – first, to continue our series of articles on state employment practices and policies that we consider indispensable knowledge for every state employee, and second, to highlight and celebrate 100 years of the state civil service system.

The state's first civil service law was enacted on June 17, 1905. This issue delivers an overview of Wisconsin's long and distinguished history of progressive civil service, and many interesting facts highlighting the ways the system has evolved over the years. By reflecting on the roots of our civil service system, and simultaneously reviewing some of our core policies and practices, it's our hope that we can advance a deeper understanding and appreciation of not just the civil service rules, but the core values and rationales underlying our state employment system.



Karen Timberlake
Director, OSER

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Special points of interest:

- Look for centennial information in this issue 
- What's a Code of Ethics?
- Workforce Diversity Best Practices Part 2
- Guidelines for Grievances



CENTENNIAL CELEBRATION 100 YEARS OF CIVIL SERVICE (1905-2005)

By Denise Kohout

On June 17, 2005, Wisconsin will celebrate 100 years of state civil service. Wisconsin was the third state in the United States to establish the merit principle for selection of employees, having been preceded by New York and Massachusetts. The civil service system in those states was preceded by the federal government's system, which was established in the late 1800s.

The original civil service law, enacted on June 17, 1905, established a three-person Civil Service Commission and a full-time staff of three: a secretary/chief examiner; chief clerk; and stenographer. The Commission was responsible for ensuring that all personnel transactions such as hiring, firing, promoting, and transferring were done in a manner based on merit, fitness, and fairness.



Over the last one hundred years, various modifications have been made to the civil service system. In 1925 the Commission was granted authority to set up job classifications and establish salary ranges for classified positions. In 1929 the civil service law was revised, resulting in a number of improvements in civil service. The law was recognized as the most effective and most complete civil service law of its time. In later years, modifications were made to the civil service law that conferred collective bargaining rights

(Continued on page 2)



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CENTENNIAL (Cont.)



on state employees; increased flexibility in the hiring process; created innovative programs to increase the hiring of minorities, women, persons with disabilities and disadvantaged individuals; and advanced the testing process (including developing an on-line testing system).

The Civil Service Commission has also taken many forms. In 1929 the Civil Service Commission was abolished, and the Personnel Board was created within the newly formed Bureau of Personnel. In 1959 the Bureau of Personnel became attached to a new agency called the Department of Administration (DOA). The Personnel Board was removed from DOA in 1961 and the Bureau of Personnel became the Department of Employment Relations in 1978. In 2003 the Department of Employment Relations was recreated as the Office of State Employment Relations, an attachment of the Department of Administration.

Our civil service system has seen a substantial amount of change over the past 100 years. However, through all of the changes and the challenges, the civil service system in Wisconsin has continued to support the principles of merit and fitness in employee selection. We look forward to another 100 years of merit-based civil service.

Watch for the launching of the website for the Centennial at www.CivilServiceCentennial.wi.gov.

Governor Doyle: "Wisconsin's state civil service system is 100 hundred years old this year – and still going strong!"

On June 17, 2005, Wisconsin will celebrate the centennial anniversary of its civil service law, which requires that state government hiring decisions be merit-based through the use of competitive examinations. Back in 1905, Governor Robert LaFollette signed one of the nation's first civil service bills into law. Wisconsin's law was also among the strongest because it covered the major portion of state personnel."

Website Highlights:

- View a copy of the original law
- Hear from long-term state employees
- Learn about other events and exhibits that highlight the significance of this centennial.

Centennial Activities:

- At least 4 high school visits - We want to make as many students aware of this significant anniversary as possible, while at the same time educating students of all age groups on the various career opportunities with the State of Wisconsin.
- 19 schools are interested in a presentation following their tour of the capitol. During the tour visits volunteers will speak briefly to those schools about the anniversary of the Wisconsin Civil Service.
- There will be a traveling exhibit. As yet the schedule of where and when has not been finalized
- A book is being prepared to cover the history of Wisconsin's civil service. The book will include testimonials from many individuals, including the longest living previous state employee and the longest employed state employee (still living).



(Look for other interesting facts and commentary and quotations from notable Wisconsinites about the history of Wisconsin Civil Service throughout the newsletter.)



Civil Service Centennial Quotation:

"Continuity of expert personnel is essential. This can be obtained by applying civil service throughout, except only heads of departments. This provision is necessary to safeguard against the development of a political machine."

From Governor Walter J. Kohler's January 10, 1929 message to the Legislature



Civil Service Centennial Fact:

When the Wisconsin Civil Service Law was first enacted., the "Rule of Three" was in effect, meaning that only the top three scorers from the examination were referred for interviews. One of those three had to be hired.

CODE OF ETHICS

By David Vergeront

It would appear that most, if not all, classified employees are aware that there is a Code of Ethics [Ch. ER-MRS 24, Wis. Adm. Code] that applies to them. Through the years employee familiarity with the Code's provisions and innate employee integrity have resulted in relatively few instances of conflicts of interest that have attained notoriety. As good a track record as that may be, periodic reminders of the Code and its provisions make good sense.

The Code of Ethics has as its purpose the "guidance of employees to avoid activities that cause, or tend to cause, conflicts between their personal interests and their public responsibilities." [s. ER-MRS 24.01] The provisions also are "intended to...improve standards of public service, and promote and strengthen the faith and confidence of the people of this state in their state civil service." [s. ER-MRS 24.02(3)] The Code recognizes that an employee's personal interests have the potential to raise conflicts with official duties. There is, however, a distinction between "inconsequential conflicts" and those that are "substantial and material." [s. ER-MRS 24.02(2)(c)] The provisions of the Code try to strike a balance between the "state's best interests and the rights of the individuals affected." [s. ER-MRS 24.02(4)]

The Code delineates five major areas where a conflict could arise: (1) us-

ing one's position to attain a benefit for the employee or his/her family [s. ER-MRS 24.02(2)(a)]; (2) soliciting or accepting anything of value that could compromise his/her official duties [s. ER-MRS 24.04(2)(b)]; (3) intentionally using or disclosing information, not available to the public, that could result in a benefit to the employee or his/her family [s. ER-MRS 24.04(2)(c)]; (4) outside employment [s. ER-MRS 24.045]; and (5) provisions that address certain aspects of "nepotism." [s. ER-MRS 24.04(2)(d-f) and (3)-(4)] These areas involve situations that have the potential to influence or impact on an employee's assigned duties and responsibilities.

The appearance of a conflict versus an actual conflict is also a concern of the Code. Section ER-MRS 24.04(2)(b) speaks to "reasonably expected to influence" or "could reasonably be considered a reward for any official action or inaction..." [Emphasis added.] The Code anticipates that the perception of conflict to the public and other employees can be just as important as an actual conflict. An appearance of conflict can warrant a directive to avoid the conflict or to remove an employee from a particular assignment or situation.

Under the Code, an employee who is involved in or about to become involved in a matter that has the potential for a conflict is required to advise his/her appointing authority. [s. ER-MRS 24.05(1)] An appointing authority can investigate and take action such as relieving the employee of the as-

signment or referring the matter to the Administrator of the Division of Merit Recruitment and Selection at OSER for an opinion [s. ER-MRS 24.05(2)(a) and (b)]. Employees and appointing authorities can seek an advisory opinion from the Administrator. [s. ER-MRS 24.05(3)] Pursuant to that same provision, the Administrator can keep confidential the identity of the persons seeking the opinion or mentioned in the opinion. The Administrator can refer alleged violations to appropriate authorities, including the district attorney. [s. ER-MRS 24.06] Criminal penalties include fines from \$100 to \$5000 and/or imprisonment for up to one year. Imposition of penalties does not prohibit an agency from disciplining an employee for any violations. [s. ER-MRS 24.07 and s. 19.58, Wis. Stats.]



In today's society, even more so than in the past, the potential for conflicts will arise. Employees should continue to be sensitive to situations where conflicts could arise while performing their public duties. Although the first line of defense is an employee's moral compass, it is recommended that employees familiarize (or re-familiarize) themselves with the provisions of the Code of Ethics. Employees should also consult their agency's employee handbook, which discusses the Code, as well as agency work rules that relate to the Code. If an employee has any concerns or questions, he/she should contact his/her supervisor for answers or direction to the person who can provide answers.

Civil Service Centennial Quotation: UW Political Science Professor Leon Epstein, 1958:



"One important respect in which Wisconsin practice differs from that of many states is the very limited role of patronage in the political process. Aside from a handful of high-level positions, mainly filled by gubernatorial appointment, the state government is staffed—and has been largely so for half a century—by a well-developed civil service recruited by competitive examinations. It is impossible for an individual candidate or a party to build a political organization based on state patronage appointments or on the prospect of such appointments. Civil service is of such long standing and so taken for granted that a party would run great political risks if it sought to introduce large-scale patronage. The prohibition of political activity by civil service employees is accordingly a meaningful regulation."

Citation: Leon D. Epstein. *Politics in Wisconsin* (Madison, Wis.: University of Wisconsin Press, 1958), pp. 29-30.

GUIDELINES FOR HANDLING GRIEVANCES

By Michael Soehner

This is the first in a series of three articles based on a publication from the Office of State Employment Relations entitled **Management Guidelines for Handling Grievances (rev. Jan 2004)**. These guidelines are intended to assist supervisors in handling grievances. This article is an introduction to why we have a grievance procedure. Subsequent articles will discuss how the grievance procedure operates and the specific steps a supervisor should take to effectively handle a grievance. These articles are not intended to cover all aspects of the grievance process but rather provide the "basics."

WHY DO WE HAVE A GRIEVANCE PROCEDURE? Simply put, the grievance procedure is about working out disagreements. Since a collective bargaining agreement, or "contract," covers a wide variety of subjects regarding wages, benefits, hours and conditions of employment, disagreements about what the language really says or how it should be applied to a particular problem are likely to occur. The grievance procedure provides a **process** for supervisors, managers, employees and the union to **discuss disagreements** about how the contract is being observed and to work out solutions in a deliberate and reasoned manner, without shutting down the workplace over the dispute. It is an important process. Employees know that they can address their concerns about their contract rights to their supervisors and managers; that management will sit down, listen, and consider the concerns; and that an answer will be given.

The answer to any particular grievance may or may not be acceptable to the employee or the union. The

grievance procedure, however, is designed to ensure that the concern is heard and that it is discussed in a civil manner by everybody. In the end, if the employee and the union do not agree with management's view about what the contract allows, they can turn to arbitration for a final resolution of the disagreement.

WHERE DO WE FIND THE GRIEVANCE PROCEDURE? A formalized grievance procedure is included in all collective bargaining agreements with state employees for the purpose of working out disagreements that may arise with the union and employees about what the contract language means or how the contract language is applied to specific situations. Note: there is also a grievance procedure for non-represented classified employees contained in Chapter ER 46 of the Wisconsin Administrative Code. A copy of that procedure can be found at <http://www.legis.state.wi.us/rsb/code/er/er.html>.

GRIEVANCE PROCEDURE IS LIMITED TO CONTRACT RIGHTS ONLY. The formal grievance procedure is intended by management and the union to deal with disagreements about *contract rights*. Combined with arbitration, the formal grievance procedure is a very powerful enforcement mechanism for settling disputes about the contract. Thus, the formal grievance procedure is not intended to be used for complaints that have nothing to do with a right or benefit provided in the contract.

COMMUNICATION AND PROBLEM-SOLVING ARE STILL IMPORTANT OUTSIDE THE GRIEVANCE PROCEDURE. The limitation of the formal grievance procedure to *contract rights* does not mean that employee concerns or complaints about other matters should be ignored by supervisors and managers. It only means that in those cases where

there is no contract concern, there is no need for the forms and meetings required by the formal grievance procedures, and they should not be used. The supervisor and manager have greater flexibility in dealing with problems that do not involve the enforcement of a contract right. Communication, however, is still just as important in these instances as elsewhere. Your supervisory skill as a problem-solver is still vitally needed. Listening, talking, thinking, and solving problems is not limited to the formal grievance procedure.

Next Month: An Overview of How a State Grievance Procedure Operates.



Civil Service Centennial Quotation:

"It is difficult to conceive, although statistics for comparison are not at hand, how any state in the nation could have applied the merit principle more thoroughly and rigidly in recruiting for state service jobs than has the State of Wisconsin. . . . The idea of merit examinations for state government workers is so well entrenched that it will probably never be challenged."

From John Wyngaard, "Government and Politics," *Green Bay (Wis.) Press Gazette*, 20 October 1951

"The greatest weapon against stress is our ability to choose one thought over another."

William James

ALL STRESSED UP AND NOWHERE TO GO!

By Shirley LaFontaine and
Bob Van Hoesen

Stress – A combination of physical, mental, and emotional feelings that result from pressure, worry and anxiety.

But, what causes stress? These observations certainly aren't based on scientific research, but here's our personal list of the **top five causes of stress**:

1. Change
2. More change
3. Different kinds of change
4. Good change
5. Bad change

In other words, stress is often caused by some variance in our environment—or a change in how we **react** to the **same** set of circumstances. Even positive change (such as a promotion or removal of some annoyance from the workplace) can provoke feelings of anxiety about what's to come.

Here are three important things to remember about stress:

- Change causes stress.

- Recognize when you or your co-workers are experiencing stress.
- Don't try to resist stress, but accept it and deal with it in constructive ways with the least amount of emotion possible.

There are tons of advice on stress management—different techniques speak to different people. Here are just a few ideas to try in the workplace:

- **Laughing:** Share a joke with a coworker, watch a funny movie at home with some friends, read the comics, and if possible, try to find humor in the situation.
- **Relaxing:** Take several deep breaths throughout the day, or have regular stretch breaks. Stretching is simple enough to do anywhere and only takes a few seconds.
- **Taking charge:** Take ten minutes at the beginning of each day to prioritize and organize your day. Be honest with your co-workers, but be constructive and make practical suggestions. Be realistic about what you can change.

The real key is to explore a host of resources and use what works for you and for your organization. Rather than try-

ing to summarize these resources in this article, here are some places to check out . . .

- For individuals, EAP is always an excellent resource. (http://oser.state.wi.us/section_detail.asp?linkcatid=332)
- EAP can also help with stress on an organizational level. But, don't overlook your agency's internal Health and Safety Committee, Wellness Committee or other risk management resources.
- The OSER website has a lot of information about stress under the heading of "Coping with Change". Much of the material naturally deals with stress related to job loss (real, potential or imagined) but the advice is usually relevant for other causes of stress, too. <http://oser.state.wi.us/subcategory.asp?linksubcatid=651&linkcatid=332&linkid=26>
- Do your own "stress" search on the Internet—you might find something useful and it might help you relax at the same time.

INTERESTING WELLNESS FINDINGS:

There are significant differences in how men and women handle stress

Women:

Report more day-to-day stress than men.

Are more likely to seek emotional comfort from a friend or relative.

Both brains produce a calm-inducing hormone called oxytocin when under stress; however oxytocin's effects are increased in women due to the presence of estrogen.

A woman's stress is greatest between the ages of 35 and 40.

Women's stress hormones and blood pressure tend to stay elevated at the end of the day.

Men:

Oxytocin's impact in men is lessened because of the male sex hormone androgen.

Men's stress hormones and blood pressure diminish after work.

A man's stress is greatest between the ages of 25 and 30.

GOOD NEWS!!!

Stress decreases in both sexes after age 60.

WORKFORCE PLANNING—NEXT STEPS: ANALYSIS TO IMPLEMENTATION

By Patricia Almond

In our last issue, we discussed the concept of what a workforce plan is and what the first steps are in conducting a workforce analysis: supply analysis, demand analysis and gap analysis. After these analyses are complete, a *solutions analysis* should be done.

Solutions analysis is developing the strategies to close the gaps in competencies and to identify where there are surplus competencies. Planned recruiting, training, re-training and redeployment of employees are some of the ways an organization might use to address these identified gaps.

Once all analyses have been completed, your agency should do the following:

- Envision the operating environment that will most likely exist in the future.
- Identify the competencies that will move the agency forward to overcome challenges, seize opportunities and thrive in what will undoubtedly be a new world of work.
- Develop strategies and implement tactics for building this workforce.

The National Academy of Public Administration identified the following critical success factors for effective workforce planning:

- **Management commitment and support:** Top management must lead development and implementation of workforce plans.
- **Human resources staff support:** HR offices should ensure that information is readily available.
- **Employee involvement:** Planning efforts should involve employee input where that information will contribute to accurate projections and evaluations of needs.
- **Linkage to other plans:** Workforce plans must be established within the context of strategic plans and financial plans so that they are relevant to the strategic intent of the agency and are affordable, given finite resources.
- **Quality planning data:** Information about the workforce must be current, accurate and readily available to HR staff and line managers who will be involved in the planning process.
- **Implementation strategy:** Specific details outlining how the workforce plan will be implemented must be developed and communicated.
- **Communication:** Managers and employees need to know why and how workforce planning fits into their daily lives.

Once an agency has the critical foundation in place for a workforce plan, they must understand and address the next key components of an effective plan. In our next issue, we will begin to examine each of these in depth.

PSST! CAN YOU KEEP A SECRET???

By Bob Van Hoesen

Confidentiality is at the heart of the Employee Assistance Program (EAP)—our EAP policies say so. But, some employees are still skeptical. They think “*the whole agency’s gonna know*” if they contact EAP about a personal or work-related problem.

What can and should supervisors do to protect confidentiality?

If you suggest that an employee contact EAP, don’t share that with anyone else (unless your agency has a formal EAP supervisory referral policy).

If you are aware that an employee is participating in EAP, don’t share that information either—and don’t ask the employee why.

If an employee asks for some time “to go see HR,” that’s often their way of disguising that they’re visiting EAP. Respect their privacy and avoid further ques-

tions (except what you need to do to maintain the operational needs of your unit).

Issues of confidentiality aren’t related only to the EAP. Supervisors who are aware that an employee has personal or performance issues must protect this information as well, and not share it with other staff or managers unless there is a business reason to do so.

As a manager, take corrective action if one of your supervisors violates the confidentiality of an employee.

Even if information is not technically confidential, remember that release of the information could still be sensitive for the employee.

Do whatever you can to reassure employees that their privacy will be protected.

EAP works only if confidentiality is honored—and you can tell that to anyone!

EMPLOYEE SUGGESTION BOARD GIVES AWARDS

By Robert Toomey

The Wisconsin Employee Suggestion Program encourages each state employee to become an agent for change, initiating ideas on ways to improve services, enhance efficiency, and save money for the state. This program, which celebrated its 50th anniversary last year, is a way not only to stimulate suggestions, but also to recognize employees for their contributions. In addition to the annual awards, there are also regular awards issued throughout the year.

On November 16, 2004, the Employee Suggestion Board held its annual awards ceremony at the State Capitol. This was a combined ceremony for both fiscal years 2003 and 2004. The following honors were presented:

Individual Suggester of the Year 2003:

LAURIE BECKER (Department of Transportation) was recognized for her suggestion to discontinue leasing microfiche reader/printers for each processor and use department-owned microfiche readers that are placed in a central location.

Group Suggestion of the Year 2003:

STEVE WISWELL and DALE KITELINGER (Department of Transportation, Division of Transportation Investment Management) were honored for developing a new sealant to use when installing sensors on the road for the weigh-in-motion and vehicle classifier computers.

Agency Coordinator of the Year 2003:

MARJORIE McCORMICK (Department of Transportation, Division of Motor Vehicles), for her outstanding work as Division Coordinator over the past several years in promoting the Wisconsin Employee Suggestion Program at DOT's Division of Motor Vehicles.

Agency of the Year 2003 & 2004:

On behalf of the **DEPARTMENT OF TRANSPORTATION** Deputy Secretary Ruben Anthony accepted the Agency of the Year awards for 2003 and for 2004, for its employees' continuing active participation in the Employee Suggestion Program and for the commitment the agency continues to show to the program.

Individual Suggester of the Year 2004:

MARY JANE DREXLER (University of Wisconsin-Oshkosh) was recognized for her suggestion regarding the number of different telephone carriers in her particular work unit being used with varying long-distance telephone rates, ranging from .03 to .39 cents per minute. With help from the Telecommunications department, a single telephone carrier was contacted and a statewide contract was used, which resulted in savings.

Special Suggestion of the Year 2004:

JULIA ALBIS-HUTCHINGS (Department of Transportation, Division of Motor Vehicles) was honored for her suggestion to broadcast messages on Spanish language radio stations regarding safety belt use and child passenger safety, and update the corresponding printed Spanish booklet.

Agency Coordinator of the Year 2004:

JOHN WILLIHNGANZ (University of Wisconsin-Oshkosh), for his commitment as Campus Coordinator over a number of years in promoting the Wisconsin Employee Suggestion Program at UW-Oshkosh.

Visit the website for more information, including the suggestion form: <http://SUGGEST.state.wi.us>.

Civil Service Centennial Quotation:

"Continuity of expert personnel is essential. This can be obtained by applying civil service throughout, except only heads of departments. This provision is necessary to safeguard against the development of a political machine."

Governor Walter J. Kohler's January 10, 1929 message to the Legislature

Civil Service Centennial Quotation: Endorsement of the civil service system - W. S. Irvine

"I was a member of the legislature in 1903, and again in 1905. I was sergeant at arms of the assembly in 1907, 1909 and 1911. I have been familiar with the work of the legislative employes for ten years. While I was a member of the assembly employes were appointed through political influence... I believe the competitive method of selecting employes has resulted in an improvement of over 100% in efficiency. The present employes are more punctual, better qualified and render better service. Civil Service has the effect of securing better discipline... I have been compelled to discharge but one man for improper conduct and inefficiency during the three sessions."

Civil Service Centennial Quotation:

"The merit system is one of the most firmly established policies in state government and a tribute to the common sense of the people of Wisconsin."

Fifty Years After," *Green Bay (Wis.) Press Gazette*, 28 June 1955

WORKPLACE DIVERSITY MANAGEMENT BEST PRACTICES SERIES (#2)

By Janice R. Faust

Part two of our Best Practices Series focuses on another winner of the State Council on Affirmative Action Diversity Award, the Department of Revenue (DOR). DOR's application demonstrated a strong commitment to diversifying its workforce. DOR highlighted several programs as a part of an overall diversity strategy. Included were such initiatives as the Volunteer Income Tax Assistance program, which was designed to increase access to electronic filing by low income and senior taxpayers, including immigrant populations. This program stressed DOR's involvement with the surrounding diversity community. Through intensive outreach efforts, DOR maintained a presence and high visibility at job fairs and various minority professional organizations. In a topical, timely and unique way, these outreach efforts even extended to the effects of the 9/11 terrorist attacks. DOR's Diversity Advisory Council invited speakers to provide information on Islam following the attacks, to help prevent misunderstandings made out of assumptions based on appearance.

DOR has also put forth extra time and effort to connect with the disabled community in the state. Their employment efforts in this area have been so successful that in 2002, DOR had a 20 percent workforce for persons with disabilities, the highest of all state agencies. These outreach efforts have met with unqualified success and have had a ripple of positive effects for DOR, both inside and outside the agency. This theme of outreach has connected very well for this agency and is, in fact, at the heart of its most original and creative effort.

Limited Term Employees (LTEs) are employed by the Department of Revenue to assist in processing income tax returns, most being employed from January through July. However, LTE funding was reduced in FY02. It was at this time DOR began a partnership with the Department of Workforce Development's Division of Vocational Rehabilitation (DWD/DVR). At that time, DOR learned of a grant-funded program at DVR, intended to provide paid work experience for individuals with disabilities, as a bridge into the work force. Obstacles to employment for the various participants included a lack of or a break in work history, the need to shift to a new area of work, poor interviewing skills, and a lack of confidence. Potential employers are required to provide three key items to the clients: structure, extra guidance, and the opportunity to gain useful work experience and references. Upon employment, DVR uses grant funds to pay clients' wages. DOR proposed offering seasonal tax processing positions within this program, with results far surpassing their expectations.

In February 2002, approximately 80 DVR clients participated in the recruitment and hiring process. Candidates arrived at the DOR office on Rimrock Road for a group presentation on the available job types. Following the presentation, the candi-

dates completed applications, and participated in assessments for filing, math skills, and keyboarding. The clients were then interviewed, so the entire application and hiring process was conducted within a day. Of the DVR clients who participated, approximately 70 were hired, for terms of six to nine months each.

Half-day orientation sessions were provided to all incoming DVR LTEs, presented by HR staff and the Diversity Officer. These sessions provided important information for the new LTEs and also created a comfort level for the LTEs by providing contacts with key staff who could assist them with questions and concerns.

DOR staff witnessed their new LTEs overcome many challenges. Supervisors and staff were pleased at the quality work provided, and also helped to train and encourage the LTEs in completing their work assignments. The vast majority of the DVR hires completed their terms successfully. The great success in its first year fostered increased enthusiasm for the project at DOR, and also at DVR. Future plans include hiring more individuals and involving clients in higher level positions in technology and other areas. An additional benefit DOR received was seeing many staff and supervisors gain priceless experience and insight about the benefits of integrating persons with disabilities into the workplace.

* * *

A strong DOR/DVR partnership continues to this day. Working together, DOR and DVR have made some modifications to the program. A tiered system was implemented to create a structure in which wages are mostly funded by DVR, with DOR supporting the balance of the wage. As clients become more familiar with programs or return for additional work, their tiers may change, at which time DOR will pay a greater proportion of their wages. Another positive change that has occurred is that rather than testing or using assessment tools as part of a job fair, DOR has conducted tours for applicants. These tours have allowed applicants to select the areas in which they are interested in working. This method has proven to be a better way to match applicants to positions, as well as allowing supervisors to interview only those applicants who are interested in their specific area of employment.

*The State Council on Affirmative Action's website for its diversity award is

<http://oser.state.wi.us/subcategory.asp?linksubcatid=669&linkcatid=352&linkid=27>.

4TH ANNUAL STATE TRAINING CONFERENCE HELD

By Robert Toomey

The Wisconsin State Training Council presented its fourth annual conference on March 3 at Monona Terrace Convention Center. The near-record attendance of 250 people was made up of training, education, and human resource staff from the State and University of Wisconsin and their peers in the private sector. The keynote address was given by Pat Alea, an area consultant, author, and radio show host. A variety of other sessions included topics related to adult learning techniques, e-Learning, appreciative inquiry, change management, business writing, leadership development, and blending multi-generations, among many others. Please visit the conference web page for more information: <http://www.ohrd.wisc.edu/wstc>. A photo album from this year's conference is also available at the conference website. Next year's conference is already being planned!

The Wisconsin State Training Council is an association of training staff representing all state agencies. Council Officers for 2005 are:

Chair: Sharon Mylrea, Department of Transportation;
Vice Chair: Joan Gage, Department of Workforce Development;
Immediate Past Chair: Ralph Schwartz, Department of Natural Resources; and
Secretary-Treasurer: Mark Isenberg, Public Service Commission

For more information on the Wisconsin State Training Council, visit its web page which is hosted on the OSER web site within the "Training" section at <http://OSER.state.wi.us>.

OSER TRAINING CALENDAR

By Robert Toomey

The Office of State Employment Relations (OSER) continues to offer job-related training programs to provide information and guidance to supervisors, managers, and human resource staff.

AA/EEO Training for Agency Staff: Information on customized AA/EEO training can be requested by sending e-mail to Janice.Faust@oser.state.wi.us.

Advanced Labor Relations (ALR) program for supervisors & managers: Check website for 2005 schedule.

Classification Training: May 3-4-5; August 9-10-11; and November 1-2-3.

EAP Coordinator Training: Check website for any future sessions.

Management: Personnel Administration: April 5-6-7; June 6-7-8; August 2-3-4; October 4-5-6; and December 19-20-21.

Management: Leadership: April 14-15; July 20-21; August 16-17; September 27-28; and November 8-9.

How to Advance in the Wisconsin Civil Service: Check website for any future sessions.

Staffing Training: Check website for any future sessions.

For further information on these training programs—including program descriptions, schedules, and how to register—visit the OSER training web page at <http://OSER.state.wi.us>—click on the "Training" section.



Civil Service Centennial Quotation:

"The fifty-year history of civil service in Wisconsin has seen a gradual transition from the traditional civil service agency, primarily concerned with getting people into public service through merit alone, to that of a service agency with a new and broader objective of sound personnel administration. Although the Wisconsin Bureau of Personnel has not lost sight of its responsibility to exercise those controls necessary to safeguard the merit principle, its program emphasis has turned toward that of assistance, in a staff capacity, to departments of state government in the solution of overall personnel problems, and in finding ways and means of improving its service to departments and employees."

From William M. Haines paper on the Fiftieth Anniversary of Civil Service



Civil Service Centennial Fact:

In 1908 state employees totaled 3,435. 1,787 of those were covered by civil service.

In 1918 state employees totaled 4,101. 2,509 of those were covered by civil service.

The employees not covered by civil service at that time included positions like Professional Engineers, Teachers and Librarians, state officials and commissioners.



OSER WEBSITE BASICS: REFERENCE CENTER

By Pat Waterman

The reference center on the OSER website includes documents about OSER and Human Resources activities in state government, including a document library (forms, publications and other working documents) and list of other online resources. The following are references in the center:

[*Document Library](#)

[2003-2005 Compensation Plan](#)

[AA/EEO Resources](#)

[Alphabetical Listing of Classifications](#)

[Classification Specifications \(A-D\)](#)

[Classification Specifications \(E-H\)](#)

[Classification Specifications \(I-M\)](#)

[Classification Specifications \(N-Q\)](#)

[Classification Specifications \(R-Z\)](#)

[Forms](#)

[Labor Agreements \(Union Contracts\)](#)

[Newsletter - OSER News & Views](#)

[Policy Bulletins](#)

[Statutes, Rules & Glossaries](#)

[Wisconsin Human Resources Handbook](#)

We urge you to use our website at <http://oser.state.wi.us> for your state employment questions and duties.

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Civil Service Centennial Quotation: “Our system gives practical expression to the principle that all citizens have an equal right to aspire to serve the state. It provides an orderly and systematic method of selecting employees. It establishes like pay for like work under like conditions, subject to variation by employing heads within the schedules established. It is even more comprehensive for it provides means for recognizing meritorious service, after which pay allowances may be based upon efficiency ratings. It establishes for the state a central personnel agency which provides uniformity in handling personnel matters such as recruitments, compensation, promotion, vacations, sick leave, et cetera. This is our field. We are developing an organization to cover it . . . We proudly claim credit for this department’s contributions during the past quarter century to a state government that makes Wisconsin enviably unique among her sister states.”

From Bureau of Personnel 1928-1930 Biennial Report

**Wisconsin
Civil Service turns
100 Years Old!**



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