

NEWS & VIEWS

Volume 8, Issue 2

October 2006

FROM THE DIRECTOR'S OFFICE: *New Approaches to Persistent Challenges*

By Karen Timberlake

This edition of News & Views highlights some significant initiatives that are under way across state government. State agencies have been working hard to put updated continuity of operations plans in place. These plans ensure that state agencies have anticipated those events that we hope we never have to face, like the loss of a building due to fire, flood, or tornado. Our first goal, and first responsibility, is to ensure the safety and security of state employees while we work to recover critical business services as fast as possible. This effort takes on added importance when we contemplate the potential of a pandemic flu outbreak or other event that could affect not just one building, but a whole region. Read more about these efforts on page 2 and on the Department of Health and Family Services web site at <http://dhfs.wisconsin.gov/communicable/pandemic/index.htm>.



Karen Timberlake
Director, OSER

In addition, under the leadership of Kate Nolan and a host of subject matter experts (otherwise known as “the people who really do the work”), we are working to enhance our information technology infrastructure in the areas of procurement, human resources, payroll and financial management. In some cases, we have no statewide system (e.g., in procurement and human resources), and in others, we have systems that are outdated and at high risk of becoming unable to support our needs. Read more about this project on page 9, and learn more at <http://ibis.wi.gov/>.

As we look ahead to larger and larger segments of the state workforce reaching retirement eligibility, with smaller and smaller generations of workers coming behind them, we are pleased to update you in this newsletter on the significant work going on at OSER and throughout state government on workforce planning and enhanced recruitment initiatives. The State’s official jobs website has been renamed **Wisc.Jobs** (<http://wisc.jobs>), and it will soon have a new look and feel that we expect will make it easier for job seekers to get right to the information they need. Referrals by current employees remain one of the best ways to find new employees, so be sure to spread the word about this new, easy-to-remember website. And, don’t forget to check **Wisc.Jobs** as your most up-to-date source of employment opportunities around state government.

Finally, speaking of retirements, there are some comings and goings to recognize at OSER. Yer Vang joined OSER as our executive assistant in August. Yer was most recently with the Immigrant Project of Wisconsin where she provided legal assistance to immigrant survivors of domestic violence and sexual assault. Yer has extensive experience in training advocates, attorneys, law enforcement officers, and other

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Special points of interest:

- COOP Pandemic Planning
- Health Insurance
- IBIS
- Marketing the State
- OSER Staff Changes



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APPROACHES TO CHALLENGES (CONT.)

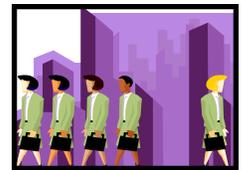
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community members on immigration and poverty law. Yer's community connections and her familiarity with public and private sector partners around the state will be a great asset to us, particularly as we continue to work to broaden the appeal of state government employment and update our training presence.

We will soon say goodbye to Leean White, Director of the Agency Services Bureau in the Division of Merit Recruitment and Selection, who will retire from OSER in February 2007 after nearly 31 years of state service. Whether or not you have worked with Leean directly over the years, I can assure you that you have benefited from her conscientious stewardship of the civil service staffing and classification functions during her 17 years at the Department of Employment Relations and OSER. Leean's career began at the agency that became the Department of Regulation and Licensing, and included stops at three state agencies, two UW campuses, and the UW Hospital. Leean describes taking a demotion in 1980 into a human resources support position as the "best career move I have ever made." We will miss Leean's pragmatic approach to problems great and small and her willingness to strive for compromise. Leean, your friends at OSER and across state service wish you well on your journey into retirement.

Read on for more information about the initiatives highlighted above, as well as other OSER highlights.

STATE PREPARES FOR POSSIBLE PANDEMIC INFLUENZA IMPACT



By Art Zoellner

Director, Continuity of Government, DOA

In the past few months you may have been hearing more about a possible influenza pandemic through the mass media. This is the first in a series of awareness messages that you will receive. As planning moves forward you will receive additional information on steps you can take to protect yourself and fulfill your family and work responsibilities in the event of an influenza pandemic

An influenza pandemic may occur when a new novel virus develops for which there is no pre-existing immunity among humans. The H5N1 virus, commonly called avian flu, is the focus of much attention worldwide. While it has been responsible for the deaths of many wild and domestic birds and some people who came in close contact with ill birds overseas, the strain associated with these deaths has not been identified in birds or humans in North America.

To be prepared in the event an outbreak should occur in the U.S., Wisconsin state government is taking steps now to ensure that our workforce and residents are pro-

tected and our most important or time-sensitive services will be able to continue should an influenza pandemic occur.

The first goal of Wisconsin's pandemic continuity planning is to protect the state workforce. The second and third goals of the planning effort are to ensure that the state can continue to provide emergency response and time sensitive business services. Those are the services agencies that must continue even in an emergency. The specific steps agencies will take to ensure their ability to provide these services will be worked out in the planning over the next several months.

It is important for all state agencies to develop plans for how they would carry on their business should an influenza pandemic occur. An influenza pandemic has the potential to create high levels of absenteeism as a result of employees being sick, caring for sick family members or caring for school age children if schools are closed.

Planning has begun for a pandemic situation. Recently, agency leaders met at the invitation of DOA Secretary Stephen Bablitch and DHFS Secretary Helene Nelson

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PREPARATION FOR A PANDEMIC (CONT.)

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to discuss pandemic continuity preparedness. This new pandemic planning involves all state offices and locations throughout the state.

One of the elements of these preparedness activities will be a statewide communication plan designed to provide information to state employees. The communication plan will include an awareness component so all employees will know what to expect and how to get information if a pandemic occurs. In a pandemic,

the communication plan will provide specific instructions on what employees are to do and the steps the state is taking to address the situation.

As previously stated this is the first in a series of awareness messages you will receive. For more information about pandemic influenza please visit the Wisconsin pandemic web site at <http://dhfs.wisconsin.gov/communicable/pandemic/index.htm>.

SUPERVISOR TRAINING NEEDS SURVEY RESULTS IN

By Yer Vang, OSER

On September 25, 2006, OSER launched a web-based survey to assess the training needs of State of Wisconsin supervisors and managers. The purpose of the survey was to gauge interest and collect information that will help us develop Advanced Supervisory Training modules that go beyond the basic training that is currently provided. As of October 6, we had more than 1,500 responses from supervisors/managers from almost all state agencies and UW campuses. Nearly, 84% of those responses indicated they were very interested or moderately interested in advanced supervisory training. We had posed a list of 56 topics, and here are the top five topics for which supervisors/managers indicated they would like training in the next 18 months:

1. Conflict Management/Conflict Resolution
2. Developing and Training Employees
3. Motivating Employees
4. Coaching & Mentoring Skills
5. Creativity & Innovation in the Workplace

The complete survey results will be analyzed by OSER, other agencies, the State Training Council, the Enterprise Leadership Academy, and others to determine what actions can be taken to meet supervisory training needs. A more detailed report on the survey results will be available later this year. Thanks to all who participated in the survey!

HR CONSOLIDATION — A CHANGE MANAGEMENT EXERCISE

By Molly Pursian, DOA

As part of the ACE (Accountability, Consolidation & Efficiency) Initiative, the Department of Administration (DOA) became the provider of human resources and payroll services for eleven smaller state agencies. These additional responsibilities were assumed by DOA's Bu-

reau of Personnel, who had historically provided these same services for several attached agencies too small to have any of their own staff performing this type of work. A key difference of the ACE Initiative was that the agencies participating in these consolidation efforts already had employees performing these functions.

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HR CONSOLIDATION (CONT.)

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Over fifteen positions in these agencies were to be reduced to eight vacant positions provided to DOA's Bureau of Personnel. The goal was to effectively accomplish the same functions at a savings of approximately \$500,000 annually.

Clearly, significant changes needed to be made to successfully achieve the ACE goals. As with any significant organizational change, the consolidated agencies had a number of concerns about this initiative. Some concerns expressed were:

- Having another agency involved more closely in their internal operations.
- Reducing personalized service; they were accustomed to having well-liked, respected HR professionals "right down the hallway."
- Losing agency authority and control.
- Being homogenized—less uniqueness.
- Beginning of a slippery slope for future consolidation. Can other administrative services be far behind?

It was essential to address and respond to these concerns in order to facilitate the changes necessary for an effective consolidation. Several DOA employees were involved in actions taken to accomplish this. DOA executives, senior leaders, and staff took the following steps:

- Met with Executives of the respective Secretaries' Offices to build cooperation among the agencies.
- Conducted round table listening discussions with HR staff of the consolidated agencies. These sessions were theme driven, such as staffing, payroll, training, affirmative action, and labor relations.
- Hired respected and well-liked staff from the affected agencies into some of the newly formed vacant positions in DOA's Bureau of Personnel. It helped to have a familiar face in the new organization.
- Crafted detailed division of labor agreements.

Each agency developed its own customized agreement to retain the agency's uniqueness.

- Met with supervisors/managers to discuss the proposed division of labor agreements. This helped build ownership of the document and the change in general.
- Created a single point liaison to be available to discuss and resolve operation issues. Supervisors and managers had a known contact to call.
- Conducted a "Splash Event" to have all the employees personally meet DOA Bureau of Personnel staff. Assurances were provided that this was not an acquisition or take over, but more of an efficiency measure.
- Developed a personalized staff directory including pictures, areas of responsibilities, and telephone numbers. Employees retained their own copies at their desks for future needs and contacts.

The ACE HR Consolidation Initiative was formally completed in June 2006. However, there still is significant "fine tuning" transpiring as we get to know each other's operations better. The long term success of this effort will be measured in the quality of the day-to-day services which are provided over the long term.

As change was managed throughout this year-long process, several basic, but in many ways profound, lessons were learned, including:

- Every staff interaction is important.
- There can never be too much communication.
- Visible executive support is crucial.
- Details really do matter.
- Good service is an on-going challenge and goal. Don't take your eye off it.

Upon further review, these lessons in change management are applicable to many more situations than just our consolidation.

ONE-MINUTE IDEAS

Save time by brainstorming via fax and e-mail: What can you do when an important project needs brainstorming—but the key participants work at different locations? User fax and e-mail to get the job done. *How it works:* The project leader outlines the project, then sends that document, along with a routing list to the first person on the list. That person provides input and sends it to the next person, etc. Then the project leader takes the appropriate action.

—Adapted from *Indispensable You! Simple Things You Must Do To Keep You Job Today (and Tomorrow)* (Dartnell)

THREE-TIER HEALTH INSURANCE

By Paul Ostrowski, OSER, and Tom Korpady, ETF

Starting with the January 2004 coverage year, the Group Insurance Board authorized the Department of Employee Trust Funds to implement a three-tier health insurance program. The new program was developed as a way to curb skyrocketing state employee health insurance costs, and it has helped keep the percentage of overall health insurance premium increases within single digits for the past three years.

The concept is fairly simple. Health plans providing health care to state employees are assigned to one of the three levels based on evaluation of the efficiency and quality with which their providers deliver health care. The higher the tier level, the higher the premium contributions paid by employees who chose the health plan. Because employees will tend to select a plan that has the lowest out of pocket monthly premium, each health plan will try to be assigned to the lowest tier level it can achieve so as to be an attractive choice for the largest number of employees.

Every year, currently insured employees are allowed to switch from one health plan to another and/or between single and family coverage without restriction during what is called the Dual Choice enrollment period. The next period will be October 9, 2006, through October 27, 2006, and changes made during the period will be effective January 1, 2007. The employee premium tier levels for calendar year 2007 coverage will be as outlined in the next column.

These contribution rates will apply to full-time state employees, and most part-time employees who work

at least half-time. Most employees working less than half-time will pay one-half of the total monthly premium for the health plan selected instead of paying the tier rates listed.

2007 Contributions

	Employee	
	<u>Monthly Contribution</u>	
	<u>Single</u>	<u>Family</u>
Tier 1	\$27.00	\$68.00
Tier 2	\$60.00	\$150.00
Tier 3	\$143.00	\$358.00

We're pleased to inform you that effective January 1, 2007, Security Health Plan is once again being offered in the north-central part of the state. Security offers access to the Marshfield, Aspirus and Ministry provider groups, among others. Security replaces SMP in the following counties: Clark, Langlade, Lincoln, Marathon, Oneida, Portage, Price, Taylor, Vilas, and Wood, so employees that are enrolled in SMP in these counties must choose another plan during the Dual Choice Enrollment Period. In addition, Security is also available in Adams, Barron, Chippewa, Eau Claire, Jackson, Juneau, and Rusk counties. Security is offering certain optional dental benefits.

Prior to the Dual Choice period, employees will receive an "It's Your Choice" booklet that describes the various health plans, indicates to which tier level each health plan has been assigned, and provides other information that may help an employee select a health plan. Information about the health insurance program can be found on the Department of Employee Trust Funds website at <http://etf.wi.gov>.

CLASSIFICATION SIMPLIFICATION

By Leean White, OSER

The Division of Merit Recruitment and Selection (DMRS) is delegated authority from the Director of the Office of State Employment Relations (OSER) to maintain the job classification system for classified employees in state service. This includes the creation, modification and abolishment of classifications. One of our goals is to simplify the existing classification structure in order to streamline hiring processes and

expand transfer opportunities for current employees. Over the past several years we have successfully reduced the number of classifications from an all-time high of more than 2,600 titles to fewer than 1,800 at the present time.

This simplification has occurred primarily through the elimination of vacant classifications that were no longer used by state agencies and through consolidation of sin-

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SIMPLYING (CONT.)

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gle-position classifications with other classifications that require similar knowledge, skills and abilities. Additional opportunities for consolidation exist in a number of occupational areas.

For example, while most other employers have established a single Customer Service Representative classification series, Wisconsin civil service currently has several agency-specific classifications that perform customer service activities. Combining these separate series into a single classification series that describes the work performed in each of those agencies may be possible without adversely impacting the employees in the positions or impacting the pay range assignment of the existing classifications.

Human resources is another occupational area where there are presently a variety of agency-specific classifications that have the potential to be combined into fewer series. DMRS is currently exploring the possibility of simplifying the human resources classifications to demonstrate the concept of classification consolidation that results in simplification.

In addition, a variety of compensation systems have emerged from the collective bargaining process over the past several years which have required modifications to the classification structures of select occupa-

tional areas. Ideally, a simplified classification system harmonizes with the compensation system to create a rational, coherent human resources system that is easily understood and effectively utilized by the managers and employees in that system. Further simplification of the classification system is needed in order to achieve this harmony.

Each biennium OSER establishes a personnel management survey program after soliciting requests and input from state agencies and the unions. Personnel management surveys (i.e., classification surveys) are used to create, revise or abolish classifications because of legislative, programmatic, organizational and technological changes affecting the operation of state agencies. These surveys are initiated to meet the changing needs of the Wisconsin Civil Service System by implementing methods and techniques of job analysis and evaluation to update and maintain the state's Classification Plan. The scope of surveys can range from reviews of a single class to reviews of all existing classes in a particular occupational area.

As DMRS reviews the requests from agencies and unions for personnel management surveys for this biennium, we will prioritize those occupational areas where further simplification may be achieved. The survey plan will be published in a policy bulletin distributed to all state agency human resources offices and posted on the OSER website, <http://oser.state.wi.us>.

HIGH GAS PRICES GOT YOU DOWN? VAN POOL!

By Brian Luthor

The Department of Administration offers a program, Vanpool/Ridesharing, to assist commuters in their ride to work. Are you tired of fighting traffic and road construction? How about the cost each time you fill up your gas tank? Don't forget insurance and maintenance costs of operating your own vehicle, plus daily parking fees.

Well, there is a better way—get on board with the State Vanpool Program where you can get a comfortable ride to and from work while you read, visit with others or just relax.

The State Vanpool provides alternate transportation for state and non-state employees commuting to Madison from outside communities. Participants can join a group that is already established or, if there are enough interested people, they can form a new vanpool. Riders enjoy low rates, comfortable vans, and the benefit of convenient pick-up and drop-off locations. If interested, contact the Vanpool Office: 1-800-884-VANS or e-mail: brian.luthor@wisconsin.gov or visit our web site: www.doa.state.wi.us/vanpool

Here are some additional benefits of the program:

- State employees are eligible for pre-tax payroll deductions.
- Van drivers are eligible for fare discounts and limited personal use of the vehicle.
- There are no parking costs.
- There is a flextime work-hour system for vanpool participants at many business locations.



RECRUITMENT INITIATIVES GET TOP BILLING

By Malika Monger, Dean Paynter, and Jennifer Gebert, OSER

Across the Office of State Employment Relations, we are working toward a common goal to improve the state of recruitment within Wisconsin civil service. Here are some highlights of our new initiatives.

Malika: Career Access Network – Targeted Recruitment: As Wisconsin's population grows more diverse, it is essential that we maintain and enhance the diversity of the state workforce. In an effort to increase the number of hires of Affirmative Action (AA) target group members into civil service, the Office of State Employment Relations, Division of Affirmative Action has developed the Wisconsin Career Access Network (WI-CAN).

WI-CAN has been designed to assist state agencies and college campuses in the recruitment of minorities, persons with disabilities, and women seeking non-traditional jobs and to assist these same AA target group members in finding and competing for civil service jobs. After an initial application process, program participants will have access to services which will increase their employability for government jobs. Through workshops and individual assistance, participants will gain information about state and university hiring processes and learn how to use the WiscJobs website and other resources to find and apply for state jobs.

The WI-CAN program also will maintain a program database which will allow Network staff to notify participants of state vacancies in their chosen fields. At the same time, the database will serve state human resources in all departments and campuses by providing referral lists of qualified applicants upon request. For more information on WI-CAN, please contact Malika.Monger@wisconsin.gov or call (608) 266-0713.

Dean: Secured Online Exams: Secured exams are multiple choice or essay exams that are given in our Saturday morning test centers. Currently, applicants must take a Saturday morning to travel to one of our test centers, which may be up to 50 miles away in some areas of the state. If they aren't available to take a test on the date that an exam is given, they may have to wait months before the opportunity for them to take it comes again.

The WiscJobs team is working to allow applicants to take secured exams at their convenience via computer. The exams would be available only at online secured testing centers such as state agencies, UW campuses or possibly Job Service offices. Applicants will be able to take virtually any exam at any time by scheduling an appointment at a testing center.

OSER is working with the UW-Madison to develop a pilot exam. The pilot will be launched soon, and we look forward to expanding this important opportunity in the near future.

Jennifer: “Improve the State of your Career” – Marketing the State as an Employer



The Office of State Employment Relations has been developing new marketing tools to promote the State of Wisconsin as an employer. By the end of 2006, we will begin to roll out our new logo and marketing materials.

Part of our marketing strategy is to make the web address easy to remember. WiscJobs will be using a new domain called **.jobs**. Wisconsin is the first state to begin using the **.jobs** domain for employment searching. You can access the WiscJobs website by typing in the new URL <http://Wisc.Jobs>.

Another marketing strategy is to use actual state employees in our advertising. Don't be surprised if you see your co-workers on the website or in print ads! OSER conducted a three-day photo shoot this summer and traveled to various state agencies to take pictures of state employees doing their jobs. We also will be developing radio ads to reach even broader groups of people who may be interested in jobs with the State.

If you have questions, or would like to share ideas about statewide recruitment advertising, please contact Jennifer.Gebert@wisconsin.gov or call 608-267-2155.

WORKFORCE PLANS PROMOTE AWARENESS

By Jamie O'Donnell, OSER

Agency Workforce Plans are in! Twenty-four agencies submitted workforce plans to the Office of State Employment Relations. Most agencies stated that conducting a workforce analysis helped them gain a better understanding of what the years ahead are likely to look like. It has helped them become more aware of the risks that they will face, promoted discussion regarding ways to address the challenges ahead, and helped them think strategically about how to adapt to the changing environment.

Below are listed several priority areas that were identified in the Agency Workforce Plans. Priorities were determined by how many agencies identified an area as a challenge and what emphasis the agencies placed on their need to address a particular concern. This list consists of enterprise-wide challenges, but is not an all inclusive list nor does it take the place of more specific action steps that should be moving forward in the agencies.

Analysis of the Agency Workforce Plans has revealed several job areas that are expected to create the biggest challenge on an enterprise basis. These problem areas include (in no specific order):

- Fiscal classes (including Accountants, Financial Specialists, Auditors, Grants Specialists and other financial classifications).
- Managers & Supervisors (including Administrative Managers and many agency-specific managerial classifications; there is a significant need for leadership and managerial skills).
- Health Care Occupations (including nursing classifications, Resident Care Technicians, dental classifications, Physicians, Pharmacists, etc.).
- Engineering classifications.

The key challenges that have been identified can be broken down into three primary areas:

- 1. Recruiting and hiring qualified applicants.**
- 2. Coverage during staff transitions.**
- 3. Retention.**

Examples of some identified contributing factors to these challenge areas are:

- Six-month waiting period for benefits.
- Lengthy and slow recruitment and hiring processes.
- Attracting diverse and qualified applicants.
- Loss of highly specialized knowledge/institutional memory and undocumented programs/processes.
- Lack of time to train replacement employees.
- Lack of career tracks/growth opportunities.
- Compensation issues when not competitive with private sector.
- Ability to retain/hire short-term employees.

OSER will be leading several initiatives to help address these challenges. There are also initiatives that OSER currently has underway that address the challenges we currently face. These include:

1. In an effort to address the enterprise-wide need for managers and supervisors, OSER is currently piloting a program called the Enterprise Leadership Academy. This program hopes to be a key step in developing excellent leadership skills for our agencies.
2. OSER has developed an Enterprise Recruitment Plan which sets goals and objectives to assist agencies in recruiting for critical hiring needs positions. A pilot project for hiring health care workers proposes bringing together cross-agency staff and labor representatives to work together to problem solve and find ways to pool resources to recruit for this critical need.

With the information provided, OSER is working on developing an Enterprise Workforce Plan which will be published when complete.

ENTERPRISE LEADERSHIP ACADEMY: PREPARING FOR THE NEXT STEPS

By Patricia Almond, DMRS Administrator

In the April 2006 issue of News and Views, we introduced the Enterprise Leadership Academy (ELA) pilot program. This pilot was developed in response to our awareness of upcoming retirements and a possible shortfall of leaders, which create 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' abilities to be more effective in developing future talent for their organizations. 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 consists of twenty sessions scheduled from March to December 2006.

Thirty participants from various state agencies were selected via a nomination process to participate in the program. Since March, they have attended approximately fourteen sessions which have covered topics such as Being a Strategic Public Sector Leader, Understanding Operations Systems, Building Relationships Inside and Out-

side Government, Measuring and Managing Performance, Project Management, Understanding Self As a Leader and Acting Tactically. There will be six more sessions between October and December, at which time the participants will graduate.

Feedback on the program so far has been very positive. That feedback will be used to develop an ongoing program. We anticipate implementation of a pilot program for new and future leaders, and the continuation of the existing pilot program as a standard program for experienced leaders. Focus groups have been conducted to gather input on the new and future leaders program concept, and OSER is currently in the process of evaluating that input to assist in the creation of a pilot program proposal. We target that program to begin sometime in 2007.

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 and frequently asked questions. The ELA team also welcomes your input and feedback via the "Contact Us" button on the bottom of the Welcome Page, or you may direct questions about the program to Patricia Almond, Administrator of the Division of Merit Recruitment and Selection at Patricia.Almond@wisconsin.gov.

IBIS AND AGENCIES—FORWARD AS PARTNERS

By Kate Nolan, DOA

What is IBIS?

IBIS is an acronym standing for "Integrated Business Information System." The project is part of Governor Doyle's ACE (Accountability, Consolidation, and Efficiency) Initiative. IBIS will replace outdated, fragmented information technology systems, and create a standard, enterprise-wide IT environment in the critical areas of human resources, payroll, procurement, budget and accounting. The software that has been selected for IBIS is PeopleSoft from Oracle.

Why is IBIS needed?

In 2005, a study by Salvaggio, Teal and Associates found that: "Numerous stand-alone systems maintained at the enterprise level and in specific user agencies are required to meet the State's administrative business needs. Currently, there are more than thirty-eight (38) systems that support human resources & payroll administration, and more than fifty-nine (59) systems that support financial management areas.

The State currently has no enterprise-wide procurement, asset management, or human resources systems in place."¹

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IBIS (CONT.)

(Continued from page 9)

Why PeopleSoft?

After a rigorous competition, PeopleSoft was selected as the software provider from among three competing companies. PeopleSoft, which is now owned by Oracle, began as a payroll system and added other applications to the software as time went on. PeopleSoft is used by many state governments and other large public sector employers. It is generally well liked by those customers, and comes with robust training and technical support features.

What will IBIS do for me?

The IBIS project provides a completely integrated set of business support applications that will allow state agencies to share data as business needs require, protect data that should not be shared, and simplify internal communications by allowing automated communication and workflow where appropriate. IBIS will also enhance our ability to provide information about state operations to internal state government customers, the Legislature, and the general public.

IBIS implementation will require some changes in the way certain business processes function within state government. Those changes will be most nota-

ble for employees currently working in human resources, payroll, procurement, budget and accounting. Many employees working in these areas are participating in this project as "subject matter experts." They helped define the business requirements for the software selection process, and they are currently actively involved in analyzing state agencies' needs and PeopleSoft's configuration options. We will also be working to shift to more of a "self-service" environment for employee data management, giving employees easier access to their own payroll and benefits information than they have currently.

As the IBIS project proceeds, the business needs of the agencies will continue to be at the forefront of implementation and configuration decisions. "IBIS is a business project with a technical infrastructure. Business needs will drive the project and it will be managed from a business perspective."²

Any questions may be directed to:
DOAIBIS@wisconsin.gov.

Footnotes:

¹ IBIS website - <http://ibis.wi.gov/section.asp?linkid=422&locid=68>

² IBIS Principles website - <http://ibis.wi.gov/docview.asp?docid=3416>

DIVERSITY AWARD HONORS ANN LYDECKER

By Pepe Indalacio, OSER

On October 25, 2006, the State Council on Affirmative Action will hold its 7th Annual Diversity Award ceremony. This program recognizes and rewards the best affirmative action and diversity practices among state agencies and University of Wisconsin campuses over the past year. One of the awards will be made in honor of Dr. Ann M. Lydecker.

The Educational Diversity Award pays tribute to the memory and accomplishments of Dr. Lydecker, who served as the 14th Chancellor of the UW-River Falls from August 1, 2000, to March 25, 2004. She was the first woman to serve in that role.

Tragically, Dr. Lydecker passed away in 2004, inspiring the State Council to create this award in her honor.

Dr. Lydecker attended kindergarten through eighth grade in a one-room country school in Michigan and ultimately earned her doctorate in curriculum and instruction from the University of Michigan (1982). She demonstrated a lifelong commitment to education and equal opportunity for all people. She was a strong presence on campus, always a role model to students, faculty, staff and the community for the ways she valued and appreciated equality. She also served as the chair of the UW System Inclusivity Advisory Board.

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LYDECKER AWARD (CONT.)

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When accepting the State Council's 2003 Diversity Award on behalf of UW-River Falls, she said, "I firmly believe that our higher education institutions can and must play a significant role in preparing people of color, women, and persons with disabilities for career and life success in our 21st century world. And, very importantly, through these diversity efforts, we also prepare *all* students for that diverse and global new century. I have confidence that as the work of education continues, we

will keep moving toward a society that Maya Angelou envisions when she reminds us, 'Diversity makes for a rich tapestry. We must understand that all the threads of the tapestry are equal in value, no matter their color; equal in importance, no matter their texture.'"

Ann Lydecker had an unwavering commitment to education, diversity and equity. Her contributions to higher education, the University of Wisconsin-River Falls, the University of Wisconsin System, the State of Wisconsin and the nation have been immeasurable.

OSER VIEWS FEATURE

THE MAKING OF THE DIVERSITY AWARDS

By Janice R. Faust

I had the pleasure of working on the Diversity Award Ceremony in the fall of 2005. The Diversity Award Ceremony is the State Council on Affirmative Action's opportunity to recognize and honor those agencies and universities which have taken affirmative action and equal employment opportunity initiatives. The State Council on Affirmative Action (SCAA) is pleased to recognize these good faith efforts.

Having worked very closely with the Council Chair James Parker, I truly believe he has found the mark when he espouses his philosophy on the criteria for the Diversity Award. He states: "During discussions, a collective sense evolves which helps us determine a general direction for the criteria noted in the Diversity Award documentation. We have placed an increasing emphasis on results which show solid outcomes on the initiatives taken. We want to see measurable and concrete results. We want to encourage every state agency and university campus, no matter how large or small, to consider submitting a Diversity Award application. All of our efforts are designed to ensure the greatest fairness and equity for all of our citizens in state employment and perhaps even to serve as an example for the private sector as well."

As an individual who assisted the Council and has since "cycled off," I'd like to share with you some impressions of what the Ceremony meant to me. I had the opportunity to view the Diversity Award applications as they were received. Reading about all the steps that were being taken was awe-inspiring. From the creation of a Cultural Competency Committee to improved service delivery for Spanish-speaking clients to the crafting of a regional marketing message that reached out to a multicultural audience and a university's recruitment program that designated staff for specific target groups, the efforts taken were innovative and creative, but most of all, they produced solid, positive results.

My favorite part of the Ceremony was listening to the winners accept their Awards and, quite often, explain what their efforts were. This explanation brought the Award applications alive for me. While listening as these remarkable people shared the passion of their programs, what positive outcomes they achieved, how they touched individuals' lives in the special ways they did, I got chills. Actually writing about it almost one year later, I can still feel the chills. Yes, it was a lot of work, but it was time and energy very, very well spent.

This year, the Diversity Award Ceremony will be held on October 25, 2006, in the Senate Parlor, starting at 2:30 pm. The Senate Parlor is located on the second floor of the State Capitol. Typically in attendance are Agency Heads, University Chancellors, Affirmative Action Officers, Human Resource Directors, and Diversity Committee members, as well as current members of the State Council on Affirmative Action. A reception is held for attendees, followed by the presentation of Awards for winning agencies and universities.



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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.

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>.

OSER TRAINING CALENDAR

The Office of State Employment Relations offers training programs on various human resource topics for agency supervisors, managers, and human resources staff.

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

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

Classification Training: November 14-15-16.

EAP Coordinator Training: Check the website for future sessions.

Management: Personnel Administration: October 3-4-5 (**FULL**); and December 12-13-14 (**FULL**).

Management: Leadership: November 29-30 (**FULL**).

Staffing Training: Check the website for future sessions.

NOTE: The 2007 schedule will be released in November. For further information—including program descriptions, class schedules, and registration procedures—please visit <http://OSER.state.wi.us>—click on the “Training” section.

WORKPLACE WISDOM

“Our mind is capable of passing beyond the dividing line we have drawn for it. Beyond the pairs of opposites of which the world consists, other, new insights begin.”

By Hermann Hesse

“All of the top achievers I know are lifelong learners . . . looking for new skills, insights and ideas. If they’re not learning, they’re not growing . . . not moving toward excellence.”

By Dennis Waitley



CONTRIBUTOR SPOTLIGHT

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