

NEWS & VIEWS

Volume 8, Issue 1

April 2006

FROM THE DIRECTOR'S OFFICE: *Always Be Prepared*

By Karen Timberlake

Always be prepared: it's the Boy Scout motto, and it serves state government equally well. Much of this issue of *News and Views* from the Office of State Employment Relations highlights several enterprise-wide initiatives designed to prepare state agencies and their employees for future challenges. These initiatives include workforce planning, which is directed at anticipating future needs for recruiting, developing, and retaining state employees; continuity of government planning, which has the goals of keeping government functioning and protecting state employees in an emergency situation; and the enterprise leadership academy, aimed at developing a pool of future leaders within state government. We also include two articles relating to affirmative action and equal employment opportunity that highlight both the continuing underutilization of racial and ethnic minorities in state employment, and a current "best practice" at a DHFS institution that provides an innovative model for heightening cultural awareness in the workplace and improving the training and retention of minority employees.

In addition, continuing the theme of preparedness, this issue includes an article outlining the legal restrictions on political campaign activity by state employees, a timely topic in light of the upcoming November elections. We round out this issue with two "just-in-time" articles, one explaining the processes for setting parity pay adjustments for nonrepresented employees and another outlining the current status of a major classification survey affecting the classifications and pay range assignments of nearly 4000 represented administrative support employees. Finally, lest we overlook an opportunity to celebrate recent achievements, we include reports on last year's State Employee Suggestion Program winners and this year's annual training conference.

We're doing our best at OSER to anticipate and plan for the challenges that lie ahead for state employees and state government. It's our hope that *News and Views* provides you with timely information relevant to state employment to help you prepare for and meet your own unique challenges and opportunities as a State of Wisconsin employee.



Karen Timberlake
Director, OSER

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Special points of interest:

- Enterprise Leadership Academy (ELA)
- Parity for Non-reps
- Diversity Best Practices
- Employee Suggestion Program (ESP) Awards



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UPDATE ON AGENCY WORKFORCE PLANS

By Jamie O'Donnell

State agencies are wrapping up their initial workforce planning for this biennial cycle and will be submitting their plans to OSER by April 15. However, workforce planning does not end with the completion of a plan. The plans lay out specific strategies and action steps, which must be implemented, monitored, and evaluated to be effective.



For this planning cycle, which includes the remainder of fiscal year (FY) 2006, FY2007 and FY2008, the focus of workforce planning is on critical hiring needs classifications and classifications with high retirement vulnerability. The key is to identify how state agencies can develop, recruit and retain employees in these targeted areas. Succession planning, knowledge transfer, and targeted recruitment and retention efforts will become essential tools for all state agencies in the very near future. Through workforce planning, agencies can refine and focus their efforts where they are most needed.

In January of this year, an inter-agency Workforce Planning Committee was revitalized to provide a forum for agency human resources staff to brainstorm workforce planning strategies and share their best practices. Even after April 15, this committee will continue to meet to discuss lessons learned and to identify ways to share workforce planning resources. In addition, a human resources metrics subcommittee has been formed to develop recommendations for workforce data that should be collected for future reporting cycles. A website subcommittee has also been formed to continue improving the workforce planning website, found at <http://workforceplanning.wi.gov>.

After the agency plans have been submitted to OSER, OSER staff will analyze the reports and create an executive summary to be submitted to the Governor's office by June 30, 2006. The summary from the enterprise workforce plan will be available on the workforce planning website when the report has been completed.

ENTERPRISE EMERGENCY MANAGEMENT AND CONTINUITY OF OPERATIONS PLANS

By Art Zoellner

Director of Enterprise Emergency Management, DOA

Agencies in the executive branch of Wisconsin state government are working to improve their readiness to respond to emergencies. The state's Enterprise Emergency Management program is led by the Department of Administration with the twin goals of keeping government functioning and protecting state employees in an emergency situation.

Since fires, tornados and other emergencies can and do happen, state employees at all state offices need to know what to do. The Enterprise Emergency Management program will make sure that emergency plans are

in place at all state offices, that employees are trained on those plans, and that fire and tornado drills are held at every office every year. This preparation greatly improves chances for a successful, safe outcome.

Likewise, if a state agency's headquarters or computer systems are damaged, it could affect the agency's ability to provide services to Wisconsin's citizens. To enable agencies to keep their part of state government going, agencies are developing Continuity of Operations (COOP) plans.

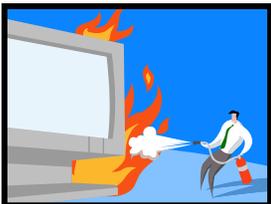
An initial group of twenty state agencies has been involved in a coordinated, comprehensive effort to de-

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ENTERPRISE EMERGENCY MANAGEMENT/COOP (CONT.)

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velop COOP plans. The COOP plans consolidate previously separate business continuation and disaster recovery plans into a continuity plan format that will be similar across all of state government.



The plans will enable agencies to continue business services that they determine are “time-sensitive” from alternate sites with pre-determined teams of employees assigned to imple-

ment the plan. “Time-sensitive” business services are those that must be continued, or recovered, within 30 days of an event that disrupts business as usual.

Each “time-sensitive” business service has a plan that identifies how the business service will be continued, what other business services and technology it depends on; the team assigned to do the work; the supplies, equipment and vital records that will be needed; and the alternate site at which the work will be done. Each agency also has an umbrella plan for agency-

level activities, such as communication with all its offices and employees in the event of an emergency.

But just having a plan does not mean that an agency is prepared to keep its business services functioning. So the Enterprise Emergency Management program includes training, practice and ongoing review and updates. Beginning in spring 2006, managers and employees responsible for implementing the plans will be trained to make sure they know what to do and where to go. Those who will implement the plans will also engage in exercises to practice following the plans for recovering time-sensitive business services. The purpose of the exercises is to provide realistic training in how the plan works and to identify areas that need to be improved. Two rounds of exercises are planned in 2006, the first in the summer time period and the second in late fall.

Beginning in 2007, agencies will follow an annual cycle of plan review, updates, refresher training and exercises to make sure they remain ready and prepared to implement their COOP plans.

ENTERPRISE LEADERSHIP ACADEMY

LEADERSHIP TRAINING PROGRAM PILOT STARTS FOR THE STATE

By Nikki Noll

The future of Wisconsin state government's successful operations lies in the hands of our trained leaders. Upcoming retirements and a possible shortfall of leaders are a significant workforce planning issue for the state as an employer. Investing in the development of leadership skills not only contributes to stronger skill sets, but also expands our managers' and supervisors' ability to be more effective in developing future talent for their organizations.

In response to requests from agency staff and leadership, the State of Wisconsin, through a grant from CPS Human Resources Services, is sponsoring a new pilot program called the Enterprise Leadership Academy (ELA). The ELA is just one way to better prepare the future leaders of the State of Wisconsin. The program's goal is to provide established and future leaders with the foundation that they will need in order to lead effectively, successfully, and with vision.

The ELA is designed to provide advanced leadership opportunities to a select group of state managers and supervisors by providing them with classes geared toward expanding their state leadership capabilities, knowledge and potential. In addition to advancing the leadership skills of our managers and supervisors, one of the primary goals of the pilot program is to develop a standard program in the future. Pilot participants will be asked for their input into the structure of a standard program which will serve both experienced and new leaders.

This program aligns with the current focus of the enterprise workforce planning initiative, which addresses critical hiring needs and retirement vulnerable classifications. Ensuring that our employees have well-trained leaders should result in more efficient, effective organizations and learning-based work environments.

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ELA PILOT (CONT.)

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The ELA pilot is being offered through the Office of State Employment Relations in conjunction with University of Wisconsin-Madison's Certified Public Manager program and will consist of twenty sessions scheduled to run from March 2006 to December 2006. Participants were selected from agency nominations for the thirty available spots.

To find out more information about the ELA program, please visit the program website at www.ela.wi.gov. At this site you will find all of the latest news and updates regarding the pilot program, a curriculum overview, fre-

quently asked questions and links to the applications materials used in the selection process. Patricia Almond, Administrator of the Division of Merit Recruitment and Selection for OSER, has taken the lead in this effort and looks forward to pilot program results and feedback.

Please visit the ELA website and submit any feedback you may have via the "Contact Us" button on the bottom of the Welcome Page. The ELA team welcomes your input and feedback.

MEET THE INVISIBLE PEOPLE

By Demetri Fisher

Well, they're not really invisible. . . we just haven't hired them yet. Wisconsin State Government is a massive enterprise, with over 39,000 permanent classified positions. We use principles of Affirmative Action and Equal Employment Opportunity to make sure that our pool of employees is as diverse and as talented as possible. We wish to give all segments of our population an opportunity to participate in public service if they so choose. But this is not always easy to do. There are still many systematic barriers to providing equal opportunities for targeted segments of our population, including personal bias, hostile working environments, economic stratification, red tape, transportation and other logistical issues. Agency human resource professionals work hard to minimize these problems through special recruitments, expanded certification, internship programs, mentoring and career development programs, plus a whole variety of checks and balances in the system itself designed to ensure fairness. While we know our efforts have an impact on this entire picture, the way to measure how well we are doing is to look at the overall employment numbers.

Consider this: there are only three targeted groups eligible for Affirmative Action under Wisconsin's Fair Employ-

ment Law. They are women (in nontraditional positions), racial and ethnic minorities, and persons with disabilities. The segment of our population for which we have had traditionally the most difficult time with in providing equal employment opportunities is the ethnic minority population. Currently our existing workforce of racial and ethnic minorities in state service is at about 9 percent. When setting goals to determine what might be the appropriate level of employment in state government for these groups, we use a formula to determine labor force availability -- the percentage of people who live in these communities who are actually available to work in state government jobs.

According to statistics compiled by the Department of Workforce Development, labor force availability for racial and ethnic minorities in Wisconsin stands at 10.8 percent. This means there is a gap of 1.8 percent between the ethnic minorities working in our state government labor force and their actual availability in the labor force. While these are figures based on net totals, it is clear that our efforts remain somewhat deficient. This 1.8 percent represents 713 racial and ethnic minority employees that would have to be hired to fill the gap. That is 713 as yet unknown, unseen people from every corner of the state. They are invisible to us now, but no less valuable.

"Only those who dare to fail greatly can ever achieve greatly."

Robert F. Kennedy

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INVISIBLE PEOPLE: (CONT.)

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Achieving this goal is far from easy. Bear in mind that Affirmative Action goals are not a quota or a ceiling, but a target that points to equal opportunity for all of our state's citizens. Over the last couple of years, the state has hired an average of 2463 new employees each year. Assuming nothing else changes in our hiring and retention patterns, in order to close the labor force availability gap over the next three years, we would have to hire 238 additional ethnic minorities each year. This

number is about 10 percent of our overall hiring average, and is on top of the typical hiring rate for ethnic and racial minorities of about 9%. Given the difficulties we currently have in attracting and hiring qualified ethnic minorities, this is a tall order. This conundrum is designed to illustrate the challenge that as yet lies before us. It is not always enough to simply talk about how far we have come. Sometimes it is good to stop and assess how much more of the mountain we have left to climb.

CONSTRAINTS ON POLITICAL ACTIVITIES BY STATE EMPLOYEES

By David Vergeront

It is an election year. This year there will be partisan September primaries and Fall elections for candidates for both state and federal offices. The ongoing news coverage regarding the cases involving campaign activity by legislators and their employees has brought to the forefront the proposition that political campaign activity is not allowed in state buildings **and/or** while state employees are on state time.

While that same basic restriction for unclassified employees (like those in the legislature) applies to classified employees, the restrictions for classified employees are statutory and more detailed. Section 230.40, Wis. Stats., enumerates the "don'ts" regarding prohibited political/campaign activity of classified employees in a partisan election, for a partisan candidate or for a partisan political party. Those include

DON'T:

- * engage in any way in solicitation or receipt of contributions while on state time or engaged in official state duties.

- * transmit in writing or verbally a solicitation to a state office or in any way solicit any assistance or support from any person in the classified service while that employee is on state time or engaged in official state duties.

- * engage in any form of political activity designed to back a political party or candidate while on state duty.

- * engage in any form of political activity while off duty such that the activity impairs the employee's efficiency during his/her state work hours or causes that employee to be tardy or absent from work.

OSER has issued a bulletin *State Employee Political Activity (Classified Civil Service)*, OSER-0053-MRS, October 8, 2004, which contains a list of permissible activities and a more detailed listing of prohibited activities. It is important to remember that, pursuant to statute, a violation of a statutory prohibition can form the basis for termination from employment.

Section 230.40, Wis. Stats., also provides guidance for employees in the classified service who seek to run for partisan political office. A classified employee who declares an intention to run for a partisan political office must be placed on leave for the duration of the campaign and if elected must separate from the state service. A successful candidate has reinstatement privileges for five years from separation from state service or one year from termination from the elective position, whichever is longer.

PARITY PAY ADJUSTMENTS FOR NON-REPRESENTED EMPLOYEES

By Paul Hankes and Susan Crawford

With the recent news that the state has reached tentative agreements with several bargaining units for 2005-07 contracts, many non-represented employees have raised questions and concerns about whether they will receive pay increases similar to those negotiated for represented employees in collective bargaining.

The non-represented Compensation Plan developed by OSER provides pay adjustments for non-represented positions that mirror the negotiated market adjustments for their represented counterpart positions. It also provides pay adjustments to supervisors of represented employees who receive market adjustments, an important tool for avoiding pay inversion or compression between supervisors and subordinate employees.

In the 2005-2007 biennium, OSER intends to provide parity for supervisors and classified managerial staff in the same occupational job families, or those providing ongoing technical supervision of subordinate represented staff receiving market adjustments.

OSER and agency human resources personnel are identifying appropriate non-represented classifications for parity consideration in the 2005-2007 biennium. Historically, OSER identifies non-represented classifica-

tions for inclusion, and jointly reviews and discusses with the agency human resources staffs any "unique" counterparts, subordinate, and/or supervisory situations where parity consideration is supportable.

Parity proposals for non-represented employees generally coincide with legislative consideration of the bargaining agreements driving the parity considerations. For example, non-represented parity proposals resulting from a new bargaining agreement with the WSEU-technical unit would go to the Joint Committee on Employment Relations as Compensation Plan amendments at the same time that a 2005-2007 WSEU-technical unit agreement is presented for approval. The effective dates for non-represented parity adjustments would parallel those in the approved bargaining agreements.

In addition to providing parity for market adjustments, OSER amends the Compensation Plan to align general wage adjustments (GWAs) for non-represented employees with the GWAs negotiated in collective bargaining. Any amendments to GWAs for non-represented employees will be presented to the Joint Committee on Employment Relations when the 2005-07 contracts are presented for approval.

WORKPLACE DIVERSITY BEST PRACTICES

By Pepe Indalecio

Diversity is an important topic in today's workplace. The top employers for diversity in the United States acknowledge that diversity management is critical for their organizations to be competitive and successful in today's global economy. What programs does state government, as the state's largest employer, have in place in order to recruit and retain the best employees? To address this issue, we decided to showcase a number of top diversity programs in state government for state agencies and university campuses to consider and replicate as part of their affirmative action program. This article is the third in a series of best practices for Wisconsin state government.

In October 2005, the Department of Health and Family Services, Central Wisconsin Center for the Developmentally Disabled was awarded the top diversity honor by the State Council on Affirmative Action for the creation of a Cultural Competence Committee to focus on improving cultural awareness, training, and retention of minority employees, successful transition into the work culture, and the affirmative action program. The Committee has the full support of top management and coordinates activities with the Secretary's designee and the Affirmative Action and Civil Rights Office. In addition, the Director of the Central Wisconsin Center

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DIVERSITY BEST PRACTICES (CONT.)

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sets a very positive tone, showcasing best practices, praising and recognizing employees, institutionalizing diversity programs in the organizational process, and encouraging ideas and opinions at all levels.

The Cultural Competence Committee has identified the following initiatives as significant for successful implementation:

Celebrating Our Journeys. Central Wisconsin Center's 2000 - 2005 data on the retention of racial/ethnic minorities demonstrate the success of including multi-ethnic and multi-national voices in the publication "Celebrating Our Journeys." This inclusive world-view is an essential part of the employee orientation and supervisory training that emphasize open and honest discussion of cultural value and interaction that many non-minority supervisors have not been familiar with.

Supervisory Training. Supervisors are increasingly confronted with the complexity of an evolving workforce. Likewise, employees increasingly expect supervisors to be knowledgeable, respectful, and considerate. To this end, a training curriculum was prepared by the Cultural Competency Committee to identify issues related to supervision and diversity. The training includes cultural sensitivity, English as a second language, and constructive conflict resolution. These training sessions have been regarded as organizational "breakthroughs" as they are direct, emotional, and

ultimately constructive in nature. Evaluations by participants are consistently positive.

Training/Orientation for Employees with English as a Second Language. The CWC Cultural Competence Committee identified organizational inconsistencies that are confusing to any new employee, but are especially confusing to people who speak English as a second language. To attain competencies to succeed, employees who speak English as a second language have benefited from an improved, coordinated training protocol that reduces contradictory and confusing expectations between work units. In addition, the Committee developed a glossary of often-used terms translated into non-English languages (French and Russian are the most common) to provide workplace language access to assist English-as-a-second-language speakers learn equivalent expressions and American/Midwestern colloquialisms.

The recommendations of the Cultural Competence Committee were merged with the quality improvement work of the Center's Administrative Quality Team and the result is a number of successful, Center-wide improvement initiatives. CWC's management is committed to ensure that the continuous work of the Cultural Competence Committee is institutionalized in the way CWC carries out the business of caring for Wisconsin's residents with developmental disabilities.

ASU SURVEY APPEALS PROGRESS UPDATED

By Pat Waterman

The Wisconsin State Employees Union - Administrative Support Unit is the largest collective bargaining unit in state government, representing over 6500 employees in classifications such as program assistants and secretaries. A classification survey of the unit was begun in 2000 and was implemented on July 24, 2005, resulting in a large number of reallocations and pay range reassignments of employees in the unit. Of the 4000 employees who were affected by this survey, ap-

proximately 500 filed appeals, with the bulk of them coming from employees at the University of Wisconsin (UW) (269), the Department of Corrections (78), and the Department of Health and Family Services (68). In its review of the appeals, OSER staff have worked closely with the agencies and campuses to obtain more information about the positions and the position descriptions (PD) that were used for the reallocation deci-

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ASU SURVEY APPEALS PROGRESS UPDATED

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sions. This process has uncovered some inconsistencies that have been corrected by reallocating the employees correctly, whether they appealed or not.

At this newsletter's press date, approximately 50 appeals were corrected by the agency or campus; 175 appeals have been reviewed by OSER, and 60 are currently under review either by OSER or the agency or campus. Of the appeals on which OSER has completed its review, approximately 25 were approved after working with the agency or campus, 8 were refused because they were not able to appeal the pay or methodology, and the rest were denied. Employees whose appeals have been denied by OSER have the right to further appeal with the Wisconsin Employment Relations Commission (WERC). Of the denials, only two have filed appeals with the WERC to date.

All in all, the agency and UW survey coordinators did a great job with the classification recommendations that were submitted to OSER for the purpose of implementing the survey. Their hard work resulted in a relatively low number of appeals for a major survey of this type, with under 500 appeals out of 4000 reallocations. In addition, many survey coordinators took the extra time to meet with the employees and supervisors to answer questions regarding where they were reallocated and why. That effort resulted in fewer appeals and more satisfied employees. OSER has set a goal of completing its review of all the appeals by the end of June 2006.

Many survey coordinators took the extra time to meet with the employees and supervisors to answer questions.

EMPLOYEE SUGGESTION AWARDS PRESENTED

By Robert Toomey

The State Employee Suggestion Program annual awards ceremony was held at the State Capitol on November 15, 2005. The award winners were:

Individual Suggester of the Year 2005:

ASIT PATEL (Department of Transportation, Division of Transportation System Development) was recognized for developing automated procedures and macros to replace time-consuming bid review procedures that were done manually. Net savings: \$23,303 per year.

Group Suggestion of the Year 2005:

LYNN NACHREINER and STEVE ANDERSON (Department of Transportation, Division of Motor Vehicles) were honored for reducing costs by working with the vendor for the Automated Road Test Systems (ARTS) and reprogramming the way repeat contacts are batched, thus reducing the number of times the system is accessed. Net savings: \$85,000 average per year.

Agency Coordinator of the Year 2005:

JAMES BECKER (Department of Transportation, Division of Transportation System Development) was recognized for doing an outstanding job as division coordinator and for being the master of ceremonies for DOT's annual agency-level awards ceremony.

Agency of the Year 2005:

DEPARTMENT OF TRANSPORTATION (Secretary Frank Busalacchi) The Department of Transportation received the Agency of the Year award for 2005, for its active participation in the Employee Suggestion Program and for the commitment the agency's managers and employees continue to show to the program.

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ESP (CONT.)

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The Wisconsin Employee Suggestion Program encourages state employees to become an agent for change, initiating ideas on ways to improve services, enhance efficiency, and save money for the state. This program 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. Visit the website for more information, including the suggestion form: <http://SUGGEST.state.wi.us>.

THE 5TH ANNUAL STATE TRAINING CONFERENCE: ANOTHER SUCCESSFUL LEARNING EXPERIENCE

By Robert Toomey

The fifth annual Wisconsin State Training Conference on March 1 drew another large audience to the Monona Terrace Convention Center. The near-record attendance of approximately 250 training, education, and human resource staff from the State and University of Wisconsin and their peers in the private sector heard Lori Silverman's keynote address about using storytelling in training. A variety of other sessions included topics related to adult learning techniques, e-Learning, coaching, diversity, evaluation, customer service, communication, and more. A photo album from this year's conference is available at the conference website: <http://ohrd.wisc.edu/wstc>. Planning for next year's conference—the sixth annual event—is already under way.

The Wisconsin State Training Council is an association of training staff representing all state agencies. Council Officers for 2006 are as follows.

Chair: Joan Gage, Department of Workforce Development

Vice Chair: Linda Heisler, Department of Health & Family Services

Immediate Past Chair: Sharon Mylrea, Department of Transportation

Secretary-Treasurer: Robert Toomey, Office of State Employment Relations

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

OSER TRAINING CALENDAR

The Office of State Employment Relations offers training programs on various human resource topics for agency 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@osер.state.wi.us.

Advanced Labor Relations (ALR) program for supervisors & managers: October 31-November 1-2 and December 5-6-7.

Classification Training: May 16-17-18 and November 14-15-16.

EAP Coordinator Training: Check web site for future sessions.

How to Advance in the Wisconsin Civil Service: June 15 (8:30-12:00).

Management: Personnel Administration: August 1-2-3; October 3-4-5; and December 12-13-14.

Management: Leadership: May 24-25; July 26-27; August 23-24; and November 29-30.

Staffing Training: March 7-8 & 13-16; September 12-13 & 18-21; and December 5-6 & 11-14.

For further information – including program descriptions, class schedules, and registration procedures – please visit the OSER training web page at <http://OSER.state.wi.us>—click on the "Training" section.



We're on the Web!
oser.state.wi.us

April 2006

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ON THE OSER WEBSITE

By Pat Waterman

We would like to call your attention to some items available on the OSER website.

OSER ADMINISTRATIVE RULES:

<http://oser.state.wi.us/category.asp?linkcatid=483&linkid=27>

AT-RISK RESOURCE SEMINAR 2006

<http://oser.state.wi.us/docview.asp?docid=5590>

DENTALBLUE GROUP DENTAL COVERAGE:

<http://oser.state.wi.us/subcategory.asp?linksubcatid=1151>

ENTERPRISE LEADERSHIP ACADEMY

<http://www.ela.wi.gov>

WORKFORCE PLANNING:

<http://workforceplanning.wi.gov>

2005-2007 COMPENSATION PLAN:

<http://oser.state.wi.us/subcategory.asp?linksubcatid=1089&linkcatid=413&linkid=27>

Pocket Travel Guide 2005-2007

<http://oser.state.wi.us/docview.asp?docid=5025>

We urge you to explore and use our website at <http://oser.state.wi.us>.

WORKPLACE WISDOM

we're busy, we're important; if we're not busy, we're almost embarrassed to admit it. Busy-ness is where we get our security. It's validating, popular, and pleasing. It's also a good excuse for not dealing with the first things in our lives."

"It takes courage to realize that you are greater than your moods, greater than your thoughts, and that you can control your moods and thoughts."

"Real listening shows respect. It creates trust. As we listen, we not only gain understanding; we also create the environment to be understood. And when both people understand both perspectives, instead of being on opposite sides of the table looking across at each other, we find ourselves on the same side looking at solutions together."

From First Things First Calendar



CONTRIBUTOR SPOTLIGHT

Nikki Noll — Nikki is the LTE who has worked with OSER Division of Merit Recruitment and Selection to develop the ELA.

Jamie O'Donnell — Jamie is an Executive Human Resources Specialist with the OSER Division of Merit Recruitment and Selection.

Paul Hankes — Paul is the Director of the Bureau of Compensation in OSER's Division of Compensation and Labor Relations.