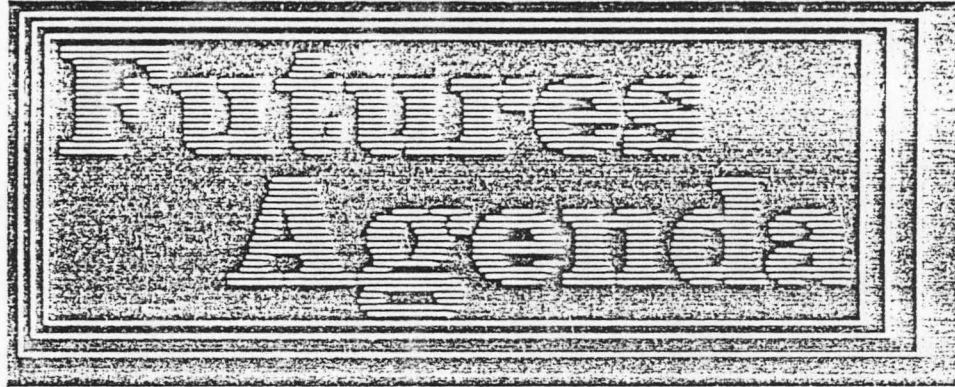


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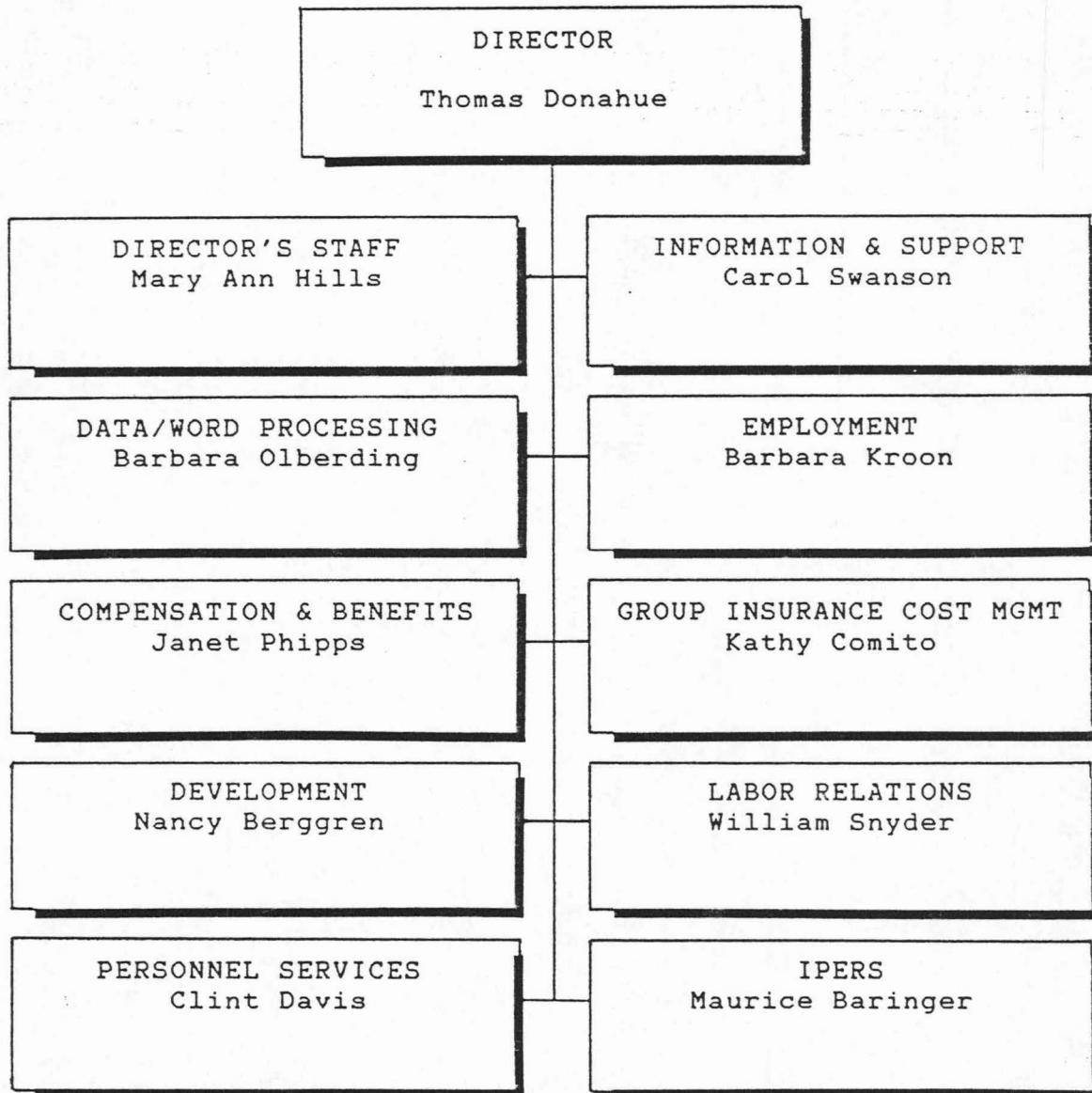
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# Iowa Department of Personnel

## Organization Chart

March, 1989



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## Futures Agenda Overview

This strategic plan is the framework for achieving long-term results and carrying out the future direction of the Iowa Department of Personnel. It was developed in conjunction with the State's "Futures Agenda" project and is incorporated in the long range goals planned for all of Iowa State Government. The plan outlines where IDOP wants to be in the next three to five years, as well how it will get there. This plan will be valuable to staff who are seeking guidance and support for their projects. It will also provide bureaus with direction in formulating programs, preparing budget packages and developing a consistent, focused approach for accomplishing the goals of the department.

To benefit from the information in this document it is necessary to understand the key components of strategic planning, which is broad based and conceptual by nature. Our plan identifies the critical issues facing the department in the future, and deals with that information in terms of strategy, long term objectives, and integrated programs to address those critical issues.

The foundation for strategic planning is the **mission statement**. IDOP's statements, on pages 3 - 8, define why each bureau exists, as well as the nature and purpose of the department as a whole. Based on the internal and external factors most likely to impact our mission, the bureau chiefs identified the six most **critical issues** facing the department in the near future. They are listed on page 9, and analyzed on pages 10 - 15. This analysis includes "supporting data" to demonstrate that the issues identified were valid, suspected "root causes" for each issue, as well as "conclusions" reached about potential effects. The conclusions provide the basis

# Futures Agenda

## Overview Continued

for determining and prioritizing the department's long term objectives, which describe where IDOP should be rather than how it will get there. These statements as to what the department should have or become at some point in the future are listed on page 17. Specific broad-based integrated programs for each objective translate ideas into action. On pages 18 - 24 results required to accomplish each objective are identified, time frames are established, needed resources are analyzed, accountability is delegated, and appropriate feedback mechanisms are established.

For more detail on the role of strategic planning in the department, see the Director's summary on page 22. This initial strategic plan is only the first of IDOP's efforts to influence the future through better planing.

Personnel

Business  
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Department

## Mission Statement

To enable the Executive Branch to serve the public interest by providing a cost-effective and comprehensive management system that maximizes the State's investment in its human resources by:

- \* Attracting and employing qualified persons reflective of the diversity of the available labor force.
- \* Developing and promoting responsive programs that enable the Executive Branch to retain competent and motivated employees.
- \* Providing a systematic and equitable program which is fiscally sound and prudently managed whereby public employees of the State and its political subdivisions may retire with benefits commensurate with their service.

# Futures Agenda

## Bureau Mission Statements

### Director's Staff

To support the Director and manage internal processes that enable the Department to meet it's mission by:

- \* Coordinating the preparation of the budget for presentation to the Department of Management, the Governor, the Legislature and managing the allocation of resources.
- \* Facilitating and monitoring responses to requests for information from various officials and constituencies so that the various publics are informed in an appropriate and timely fashion.
- \* Maintaining and distributing resource material so that information is available to appropriate staff.
- \* Managing a legislative program so that policy positions can be developed and represented to the Governor's Office and Legislature.

### Information and Support Services Bureau

To provide the means to carry out departmental operations and facilitate efforts to achieve bureau goals and objectives by:

- \* Procuring goods and services in the most cost effective manner possible.
- \* Assisting staff to present their messages in a more effective manner.

# Futures Agenda

## Data Processing Bureau

To maintain the internal support necessary for IDOP to meet its mission by:

- \* Consulting with staff to develop automated solutions to data collection and analysis needs.
- \* Establishing and maintaining a valid, efficient, and responsive pre and post employment information system.
- \* Assisting staff with communication needs by editing and finalizing written documents, and electronically transmitting information.

## Employment Bureau

To enable state agencies to staff their programs with qualified, competent employees reflective of the State's available labor force by:

- \* Developing, implementing and administering recruitment programs that attract quality applicants for targeted needs.
- \* Identifying quality applicants with the necessary knowledges, skills and abilities using accepted psychometric practices that comply with AA/EEO requirements.
- \* Administering a program that ensures affirmative steps are taken by state agencies in the appointment and employment of all persons who are members of protected classes.



# Futures Agenda

## Compensation and Benefits Bureau

To provide a centralized resource in the development and administration of employee and retiree compensation and benefit programs through:

- \* Cost effective claims management of work-related injuries in compliance with the State Workers' Compensation Law.
- \* The review of departments' personnel actions to ensure consistency and compliance with established rules.
- \* A fair, equitable and competitive pay and benefit system that complies with applicable federal and state regulations.
- \* Cost effective and comprehensive benefit programs in compliance with regulations and contract obligations.

## Group Insurance Cost Management Bureau

To develop and implement cost management strategies that control State employee group insurance costs by:

- \* Maintaining an awareness of the latest insurance cost management strategies
- \* Ensuring efficient purchase practices.
- \* Participating in the monitoring of insurance contracts.
- \* Utilizing plan financial assets in an effective manner.
- \* Tailoring insurance benefits to meet employee needs within the State's funding priorities.

# Futures Agenda

## Development Bureau

To provide cost effective and comprehensive training and development opportunities that enhance productivity to all State employees by:

- \* Providing developmental training to supervisors and managers.
- \* Administering programs which promote employee health and well being.
- \* Facilitating communications and work force effectiveness between supervisors and employees through the performance appraisal system.
- \* Promoting career development opportunities.

## Labor Relations Bureau

To enable IDOP to serve the Executive Branch by providing sound labor relations advice that:

- \* Improves the relationship between management, its employees and their representatives.
- \* Results in negotiated collective bargaining agreements that protect the employer's interests while providing employees with responsive programs that enable the Executive Branch to retain competent and motivated employees.
- \* Results in the consistent administration of collective bargaining agreements.
- \* Enables managers and supervisors to perform their human resource management functions in accordance with the requirements set by law, rule and contract.

# Futures Agenda

## Personnel Services Bureau

To assist IDOP in accomplishing its mission by providing resources which enable agencies to implement effective personnel practices by:

- \* Facilitating positive relations between labor and management through conflict resolution and problem solving.
- \* Assisting in the employment, advancement and retention of qualified personnel in the support of Executive Branch agencies affirmative action goals.
- \* Developing and maintaining a system of position classification which facilitates effective recruitment, career development and retention, as well as contributing toward fair and equitable compensation.
- \* Providing clear, concise and accurate information to help agencies implement and maintain IDOP programs, policies and procedures.
- \* Assessing agency personnel management system delivery and, giving guidance or sanctions to actions that are not in compliance with IDOP requirements.

## Iowa Public Employees Retirement System Division

To provide a pension program that allows public employees of the State and its political subdivision to retire with benefits commensurate with their service to Iowa government by:

- \* Developing and advocating programs that are systematically funded and equitable in the distribution of benefits.
- \* Developing and advocating a benefit program that is fiscally sound and prudently managed.
- \* Assisting in developing and implementing investment policy that is prudent and reflective of the needs of the pension benefit system.

Personnel  
Issues  
Agenda  
Department

## Critical Issues

- \* Financial resources available for state government operations will fail to keep pace with projected needs. ✓
- \* In many instances, the work force of the future will lack the necessary knowledges, skills and abilities to perform the work. ✓
- \* There will be increasing demand for expanded retirement benefits.
- \* The employment relationship will be increasingly impacted by Federal and State courts and legislatures.
- \* Supervisors and managers will need to function in an increasingly more complex work environment.
- \* The need for and volume of information will increase exponentially. ✓

# Futures Agenda

## IDOP Critical Issue Analysis

### CRITICAL ISSUE:

Financial resources available for state government operations will fail to keep pace with projected needs.

### SUPPORTING DATA:

- > \* Budgets have been tight for the last eight years and are likely to remain so.
- \* The legislature and the Governor have directed recent revenue gains into education and public assistance programs.
- \* There is no effective lobby for state government operations outside of the collective bargaining arena.

### ROOT CAUSES:

- > \* Revenue at federal and state levels will not be equal to all the demands.
- \* Debt service at the federal level will have a negative affect on state revenues.
- \* Iowa's economy is not sufficiently diverse to withstand agricultural setbacks or downturns in farm revenue.

### CONCLUSIONS:

- > 1. Accountability for resource allocation and expenditure will increase both internally and externally.
- > 2. Greater emphasis will be placed on prioritization of resource allocation.
- 3. There will be a need to investigate alternative methods of program funding, staffing, and service delivery.

# Futures Agenda

## IDOP Critical Issue Analysis

### CRITICAL ISSUE:

- > In many instances, the work force of the future will lack the necessary knowledges, skills and abilities to perform the work.

### SUPPORTING DATA:

- > \* There is a projected shortfall in skilled workers according to the Work force 2000 report.
- > \* Technology will continue to evolve more rapidly than the educational and instructional infrastructure.

### ROOT CAUSES:

- \* Work is getting more complex, requiring increasing technical and analytic skills.
- \* The educational system inadequately prepares students for current job demands.
- > \* The skills of the current work force are becoming dated.
- > \* Development is often the first thing to go when resources are scarce.

### CONCLUSIONS:

- > 1. The State will have to become more creative and competitive in attracting and retaining skilled workers.
- 2. There will be increased emphasis on providing basic skills and ongoing training and career development to employees.
- 3. The educational system will have to be more responsive to the skill needs of employers.
- 4. Jobs and the elements of work must be continually evaluated in light of the skills available in the work-labor force.
- > 5. The work force of the future will have decreased opportunities for the traditional forms of promotion and advancement.

# Futures Agenda

## IDOP Critical Issue Analysis

### CRITICAL ISSUE:

There will be increasing demand for expanded retirement benefits.

### SUPPORTING DATA:

- \* ISEA resolutions and AARP lobbying activity continue to call for expanded pension entitlements.
- \* The Iowa population at large and the work force in particular is aging at an increasingly rapid rate.
- \* Legislation and court decisions encourage both earlier and postponed retirement.

### ROOT CAUSES:

- \* Demographic statistics show that both the numbers of elderly people, and the average age of the population continue to increase
- \* Many in the work force will continue to work past the "retirement age" because they want to, not because they have to.
- \* Expectations of today's work force include a comfortable lifestyle after retirement.

### CONCLUSIONS:

1. The demographics, economic status, and economic impact of the retired and working population must be considered in designing and implementing compensation and retirement benefit structures.
2. Contribution and benefit changes must be consistent with available funding and the needs of employers, active members and retirees.
3. Investment programs must remain flexible and able to diversify, to minimize risk.
4. Actuarial flexibility and evaluation must be maintained.
5. The relationship between employment and retirement programs will need to be more flexible and integrated.

# Futures Agenda

## IDOP Critical Issue Analysis

### CRITICAL ISSUE:

The employment relationship will be increasingly impacted by the Federal and State courts and legislatures.

### SUPPORTING DATA:

- \* Mandated benefits especially in health care has become part of the legislative agenda.
- \* The Federal and State Legislatures are considering health care, dependent care and parenting leave issues.
- \* Employment law constitutes over 50% of the Federal court dockets.
- \* Employment at will is becoming an endangered species.

### ROOT CAUSES:

- \* Americans appear to be more litigious than in past.
- \* The legal profession is the fastest growing of all occupations.
- \* The "American" solution to social issues has become: "The Employer Pays"

### CONCLUSIONS:

1. Managers, supervisors and staff will need to have greater knowledge of and appreciation for the legal aspects and potential implications of their decisions.
2. IDOP will need to take a more pro-active role in providing information/advice to the Governor's Office, Legislature, Congress and federal agencies regarding proposed legislation and regulation.
3. Collective bargaining options will be limited by legislative mandates that will cost money that can't be "costed" against collective bargaining agreements and as such become "freebies" that the employee must pay for.



# Futures Agenda

## IDOP Critical Issue Analysis

### CRITICAL ISSUE:

Supervisors and managers will need to function in an increasingly more complex work environment.

### SUPPORTING DATA:

- > \* The reorganization of State Government has increased the expectations placed upon managers and supervisors.
- > \* There is a continued emphasis on governmental efficiency and effectiveness.
- > \* The work force is becoming more culturally diverse.
- > \* Technologies are evolving rapidly.
- > \* There are shifting priorities in State Government.
- > \* Relative to the current work force's skills, the future work force will be less competent.
- \* There will be a continued expansion of both individual and collective employee rights,

### ROOT CAUSES:

- > \* The Iowa economy has not generated sufficient revenue to address many of the operational needs of State Government.
- \* The spending priorities emphasize service delivery to the exclusion of operational needs.
- \* The educational system does little to prepare persons for supervisory and managerial responsibilities.
- \* Future demographics mean that supervisors will have to understand and motivate a work force more diverse than today's.
- \* Communication and computer technology is more accessible to workers and therefore will require a greater understanding on the part of management staff.
- \* The distinctions between management and worker will continue to blur leading to greater democratization and complexity in the work place.

### CONCLUSIONS:

1. Policy makers, supervisors and managers must have a greater understanding and appreciation of human resource issues.
2. Supervisors and managers must maintain an awareness of emerging technologies, their application to the workplace, and facilitate its transfer to others.
3. More effective means of communication must be developed and implemented.

# Futures Agenda

## IDOP Critical Issue Analysis

### CRITICAL ISSUE:

> The need for and volume of information will increase exponentially.

### SUPPORTING DATA:

- \* Computers are becoming more "user friendly".
- \* There is an increased reliance on computers.
- \* There is a greater need for timely information and speedy analysis.

### ROOT CAUSES:

- \* The Governor's Office and Executive Branch needs more and better information on which to base policy.
- > \* There are Legislative demands for more and better information.
- > \* There are increased Federal and State government reporting requirements.
- \* The volume of information available is rapidly increasing.

### CONCLUSIONS:

1. There will be a need for responsive information retrieval systems.
2. Using information effectively in decision making will become more difficult.

Personnel  
Management  
Agency  
Department

## Long Term Objectives

1. To have a comprehensive retirement benefits plan design which takes into account the needs of active members, retirees, employers, demographics and the economic impact and available funding within actuarial guidelines developed by January 1, 1990.
2. To have a program for workplace innovation that enhances productivity by June 30, 1991.
3. To have an exemplary recognition and reward system that encourages supervisors to perform at a higher level, and effectively manage human resources, implemented by June 30, 1991.
4. To become the recognized resource in State Government for accurate information on human resource management issues by June 30, 1991.
5. To have an employee selection, development and compensation plan implemented that enables the State to attract, develop and retain a competent work force by June 30, 1992.
6. To have a comprehensive Human Resource Management Information System accessible to all executive branch departments by June 30, 1993.
7. To have human resource management system productivity indicators developed and implemented by June 30, 1990.

# Futures Agenda

## Long Term Objective: 1

To have a comprehensive retirement benefits plan design which takes into account the needs of active members, retirees, employers, demographics and the economic impact and available funding within actuarial guidelines developed by January 1, 1990.

Results	Timetable	Accountability	Feedback Mechanism
Complete a review and evaluation of the current retirement benefit plan.	March 31, 1989	Maurice Baringer Greg Cusack Dennis Jacobs	Report to Director
Finalize future plan design options.	June 30, 1989	Maurice Baringer Greg Cusack Dennis Jacobs Janet Phipps	Report to Director
Initiate plans for constituent support among employees, members, retirees, the Governor's Office and the Legislature.	November 10, 1989	Tom Donahue Maurice Baringer Greg Cusack Dennis Jacobs	Committee presentations

# Futures Agenda

## Long Term Objective: 2

To have a program for workplace innovation that enhances productivity by June 30, 1991.

Results	Timetable	Accountability	Feedback Mechanism
Complete research on existing programs in and out of State Government that enhance productivity.	February 1, 1989.	Nancy Berggren Mary Ann Hills	Report to Director
Complete proposal for programs, ideas and methods to enhance productivity in Iowa State Government.	December 31, 1989	Nancy Berggren Mary Ann Hills	Proposal to Director
Complete marketing plan for the implementation of selected programs.	June 30, 1990	Nancy Berggren	Marketing Plan
Implement pilot workplace innovation program.	June 30, 1990	Nancy Berggren Mary Ann Hills	Report to Director

# Futures Agenda

## Long Term Objective: 3

To have an exemplary recognition and reward system that encourages supervisors to perform at a higher level, and effectively manage human resources, implemented by June 30, 1991

Results	Timetable	Accountability	Feedback Mechanism
Identify the criteria that are endemic of exemplary managers.	April 15, 1989	Steve Wall	Report to Director
Complete research to identify methods for rewarding and recognizing supervisors and managers.	September 10, 1989	Steve Wall	Report to Director
Finalize proposal for a meaningful performance incentive program.	January 31, 1990	Greg Cusack Linda Hanson Carol Swanson Steve Wall Nancy Berggren	Report to Director
Complete marketing plan to successfully implement and encourage proposed rewards and recognition programs throughout State Government.	October 1, 1990	Nancy Berggren Jeff Brewer	Marketing Plan
Implement pilot program.	February 1, 1991	Nancy Berggren Clint Davis	Report to Director

# Futures Agenda

## Long Term Objective: 4

To become the recognized resource in State Government for accurate information on human resource management issues by June 30, 1991.

Results	Timetable	Accountability	Feedback Mechanism
Initiate a coordinated approach for collecting, interpreting and disseminating information regarding employment issues.	March 31, 1991	Linda Hanson Kathy Comito Clint Davis	Report to Director
Complete research and marketing efforts needed to become the expert resource in employment law for State Government.	November 1, 1991	Linda Hanson Bill Snyder	Report to Director
Implement an effective system of communicating with the Governor, legislative bodies and federal agencies on employment issues.	January 1, 1991	Linda Hanson Carol Swanson Barb Olberding	Report to Director

# Futures Agenda

## Long Term Objective: 5

To have an employee selection, development and compensation plan implemented that enables the State to attract, develop and retain a competent work force by June 30, 1992.

Results	Timetable	Accountability	Feedback Mechanism
Complete an assessment of the basic skill needs in state government.	February 28, 1990	Janet Phipps Kathy Comito Barb Kroon Nancy Berggren	Report to Director
Complete research to identify jobs most likely impacted by skill deficiencies in the work force.	June 30, 1990	Janet Phipps Kathy Comito Barb Kroon Nancy Berggren	Report to Director
Initiate a regular ongoing compensation study to monitor the state's competitive position in appropriate labor markets.	June 30, 1990	Janet Phipps Kathy Comito Barb Kroon Nancy Berggren	Report to Director
Finalize proposal for the most effective means of addressing skill needs, deficiencies and restructuring alternatives.	December 31, 1990	Janet Phipps Kathy Comito Barb Kroon Nancy Berggren	Proposal to Director
Implement pilot programs to address training and development needs for managers and employees.	December 31, 1991	Nancy Berggren	Report to Director
Implement systems to monitor the progress and effectiveness of the selected programs.	December 31, 1991	Janet Phipps Kathy Comito Barb Kroon Nancy Berggren	Report to Director



# Futures Agenda

## Long Term Objective: 6

To have a comprehensive Human Resource Management Information System accessible to all executive branch departments by June 30, 1993.

Results	Timetable	Accountability	Feedback Mechanism
Complete an evaluation of the state's current telecommunication network in the dissemination of information.	December 1, 1989	Barb Olberding	Report to Director
Complete research to identify user's information needs.	December 1, 1989	Barb Olberding Janet Phipps Barb Kroon Nancy Berggren	Report to Director
Finalize proposal and implementation schedule for a comprehensive human resource management information system.	June 30, 1990	Barb Olberding Janet Phipps Barb Kroon Nancy Berggren	Proposal to Director
Complete plan to overcome barriers to the establishment of the proposed information system.	June 30, 1990	Barb Olberding Janet Phipps Barb Kroon Nancy Berggren	Market Plan
Complete design for pilot training course.	June 30, 1990	Barb Olberding Nancy Berggren	Report to Director
Complete training for not less than 50% of state supervisors and managers in effective use of the system.	June 30, 1992	Nancy Berggren	Report to Director

# Futures Agenda

## Long Term Objective: 7

To have human resource management system productivity indicators developed and implemented by June 30, 1990.

Results	Timetable	Accountability	Feedback Mechanism
Complete research of human resource management productivity indicators.	September 15, 1989	Mary Ann Hills	Report to Director
Complete development of proposed productivity indicators.	November 1, 1989	Mary Ann Hills Nancy Berggren Barb Kroon	Proposal to Director
Complete proposal for data gathering system to measure productivity indicators.	February 1, 1989	Mary Ann Hills Nancy Berggren Barb Kroon Barb Olberding	Proposal to Director
Complete marketing/training plan.	March 1, 1990	Mary Ann Hills Nancy Berggren Barb Kroon	Report to Director
Implement pilot program.	April 1, 1990	Mary Ann Hills Nancy Berggren Barb Kroon	Report to Director
Implement human resource productivity programs for IDOP.	June 30, 1990	Mary Ann Hills	Report to Director
Complete program evaluation	June 30, 1991	Mary Ann Hills	Evaluation report

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## Director's Summary

Strategic or long-range planning is more than the latest "process" fad to be marketed by management consultants. It is a practical and cost-effective means for institutionalizing change, maintaining organizational relevance and producing a road map of the department's future. On an individualized basis long range planning permits key employees to reflect on and influence the organization's mission and its future direction. It enables employees to decide if the Department's agenda is compatible with their needs and development. Finally, the long range planning process permits the best of "blue sky" speculation to be melded with anticipated future realities. In short, long range planning has the potential for developing and renewing the organization as well as its individual parts.

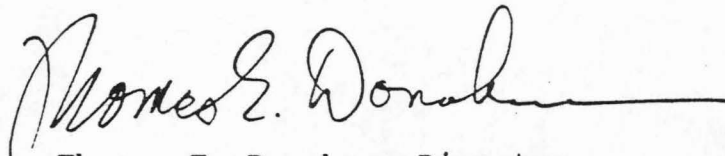
It should come as no surprise that long-range planning will be an integral element of our organizational fabric in the coming months and years. The department's Futures Agenda, the product of this effort, will serve as the foundation for our operational, i.e. annual, planning process, and will be the yardstick against which we measure our resource allocation, relevance and success. It is my plan to participate with key staff in an annual one to two day meeting prior to beginning our operational planning. This meeting will most likely occur in March or April of each year.

The departmental long range planning effort is one that each member of the Department can participate in. Obviously the level and extent of that participation will be determined by the individual's responsibilities and by the amount of effort they are willing to expend to make a serious and thoughtful contribution. Informed opinion is critical to the success of this effort. The willingness to participate in a group process that is at times messy and frustrating is likewise exceedingly important.

# Futures Agenda

With this as a backdrop a short narrative of the Department's critical issues seems in order. Key to an understanding of why we are moving in certain directions and not in others, are the projections contained in the Workforce 2000 report and to a lesser, but still significant, extent the companion piece Civil Service 2000. Both of these works, when read in the Iowa context, help explain the "why" of our efforts. The "what" of our future can best be summed up up by the words competition, complexity, diversity and equity. The future will bring increased competition for scarcer human and financial resources; greater diversity in the labor force and work force and in the means whereby we as an organization deliver services and manage work site relationships; broader and deeper penetration into the work site of more complex technology; and finally, ever more sensitivity to equity as a critical measure of organizational success.

The Department of Personnel's statutory charter and organizational structure ensures that it will be equal to the challenging future we face. The quality of the staff gives the Department the added edge it will need to be a leader within the State as we move toward the year 2000.



Thomas E. Donahue, Director  
October, 1988