State of Wisconsin Enterprise Leadership Academy
Final Report by:

TEAM UP Wisconsin

Team of
Enterprise
Academy
Management people, for
Upward
Progress in
WISCONSIN Government

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This report is the compilation of input from staff of four different agencies as part of Wisconsin's inaugural Enterprise Leadership Academy (the Academy), March to December, 2006. As the attached letter from Governor Jim Doyle states, Wisconsin as will other states face challenges related to demographics and other social/cultural shifts that could in turn change the method and manner in which government services are administered to the citizenry.

The Academy convened twice per month during 2006. This report is structured to address the subject matter and class discussion/assignment for each of the two days per month. The authors of this report did their best to represent their lines of work, their agencies and programs, and the constituencies they serve. The benefit to the authors and their respective networks within each agency is borne of the experiences and breadth of program experience of each Academy member. Of particular value to the participants of the Academy was the breadth of professional and personal experiences of each member – indicated by the roster below:

<u>Department of Administration</u>

Keith Beck	**(Madison)**
Tammy Olson	**(Madison)**

<u>Department of Agriculture, Trade, and Consumer Protection</u>

Lora Klenke	**(Madison)**
Brian Kuhn	**(Madison)**

<u>Department of Corrections</u>

Suzanne Boeke	**(Madison)**
Stephanie Hove	**(Madison)**
Patricia Toutant	**(Waupun)**

<u>Department of Health and Family Services</u>

Alfred Johnson	**(Green Bay)**
Cori McFarlane	**(Green Bay)**
Amy Mendel-Clemens	**(Madison)**
Cremear Mims	**(Milwaukee)**
Elias Soto	**(Madison)**
David Woodland	**(Winnebago)**

<u>State of Wisconsin Investment Board</u>

Brandon Duck	**(Madison)**
Lori Wersal	**(Madison)**

<u>Department of Natural Resources</u>

Sharon Gayan	**(Milwaukee)**
Eileen Pierce	**(Fitchburg)**
David Webb	**(Madison)**

<u>Office of State Employee Relations</u>

Jennifer Gebert	**(Madison)**

<u>Department of Regulation and Licensing</u>

Greg Raube	**(Madison)**

<u>Department of Transportation</u>

Christopher Matteson	**(Elkhorn)**
Keith Moreland	**(Rice Lake)**
Paul Trombino III	**(Madison)**
Debi Whitley	**(Madison)**

<u>Department of Veterans Affairs</u>

Colleen Holtan	**(Madison)**

<u>Department of Workforce Development</u>

James Bond	**(Madison)**
Joseph Moreth	**(Madison)**
Andrea Reid	**(Madison)**

The authors of this report wish to thank the management of their respective agencies for the opportunity and support to engage in the Academy.

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Each day's session of the Academy focused on a specific topic. This report is organized to address each topic as identified below:

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JIM DOYLE
GOVERNOR
STATE OF WISCONSIN

March 3, 2006

Dear ELA Participant:

I am pleased to welcome you to the State of Wisconsin's Enterprise Leadership Academy pilot program. You have been selected from a group of highly-qualified candidates – recognition of both your professional accomplishments and your promising future as one of state government's leaders.

The work of state government touches the lives of Wisconsin citizens every day, in every corner of the state. We need forward-thinking, dedicated, and skilled leaders throughout state government to meet today's challenges as well as those of the future. As a matter of simple demographics, we know that many of today's leaders will be retiring over the next five to eight years. It is absolutely critical that we expand our commitment to developing state government's leaders. This pilot program is an important step in that direction.

Your participation in the pilot provides you with a unique professional development opportunity. In turn, we will be seeking the valuable feedback and insight that you, as an experienced state government leader, can contribute as we develop and refine the Enterprise Leadership Academy for future participants.

It is also my hope that you will use this program to strengthen your relationships across agency lines and deepen your understanding of other agencies' operations. The selected participants bring to the program an amazing breadth and depth of state government experience. I hope that that this inaugural class will capitalize on the diverse talents and backgrounds of its participants to enhance the spirit of collaboration and mutual assistance that already exists in many aspects of state government. State agencies face many common challenges, and all of Wisconsin will be looking to leaders like you to facilitate creative solutions and help state government realize its full potential.

I congratulate you and wish you the best of luck in this outstanding opportunity.

Sincerely,

Jim Doyle
Governor

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<u>Demographic Effects on Agency Work</u>

A January 2005 letter from Department of Health and Family Services Secretary Helene Nelson, introducing the fifth annual report on the *Health and Well-Being of Wisconsin Citizens*, highlights some of the key demographic shifts that will impact our state in the coming years:

> "Several major, past and continuing trends have become evident that will have an impact on many of our Department's programs as well as having broad societal and economic implications.
>
> - Lower birth rate. In 1970 Wisconsin's birth rate was 17.5 births per 1,000 population. In 2003 it was 12.7.
> - Lower death rate. In 1970 Wisconsin's death rate was 9.2 deaths per 1,000 population. In 2003 it was 8.4 this lower death rate was achieved despite an aging population.
> - Greater life expectancy. In the last 20 years, Wisconsin's life expectancy has increased by almost 3 years.
>
> These trends, which are expected to continue, mean that there will be fewer young people and more elderly, and fewer working age persons relative to the number of non-working age persons."

These demographic realities, along with others presented to ELA participants by Dr. Karin Wells (Department of Workforce Development), will undoubtedly have far-reaching impacts on both the *workforce* and the *work* of all departments in Wisconsin state government.

Workforce Impacts

Wisconsin's executive branch departments have been engaged in workforce planning since the beginning of 2006. Workforce planning is a methodical process of analyzing an organization's current workforce, identifying future workforce needs, establishing and analyzing gaps between the present and future needs, and implementing solutions so an organization can accomplish its mission, goals, and objectives.

Governor Doyle has directed the Office of State Employment Relations (OSER) to support state agencies in an enterprise effort to prepare for foreseeable shifts in the state government workforce. OSER recommended that state agencies develop plans addressing their key workforce challenges for the three year period spanning from FY 2007 through FY 2009 (the end of the next budget biennium). Continued future planning will be conducted on a biennial basis.

To comply with requirements, the **Department of Transportation (DOT)** recently completed and submitted reports to OSER. These reports summarized the classifications within the department that meet OSER's definitions of retirement vulnerability and critical hiring needs. Retirement vulnerability is defined as classifications or work units in which 10% or more of employees are or will become eligible to retire by the end of FY 2009.

Critical hiring needs are defined as classifications that fit three of the following criteria:

- Hard to fill
- Hard to retain
- Fills critical core operation
- High retirement vulnerability (using definition above)
- Hard to fill or retain due to location issues
- Chronically/traditionally underutilized.

The DOT Board of Directors worked with the Bureau of Human Resource Services (BHRS) and division management to review department demographic information, recruitment information and participate in meetings to identify the key challenges and issues affecting divisions.

From these meetings, BHRS was able to help divisions identify their key challenges and develop initial goals and strategies to address these challenges. BHRS plans to continue to meet with divisions to fully develop and implement their workforce plans so that the department is better prepared to develop, recruit and retain the skilled employees that deliver our department's products and services.

It is anticipated that by June 30, 2006, the department will complete and document the planning phase and begin implementing approved strategies to address critical workforce planning issues. Divisions will be asked to provide regular updates on their progress so department employees are aware of the workforce planning initiatives and action plans.

The **Department of Health and Family Services (DHFS)** is similarly mindful of how the changing demographics of the population will impact their workforce. In order to proactively address workforce concerns, DHFS has conducted a Workforce Planning Analysis. The first level of analysis identified key challenges such as high turnover rates, forecasted retirements, and difficulty in recruitment by specific job classification and work unit. The results have been used to determine priority areas. Five key focuses or themes have emerged as the result of the study: Recruitment/Selection, Retention, Staff Development, Knowledge Transfer, and Organizational Interventions. Several work groups have been formed around these themes. In order to address the future challenges that are predicted, the work groups are identifying specific strategies that will be incorporated into Department- and Division-level action plans. These plans are currently in the development stage.

The workforce at the **Department of Natural Resources (DNR)**, is also aging at a rate that likely tracks that of the "baby boomers". Over the next five years, significant double-digit percentages of managers and staff will become eligible to retire. The actual retirement figures may also be driven in part be external factors such as stock market performance and health care benefit policies. In certain areas of the agency, the percentage of specific classes of people becoming eligible to retire approaches 100%. Decisions faced by DNR management will also likely focus on recruitment and retention, as well as gaining further efficiencies with remaining staff.

The **Department of Administration (DOA)** points to the potential of 20% of the workforce retiring within a year. DOA also recognizes a need to transform the agency’s workforce and its skill set requirements. DOA's workforce planning has included active participation by managers and supervisors. The Department's report identifies key strategies, including:

- Development of a Comprehensive Recruitment Program.
- Creation of a Multifaceted Training and Education Program.
- Establishment of Strategies to Retain Key Staff, Specialized Skills and Institutional Knowledge.
- Review Use of Short-Term Alternatives during Workforce Transition.

DOA's report concludes with a summary that is applicable to each of our executive departments: "Ultimately, each supervisor and manager is responsible for the implementation of the 2006-09 Workforce Planning Initiative. This will require creativity, redefining how work is accomplished, effective communications and meaningful interactions with our valued employees. Although the mass departure of our workforce is still a bit off, now seems to be the perfect time to get ready."

Service Delivery Impacts

Demographic shifts will also have significant implications for service delivery systems across departments. Medicaid resources, managed by the **Department of Health and Family Services (DHFS),** will be significantly stretched as the general population ages. By 2040, the number of Wisconsinites over age 65 will double and the number over age 85 will triple. DHFS currently spends $1.5 billion on long-term care. This accounts for about 8% of the total state budget. In order to provide for the needs of the growing elderly population, it is critical that we identify ways to use resources more efficiently and effectively.

DHFS is currently embarking on a number of initiatives with this goal in mind. First, the department is focusing more attention and resources on prevention, helping people to stay as independent as possible for as long as possible. A few areas of focus within the Department include reducing obesity and smoking levels, addressing health disparities among minority and disability groups, and preventing falls by the elderly. Secondly, DHFS is developing local and regional Aging and Disability Resource Centers. This is a way to help individuals and their families identify community resources and perhaps avoid or postpone dependence on publicly funded human services. Thirdly, the Governor and DHFS Secretary Helene Nelson have recently announced a comprehensive reform of the long-term care system. Managed care models similar to the current Family Care and Partnership programs will be expanded statewide within the next 5 years. These new models, operated primarily by public-private partnerships, will encourage flexibility, "providing just the right amount and kind of services and supports in the right place, at the right time." Services will be provided more often in the person's home or other community setting, resulting in less utilization of more expensive nursing home care.

Aging drivers have a significant influence on the **Department of Transportation's (DOT)** planning for both driver services and road construction. The DOT's website now includes a section on "Mature Drivers". The website states that one out of every three licensed drivers is over the age of 55. Information is provided regarding how one's body changes (vision, depth perception, hearing, mobility, reaction time, medication effects, etc.) Reminders are given about recent driving law changes and car technology improvements of which some seniors may not be aware.

In recent years, legislation has been introduced to require more stringent testing of older drivers. Most recently, AB43 was introduced in early 2005. Under this bill, drivers over age 75 would be required to take and pass more frequent vision tests in order to renew their driver's licenses.

Aging drivers will need to be taken into consideration by engineers when designing roads and highways. In many communities, street signs are being made larger with bigger letters to improve visibility and improve safety.

Services provided by the **Department of Natural Resources (DNR)** will be impacted by other social and political changes, some of which are tied to demographical shifts. Obvious factors include potential changes in elected and appointed officials. Other important factors will include recreational habits, which could change dramatically as the population ages. Changes in human behavior such as landscape preferences and work behaviors will also have an effect, as will urban sprawl, changes in commuting patterns, energy pricing and policy, air quality, water quality and quantity, and changes to the land.

Clearly, managers in Wisconsin state government will need to be keenly aware of population changes in the state as they plan for future agency operations. The methods used to recruit and retain employees, as well as the ways in which public services are delivered, are likely to change dramatically in the next decade because of projected shifts in the state's demographic mix.

Economic, Social and Political Effects on Agency Work

We do our work as public managers in the context of an authorizing environment. Economic, social, and political factors are particular elements of that environment that can be either supportive or negative and have a major or minor impact to making decisions.

Economic factors that may have an impact include:

- Rising Energy Prices--This will impact us all as we need to limit travel, make more use of distance technology for meetings and training. An example within DHFS, as energy prices rise, many other prices increase as well. This can have a significant impact on family and individual finances and may result in increased need for public assistance, such as Food Share (formerly Food Stamps) and Medical Assistance.
- Inflation/Increased Poverty--As poverty increases, we also see greater stress in families which may increase demand on our mental health, substance abuse, child abuse and neglect, and public health systems. Public managers in DHFS need to plan proactively to be in a position to meet these needs, finding creative ways to stretch limited budget dollars.
- Decreased tax base--This challenges all public managers to do more with less, adjust to staff cuts, focus more attention to efficiency and conservation. Decreasing budgets lead to cuts in services currently provided to the public, longer wait times for products, and the increasing frustration of the public because of it, which makes dealing with customers more challenging.

Social Factors that may have an impact include:

- Public Perception--All levels of state government have come under increasing scrutiny recently. The public perceives that government has grown too large and too expensive. We need to be ever mindful of what the public will think, whether it is in our direct customer service, our selection of contracts, our use of state vehicles, etc. Unfortunately, the public doesn't seem to grasp that the cost savings they demand have a direct impact on the services they receive.
- Changes in family structure such as more single parent families, cohabitating partners, and the push for recognition of same sex unions all impact our human resource decisions and rules, and our programs.
- Immigration--Whatever the outcome is of the current debate over immigration reform, there will be an impact on public management. Under one version of the legislation, for example, DHFS would need to cease providing many critical services to segments of the population, because providing assistance to undocumented aliens would be considered a crime. In any event, as our population becomes more diverse, we need to be aware of that diversity. Some practical considerations involve things like making sure our workforce is representative of the population, ensuring that we have resources for translation and interpretation, etc. On a broader level, we are challenged to embrace diverse ideas and incorporate differing perspectives in our planning and decision making. DOT will also be directly affected by changes in immigration laws because those changes will change the way we do business. The Real ID Act , which takes effect in 2008, requires that applicants for Driver's Licenses must be U.S. citizens or legal residents. To meet this requirement, DOT employees may be required to collect, verify, scan and store identity documents presented by applicants. This process will have significant impacts on the department in terms of staff time, training, and equipment costs.

Political Factors that may have an impact include:

- The structure of public sector management depends on lines of authority from the governor to department heads and agencies and from them to subordinates in state government. Public Management is consistently effected by changes in elected officials on a national or state level which can have significant impact on all departments. If cabinet heads would change, funding and policy priorities could shift.

- The world situation--whether we are at war or peace, how safe people feel in our own country--can also influence decisions we make in our departments to varying degrees.
- Tax reform, such as enactment of the Tax Payer Protection Amendment, could significantly limit revenues and therefore drive policy decisions. We could see significant shifts in the federal-state-local cost sharing for various programs, such as human services.

Public Manager's Response

These economic, social and political factors will shape how public managers respond to issues. There is much more communication required, consideration given to all stakeholders in particular issues for decision making, and a much more diplomatic and democratic manner required for managing. One of our biggest challenges is to work within the boundaries of the bureaucracy and still try to be innovative in how public managers manage business. The bureaucracy in public management protects the boundaries that are necessary in order to conduct business democratically and fairly.

State Budgeting Process

As stated in “State Budget Process”*, the key characteristics are noted as explained as the budget cycle:

1. Issuance of Budget Instructions
2. Preparation and Submittal of Budget Requests by Agencies
3. Summary of Agency Budget Requests by DOA
4. Governor’s Review, Preparation & Submittal of Recommended Budget
5. Legislative Enactment of Budget Bill
6. Governor’s Action on Budget Bill
7. Administration of State Finances in Accord With Enacted Budget
8. Legislative Review of Executive Performance

*State Budget Process; Prepared by Terry A. Rhodes and Sandy Swain; Wisconsin Legislative Fiscal Bureau; January, 2005.

Specific to most agencies, the executive budget process generally includes three key milestones. On September 15 of a budget cycle year, State agencies submit their biennial budget requests. For example, for the 2005-07 biennium, agencies were instructed to submit budget requests with 0% GPR increases. (Exceptions are made for certain program areas that are considered entitlements by law, in DHFS this includes things such as Medical Assistance and some critical services provided at our institutions.)

For 2005-07, as in previous years, agencies were also instructed to submit a budget reduction plan in the fall. (November 15, 2004 for the 05-07 budget.) Agencies had to submit a plan for achieving a 10% cut in authorized positions and a 10% cut in non-federal state operations appropriations by the end of the 2005-07 biennium. The Department of Administration and Governor, in collaboration with the agencies, then review the two versions of each agency's budget submission and determine which measures to include in the Governor's budget. They also develop other initiatives of interest to the Governor.

In January or February of the odd-numbered years, the Governor presents to the Legislature his biennial budget for the entire State.

The impact that individual managers may have on the budget process may vary depending on the Department. For example, in DHFS, during the current administration, it seems that several key human service initiatives are set forth in the Governor's State of the State Address, and we know that these are the primary initiatives that we will need to flesh out for inclusion in our department's budget proposal. (For example, DHFS knows that for the 2007-09 budget, some of our priorities will include the expansion of Family Care statewide and the development of Badger Care Plus.) Due to the current funding environment, this leaves very little room for the development of any other initiatives. In the past, under previous administrations, it was common for individual bureaus to develop budget initiative papers for consideration by the division administrators and department secretary. Currently, it seems more likely that the Secretary will receive direction from the Governor and DOA regarding which initiatives to develop, and then the instructions will flow from the top down. Depending on the scope of the desired initiatives, managers at the section or bureau level may have direct input on the development of those proposals. Frequently, we convene workgroups to ensure broad input from stakeholders (counties, tribes, consumers, advocates) as we work on those proposals. We do have considerable input in determining how savings will be realized in our operating budgets.

Managers in agencies may also play a key role in the budget development process by remaining vigilant to their respective missions as they relate to demographics, trends in society and any other factors that relate to the work of a particular agency. This allows agency managers to respond to the needs of their constituents as appropriate in the budgetary process. In terms of playing key roles in the budget implementation process, managers need to stay focused on priority work, remaining efficient, and being open to newer and better ways of delivering service and doing business.

Legislative Relationships

Wisconsin state agencies exist for the purpose of administering, upholding and enforcing laws which are determined by our elected officials to be beneficial for the citizens of the State of Wisconsin. Our state agencies and their staff personnel and management are therefore working together with lawmakers to ensure an organized, fair and financially responsible environment which allows maximum growth and life fulfillment opportunities for the people of Wisconsin.

One of the essential ingredients for a growth and progress inducing relationship between state agencies and the legislature is communication. Legislators, as busy individuals going about the business of promulgating and amending laws to create a more favorable climate, can often be difficult to reach, but our state senators and representatives have dedicated and knowledgeable aides who are always available to assist their communication process with constituents and agencies. We therefore are able, at any time, to make telephone and/or E-Mail contact with legislative offices. Lawmakers are guided in their efforts by input from concerned constituents, and so they encourage the public to contact their offices to convey their ideas, opinions and frustrations.

At DHFS, Cori McFarlane explains, constituent complaints are taken seriously, and when legislative offices contact her to discuss such a complaint, research and investigation efforts are initiated in a very timely and thorough manner, establishing detailed instructions and deadlines for each phase of the investigation. These efforts are given the top priority, and a response or update is given to the legislator's office within 24 hours of receipt of the complaint.

DHFS also has an appointed legislative liaison, Ron Hermes, who takes responsibility for dealing with the broader issues of departmental policy matters, or issues with far-reaching potential impacts. Agency administrators and managers interact with legislators at public hearings, or sometimes at state or county sponsored events where human service programs are being displayed.

David Webb at the DNR says that on occasion, a legislative committee or an individual lawmaker will request information regarding an upcoming proposal or bill, and the DNR provides such informational assistance by providing data, participating in meetings or hearings or compiling and conveying historical details. The DNR also may require consideration by the legislature of statute amendments, which then entails direct contact with the concerned committees or legislators, and efforts to work with them in developing the agreements and language necessary to achieve appropriate amendments or new laws. DNR staff then provides necessary supporting information as the work in this legislation proceeds.

DNR also has a legislative liaison, Amber Smith, to assist the communication process with the senators and representative.

DOT has frequent contact with legislators in several different ways. Often, DMV offices are contacted by legislators who are checking into concerns raised by constituents. Most frequently, this type of contact is due to a complaint regarding a particular transaction or service, or in some cases an objection to a policy or policy change. Many DMV Supervisors make it a standard procedure to contact legislative offices once a quarter as a courtesy call to pass along information regarding progress in incorporating new laws or regulations, new systems, or changes in capabilities and/or products. DMV recognizes the importance of maintaining good relations between our agency and the lawmakers, who in turn consider it a top priority to maintain a responsive and informational posture in relating to constituents. Our customers are their constituents, and our common goal is to provide the best possible service to them, within the realm of our appointed areas of responsibility.

Chris Klein is the legislative liaison for DOT, and therefore is the primary point of contact for legislators with transportation concerns. More specific to DMV issues, we are fortunate to have Erin Egan to coordinate and communicate with lawmakers and press concerning driver licensing questions, while Carson Frazier offers expertise in working with legislative offices on vehicle matters.

The question of how to improve our effectiveness, as agencies requiring a productive and mutually beneficial relationship with the state legislature may be best answered by each individual agency, but we see ideas for such improvement falling into the following general areas:

1. We can take the initiative more frequently, and more regularly to make contact with individual legislators and legislative aides. Currently, we tend to respond when a crisis or complaint is voiced, yet by calling and talking with these legislative offices more regularly we will be likely to avert many crises and complaints.
2. It will be valuable to be in occasional contact with our legislative liaisons in order to develop good lines of communication and a favorable working partnership.
3. Any application of law, regulation or administrative code which may have a strong negative impact on the constituency, is an opportunity to forewarn a state senator or representative, and demonstrate our mutual concern for the citizens of Wisconsin. Thereby, we are reminding all involved, including ourselves, that we are working toward common goals, and we will all benefit from that reminder.
4. Search for ways to respond more quickly, be as highly professional as possible and further the growth and development of an image of quality in government.

Public Participation

Every agency handles public participation differently as a function of their role and the nature of involvement with the general public, customers, or clients.

For example, at DHFS it is the role of the area administrators to ensure that counties utilize a process for obtaining open public participation in their budget and program planning process, since this is a statutory requirement.

At DNR, there are guidance documents such as a media relations handbook, and established procedures for having dialogue with the public. Current common methods and venues include the annual conservation hearings, monthly meetings of the Natural Resources Board that are open to the public. On program specific matters, public hearings are common that adhere to a regimented and legal procedure. Less structured are public informational sessions and specific meetings with constituency and stakeholder groups, etc.

What is clear is that each agency tends to adhere to similar general principles to dialogue (participate) with the "public". The definition of "public" constitutes the major differences between each agency. In some cases the public is other units of government from federal to local. In other cases the public is the general public, stakeholder groups, and the full spectrum of groups that have a common goal or particular interest with an agency.

Agencies tend to try and conduct business similar within their own structure as they do externally. For example, at DHFS, if they hold counties to a standard of public participation at the local level, they strive to do that at the state level within DHFS. One way DHFS accomplishes this is through public hearings. DHFS, like DNR and other agencies has a significant number of advisory boards, committees, and workgroups that allow for public participation. Examples within DHFS include the Wisconsin Council on Mental Health, the Council on Autism, and the Wisconsin Council on Developmental Disabilities, each appointed by the governor and including a number of consumers, family members, and advocates, as well as DHFS staff. DHFS works very closely with the Wisconsin Counties Association (WCA) and the Wisconsin County Human Services Association (WCHSA). Every new policy that we develop which has a potential fiscal or workload impact on counties is routed through WCHSA for review and comment prior to finalization. WCHSA has recently presented a radical new proposal on the future of funding for human services in Wisconsin, called the Visions proposal, which has received support from WCA. Staff at DHFS are working very closely with WCA and WCHSA to find ways to implement all or part of this proposal, which would require significant statutory change.

Also of significance is the role of most agencies with tribal relationships, their governments and representatives. For example DHFS has recently worked with representatives from the 11 tribes in the state to develop a comprehensive Tribal Consultation policy. This policy has received recognition as a best practice model at the state and national levels. Similarly, at DNR, frequent dialogue occurs on matters related to natural resources management and collaboration.

Each agency faces a constant challenge to balance gaining appropriate levels of public participation with program management and efficient administration of their various tasks. Of particular challenge is a changing landscape of the will and desire of the public to engage and be involved in decisions that effect their business and personal life. Agencies continually strive to evolve with the changing landscape and deliver the services with which they are charged.

Governmental Relations & Role of the Media

The following questions are posed to address to current and potential issues related to Government relations and the media, with follow-up items related to media relations:

How do our agencies relate to those outside state government?

Agency relations with others outside state government have improved by using the concept of out-sourcing and contracting to find cost-savings and service improvements where possible.

How have those relationships changed?

These relationships have changed significantly due to expanding procurement and contracting to private-sector businesses. This differs from previous policy of the state providing goods and services within all state agencies.

How might they change in the future?

A change in administration could potentially reverse some of the policies that are being implemented at this time.

What role might we play in those relationships?

Should a shift occur, state government managers play vital roles in implementing plans to support any initiatives a new administration would announce.

What role will the media play in that process?

The role of the media in any changes in administration and policy is significant. The media gathers information necessary to provide either supporting information for a policy, or by providing information to the contrary. Politics can play a key role in the direction the media will pursue an issue.

Governor Doyle's ACE Initiative provides a good example of governmental relations with the private sector and businesses outside state government.

<u>DOA – ACE Initiative (Accountability, Consolidation, Efficiency)</u>

Governor Doyle's ACE Initiative was introduced in March 2005, and is a comprehensive plan to further reform state government operations and save taxpayers up to $200 million over the next four year period. Savings will be pursued in the areas of procurement, information technology, state facilities management, and human resources functions.

The cost savings expected will not be limited to state government. Local and tribal governments will also benefit and share in these savings. Low price, high-quality contracts will be available from private sector companies to provide goods and services ranging from janitorial supplies to computer equipment.

Wisconsin small businesses are major beneficiaries of the ACE initiative. Significant progress is being made to increase small, minority and women-owned businesses' share of state contracts by requiring large vendors to have subcontracts with those firms.

<u>Procurement</u>

The State Bureau of Procurement is using best business practices and a common sense approach methods to develop new statewide contracts that leverage the state's full purchasing power: buy in bulk, push for the last dollar in savings, don't buy unnecessary bells and whistles and always search for the best deal.

<u>Local and Tribal Government</u>

The Wisconsin Partnership website has been established for Wisconsin's local and tribal governments to help control their own costs on a variety of goods and services by purchasing through state contracts.

Information Technology

The rapid growth of the state's use and reliance on computers and information technology in the 1990's resulted in a very mixed bag of centralized and decentralized services and systems that have resulted in inefficiencies and lack of a well thought out system for managing these resources. ACE is overhauling this labor-intensive, patchwork arrangement to produce a consolidated, efficient IT infrastructure that will allow state agencies to focus on their core functions that provide services to citizens rather than on maintaining computers, servers and networks.

Human Resources

ACE is standardizing human resource staffing throughout state government to save almost $1 million over the 2005-07 biennium. The Department of Administration will assume responsibility for the human resources and payroll functions for seven agencies with fewer than 200 staff. This standardizes staffing levels and provides all of the benefits of a large agency human resource team.

Real Estate Portfolio and Facilities Operations

The State of Wisconsin owns buildings and leases more than 80 million square feet of space throughout the state at a total cost of approximately $1 billion per year. Controlling maintenance, repair, construction, and leasing costs associated with those facilities is essential to making sure that government operates as cost-effectively as possible.

The ACE initiative is generating savings for taxpayers by changing the management of state facilities from a facility-by-facility approach, toward a "portfolio" approach that looks at the overall value of the state's facilities and how those properties can be used most efficiently. The state will save tax dollars by consolidating office space, selling surplus property, and driving down lease rates to ensure taxpayers are getting the best deal possible.

Employee Resources

There are many ways that managers can strengthen and improve the performance of employees. Tools such as the Position Description, the Performance, Evaluation, Planning and Employee Development Report (PEPED), are helpful. Also setting performance standards, providing training, giving regular feedback, counseling, and providing the necessary work tools can all be used to strengthen and improve employee performance.

Position Description

The basis for employee performance is the Position Description, or PD. The PD details exactly what the job consists of – what duties are a part of the position, and the knowledge and skills that are needed to perform these duties. The PD is useful in that it gives the employee a good idea of what the job entails, which enables a potential employee to make an informed decision when given the opportunity for transfer or promotion to a specific position. It also provides current employees in the position a frame of reference for what is expected of them. This tool is useful to the extent that managers make sure the PD is an accurate reflection of the work performed by the position.

PEPED

The PEPED is the standard form used in most state agencies for annual evaluation purposes. The PEPED provides feedback to the employee on their performance in a formal manner. Employees are rated as either satisfactory in their performance, or non-satisfactory. Clear, measurable goals and expectations are set out in the PEPED, and the employee's performance is assessed based on whether they met the goals and expectations. The PEPED also provides an area for comments, which can be a useful tool for managers to explain exactly what the employee accomplished during the evaluation period. This is very useful in providing both positive feedback on what the employee did well, and also can be used to provide clarification to the employee on what needs to be improved. Managers can also formally recommend or require training that may be helpful to the employee on the PEPED.

Setting Performance Standards

Setting performance standards is a key component in strengthening employee performance. It is very important to set very precise and measurable standards, so that employees understand what is expected of them. For example, in the Division of Motor Vehicles (DMV), managers put a lot of time and effort into setting standards, and in measuring performance against those standards. In the Title and Registration Processing Section (TARPS), for example, standards are very detailed, and employees know exactly what is expected of them. In TARPS, there is a processing minimum standard of 6.2 title applications per hour. TARPs also has a goal rate of 10 applications per hour that employees should strive to meet. If employees are unable to meet the minimum standard of 6.2 applications per hour, they receive an unsatisfactory evaluation. The processing rate is measured by the amount of time that the employee spends on the processing activity in a week, based on timesheet information, and the number of titles they actually produced, which is listed in an automated weekly production report. This standard is the quantity of work measurement within TARPs.

DMV also has several quality measures in place for title application processing. One of these is an error rate, which is set at 0.15% of applications processed. The employee's error rate is based on how many errors they have returned to DMV by the internal audit unit, vs. how many total applications were processed for the reporting period. An error rate above 0.15 percent results in an unsatisfactory evaluation. Another quality measure is in place to be sure that staff keeps up with their workload and that the work is handled in a timely manner. DMV has a standard of 3 days for applications on hand that have not yet been handled, and a 30-day standard for applications in which a letter needed to be written to obtain more information from the customer. This standard is enforced through quarterly desk audits that are performed by the unit lead worker. The age of work for each employee is recorded and reported to the supervisor.

DMV also tracks phone performance in units that answer public contact phones. There are standards for the number of calls taken, as well as how many minutes per call for each call received. Employees are expected to meet or exceed the standards. The measurement is provided by an automated weekly report for phone statistics.

Training

Training is another important tool for maximizing employee performance. Employees perform best when they have received complete and timely training. DMV has an extensive 6-month training program in place for new employees. However, it is equally important for managers to be aware of training needs throughout an employee's career. For example, changes in the current processing system, changes in laws, policies and procedures all are instances that require training be provided for employees. Another important training opportunity may present itself if an employee is struggling with meeting standards, or not performing according to their abilities. In these cases, it is up to management to decide if refresher training may be beneficial to the employee.

Feedback

Consistent, timely feedback is also important in strengthening employee performance. While the PEPED is helpful, in most cases it is a once a year event. It is vitally important to provide more frequent feedback to the employee, so that they are aware of how they are performing. In TARPS, employees receive feedback weekly on their production statistics, and also receive a monthly error rate report. This timely feedback is important for management, as it helps address problems when they first occur, rather than waiting until the employee has slipped so far that they will receive an unsatisfactory evaluation. It is helpful to the employee as well, as they can easily monitor how they are performing throughout the year, and can ask for help early on if they need it.

Counseling

Counseling is also an effective tool to improve employee performance. The need for counseling usually becomes apparent when a measurable drop in performance is noted, when an employee is not meeting standards, or management feels that an employee is not performing up to their full potential. Meeting with the employee one on one can be very beneficial. It gives the employee an opportunity to discuss what they feel is affecting their performance in a negative manner. Often, this allows management to take steps to address these issues, whether it is providing training, recommending EAP, upgrading equipment, or even addressing personal conflicts that may exist among staff.

Morale Boosters

Improving employee morale can also help improve performance. In TARPS there is an employee recognition program called Performance Plus. Performance Plus is used to recognize employees that go above and beyond their regular job duties. Recipients receive a certificate and a gift, as well as recognition in a department newsletter. TARPs also has a committee called TGIF that holds luncheons and off-site events on a regular basis. The TGIF committee also sponsors a annual Halloween party, which includes a costume contest. The TARPs unit has an annual Mardi gras party, and an Oscar contest. These things help to show staff that they are valued and appreciated, and in turn, that helps to improve employee performance.

Providing proper tools

Having the best tools available for the job can also affect an employee's performance. In TARPs line of work, having computers that are fast and reliable is important to our productivity. Working to ensure a stable processing system is also of vital importance. We have recently provided large (17" or above) monitors for all our staff. These monitors make it easier for staff to see the data they are keying and what data the system is requesting. As our workforce ages and vision abilities change, this is an important consideration for employee success. Making sure our phone staff has a quality phone system and headsets is also key. Having a reliable phone system enables us to provide service to our customers in a reliable and efficient manner. Headsets ease strain and stress on the neck and shoulders and helps keep employees performing at their best. TARPs provides cordless headsets to phone staff as budget allows. These cordless sets allow an employee to get up and move around while on the phone, and also to pick up printouts or forms that they may need to send to the customer, while still on the phone. This ability not only increases efficiency since staff can multi-task, but the ability for increased movement can help staff stay alert and energized. Staff can also bring in medical documentation for an ergonomic chair or keyboard if necessary, and we will provide the specialty equipment to them. Ergonomic assessments are provided to staff upon request within TARPs to address related issues. These assessments can show the need for different work surface heights, lighting, document holders, chair height, etc., and TARPs will make efforts to best accommodate these needs.

<u>FPIP</u>

The Final Performance Improvement Plan (FPIP) is usually the last resort in addressing employee performance. In TARPS, the FPIP comes into play after an employee receives two consecutive unsatisfactory performance evaluations. The FPIP sets forth very specific, often short-term measurable goals that must be met by the employee in order to demonstrate that they are capable of performing at their current classification level. Intensive coaching and feedback is provided during the FPIP process. If the employee is not successful during the FPIP, possible consequences can be reassignment, demotion, or even termination.

In summary, there are many ways that managers can strengthen employee performance, and many tools available for that purpose. In addition to the items mentioned above, another thing that managers can do is to set a good example. When staff see that management are dedicated to their jobs, to their staff, and to providing quality products and services to the public, it can go a long way in motivating staff to do their best.

Organizational Outcomes

Government at all levels--federal, state, and local--are clearly moving toward an increased focus on outcomes measures as a tool for determining program effectiveness. Funding decisions are increasingly tied to outcomes, with priority given to programs and methods that are "evidence-based." Leaders in Wisconsin's state agencies, therefore, need to be increasingly proficient in developing meaningful outcomes and the means by which to measure them. Subsequently, leaders must be skilled in using outcomes measurements to improve organizational performance.

The design of outcomes measurements is closely tied to the mission of the organization and the strategic goals that the organization is striving to achieve. In some cases, existing data sources will be available which will enable members of the organization to collect information and monitor trends. In the Department of Health and Human Services (DHFS), an example of this approach is evident in the *Framework for Action to Eliminate Racial and Ethnic Disparities in Birth Outcomes*.

Although Wisconsin is a leader in its low infant mortality rate for white infants, there is a need to strengthen efforts to assure more positive health outcomes for mothers and babies belonging to other ethnic groups in the state. DHFS has implemented a five-year action plan to eliminate racial and ethnic disparities in birth outcomes. Quality improvement and the use of evidence-based practices are key components of the *Framework.* Data is being used to monitor trends and evaluate interventions. Data is readily available on infant mortality rates by racial and ethnic group. In addition, the Department is able to monitor trends in areas such as low birth weight, pre-maturity, and incidents of Sudden Infant Death Syndrome. Contributing factors such as substance abuse among mothers, fetal alcohol syndrome, and sexually transmitted disease are also being tracked.

In other situations, state agencies monitor data elements that are reported by staff or contracted providers to reflect program activities. An example of this in DHFS is the Department's attempt to meet federal outcome measures in child welfare. The outcomes being measured include:

- Reduction of recurrence of child abuse and/or neglect
- Reduction of the incidence of child abuse and/or neglect in out-of-home care
- Increased permanency for children in out-of-home care
- Reduction in time in out-of-home care to reunification without increasing re-entry
- Reduce time in out-of-home care to adoption
- Increase placement stability
- Reduction of placements of young children in group homes or institutions

The Department measures progress toward these outcomes based on case management information provided by counties and Bureau of Milwaukee Child Welfare staff/contractors through the automated WiSACWIS system. Each outcome has specific benchmarks to identify expected percentages of improvement within specific timeframes. Technical assistance and training are targeted to areas where deficiencies are identified. In addition, the information that is collected is used to inform policy development and potential statutory changes.

In some areas, the most meaningful form of performance measurement is customer satisfaction feedback. DHFS Area Administration has recently implemented a customer satisfaction survey to measure the satisfaction of county agencies with the services the Area Administration teams provide. Questionnaires include several questions with rating scales. These allow the team to tabulate responses and come up with mean and median scores. In addition, open-ended questions allow for the collection of important narrative comments and suggestions.

In times of tight federal and state budgets, it is more important than ever that all government services produce the expected results. Utilization of various outcomes measurements provide government officials with the information they need to document the effectiveness of programs. It is imperative that the leaders of today and tomorrow be skilled in performance monitoring in order to be as accountable as possible to the public.

Productivity Improvement

The basic concepts and phases of project management are a good tool to manage productivity in our work units. Project Management training is essential to managing successful projects and is provided by many of the divisions within DOA. Project Management is used throughout DOA in many areas for projects ranging from IT Projects to Construction Projects (specifically within the Division of State Facilities).

Project Management (as defined by PMBOK - The Project Management Institute's Project Management Body of Knowledge book) is: The application of knowledge, skills, tools, and techniques to project activities to meet project requirements, using processes such as initiating, planning, executing, controlling and closing. This lays the essential groundwork for success of a project.

A project begins with the conceptualization phase, where you identify if there is a problem and identify what that is and to clarify expectations regarding scope, schedule, budget and support of the project.

The Initiation Phase is the "start" of the project, where you begin working with the team, including the customer, identify the processes (change and scope management, issue resolution, risk management, approval and sign-off, and communication management) that will be used for the project, develop the project charter (an agreement between parties that explains how the project is going to be managed and structured) and establish your communication plan.

The Planning and Scheduling Phase begins with identifying what "done" looks like, definition of tasks that need to be completed, determination of the sequence of the tasks, estimation of the effort and duration of tasks, assignment of responsibility, documentation of the schedule, commitment by the team, publishing the plan and maintaining the plan.

The Executing and Controlling Phase include the following processes - project plan execution, quality assurance, team development, information distribution, solicitation, source selection and contract administration.

The Closure Phase is the final phase of project management. This is the initiation of transition plans to the operational owner and obtaining approvals with signoffs and acceptance for the key stakeholders.

Each phase of project management provide the basis to develop performance guidelines and goals for success. Identification of the tasks required in a project help to evaluate their necessity and the risks involved. These are all useful to improve productivity.

Depending upon the degree to which these principles have been implemented at each agency, diligent implementation of Project Management could significantly help build productive capacity and to maximize the resources within programs. As projects become bigger, more complicated, higher stakes, and involve more stakeholders, Project Management principles are typically employed. Benefits could be realized if Project Management principles (or at least targeted components) were implemented on projects of smaller scale and magnitude, etc.

Leadership and Ethics

Each member of TEAM UP provided their personal viewpoints on leadership and ethics; itemized below:

David Webb: The following text was written to introduce myself in our programs' newsletter and to mention some ideals that we hope to use as guides. The piece captures many of the principles I wanted to communicate in terms of leadership and ethics:

I am excited to work with the Certification program. It is a fine program as it is, however, the significant resources expended towards potential NELAC accreditation set the program back a bit. The upside is that the combination of "re-starting" the program, and my beginning as section chief has provided an opportunity to take a bit of a fresh look at our systems and to identify potential changes. I can also guarantee that I will seek as much input and as I can in addressing issues germane to our section and the stakeholders and customers with which we do business. In terms of how we'll do business, I've heard a term used which I think captures the mode of operation I will seek pertaining to laboratory certification and the auditing of laboratories. The term is "Trust but Verify". Some specific items we'll be addressing are closing-out open cases, fully re-instating the auditing program, forming a strategy for backlog management, increasing the degree to which technology is used to increase efficiency, and drafting Standard Operating Procedures for the various components of laboratory certification.

I very much look forward to talking with many readers of this newsletter, and I invite people to contact me to discuss issues or just to introduce yourself to me. The following statements have been provided to our staff, and thought they may be of interest:

Goals and Vision

The Environmental Science Services Section (ESS) administers programs key to many Agency functions and customers – both internal and external. While sometimes our services are in the backdrop of other programs, the absence of quality service from our section would cause immediate problems and be sorely missed. We will strive to maximize the utility of our program functions to all our internal and external customers. We may need to increase the extent to which we market our services to ensure we serve all who may benefit. We will also draw on all our resources to continuously improve our systems, striving towards providing the highest quality service. The ESS section administers four key programs: Laboratory Certification, Operator Certification/Licensing, Quality Assurance, and Laboratory Services. Within these four program areas, we strive to achieve excellence in the following areas:

Customer Service: Our customers can be internal to the Department, or external. Servicing our customers with the highest degree of competency and professionalism is the foundation of all four of the programs administered within the ESS section. We must listen to our customers, be responsive to their needs to the extent the program will allow, and reconcile their input to the greatest extent possible.

Commitment to Process: We will adhere to the provisions of all governing administrative codes, State statutes, and internal process/guidance documents. We will strive to achieve and maintain consistent and standard application of our programs. It is important that we work towards drafting procedural guidance documents or standard operating procedures for the major functional responsibilities of our section.

Execution: We will be diligent in adherence to our processes and hold ourselves accountable to our agency and our customers.

Communication/Trust: Core to execution and providing high-quality customer service, we will build platforms which encourage communication with our internal and external customers and stakeholders. As important is intra-section communication. It is imperative that we share ideas, execute the program, eliminate misunderstandings, address appropriate issues, and track our progress. By building trust among our colleagues, peers, and customers, the quality of the services we provide and amount of enjoyment and satisfaction we get from our jobs will increase. Without communication and trust we have very little to rely upon to do our jobs well.

Tammy Olson:

Leadership

Leadership by Pygmalion Effect is based upon expectations and that the expectation of an event can actually cause it to happen. One person's high expectations of another generally leads to high performance, while low expectations may very well result in poor performance. Experiments have shown that people tend to perform in accordance with what their leaders expect of them. There are four factors that influence how a manager's expectations are communicated: climate, feedback, input and output. It is a manager's responsibility to establish and encourage expectations that are challenging but realistic. If you treat your employees as competent, confident individuals, you will be rewarded by more motivated and productive employees.

Transformational Leadership transmits vision and purpose, is long-term oriented and helps employees understand the organization and the larger environmental context. It motivates people to contribute to a larger purpose, to build relationships around shared values, and to achieve extraordinary performance. Transformational leadership takes risks for possibilities.

Transactional Leadership is leadership "in the box". Leadership accepts the situation and works within boundaries, is short-term oriented, and motivates employees by rewards contingent on accomplishing objectives. Employees relate to each other within the boundaries of their roles and responsibilities. Transactional leadership maintains balance, conserves resources and is satisfied with meeting the standard.

Caring Leadership – The guidelines for caring leadership are *honesty*, recognizing value in open and honest expression of feelings as well as of facts; *trust* in your employees, recognizing that most people want to do a good job, you must assume competence, manage for the best and have high expectations; *special treatment*, knowing that you must treat everyone fairly, but recognizing that you don't have to treat everyone the same and understanding that providing "special treatment" is an outgrowth of trust and means responding to each individual's unique human needs; and *courage*, understanding that courage calls for correcting people without anger and leading without intimidation, demonstrating "toughness" by having high expectations, protecting the individual and group from abuse of each other, confronting with care, supporting employees by giving them a chance to redeem themselves after errors, and going beyond personal ego to allow what's best for all concerned.

Situational Leadership consists of four types of styles, norming, storming, performing and forming. *Norming* is leadership through participation and has a high focus on relationships and a low focus on task. This addresses recognition and esteem needs. *Storming* is leadership through selling and has a high focus on relationships and a high focus on task. This addresses belonging and social needs. *Performing* is leadership through delegation and has a low focus on relationship and a low focus on task. This addresses self-actualization needs. *Forming* is leadership through telling and has a high focus on task and a low focus on relationships. This addresses physiological and security needs.

Leadership by Power – "Power is a *process* in which *power holders*, possessing certain *motives and goals*, have the capacity to secure *changes* by utilizing *resources* in their power base, including skill, relative to the targets of their power-wielding and necessary to secure such changes."—James MacGregor Burns. The tools of power are information, resources and support. By using the tools of power, effective leaders make others feel strong, use their power to build others' trust, structures relationships among employees to work toward a common subordinate goal rather than trying to look good at someone else's expense, to encourage and facilitate and uses conflict resolution by mutual confrontation.

The Pygmalion effect and transformational leadership have been the most important and most effective types of leadership that I have used in the past three years. I have set very high goals for my

staff and communicated the importance of their roles and their abilities in order to meet the goals of our section and the entire department. We have used the vision and goals of the department to set and align goals within our section. It has been important to align our goals to match the strategic goals of the department, specifically in such a time of change and flux.

This has encouraged and helped staff to attain higher self-confidence, and to achieve their goals personally and professionally. They have been able to accomplish success on their construction projects with a much higher workload and higher expectations than they have had in the past. Even though change has been pretty constant, it has helped us manage through these times. We continue to take risks by changing and refining the processes in which we manage our projects, allowing others to be recognized and rewarded for their success, and allowing staff the personal latitude to "work out of the box".

Ethics in the Public Sector

When working in the public sector several ethical factors must be practiced with all decision-making, as we need to conduct all of our business in a very transparent manner.
The basic ethical and moral environment is shaped by basic duties including fidelity (keeping promises and telling the truth), reparation (right the wrongs that one has inflicted on others), justice (distribute goods justly), beneficence (improve the lot of others with respect to virtue, intelligence, and happiness), self-improvement (improve oneself with respect to virtue, intelligence, and happiness), gratitude (exhibit gratitude when appropriate), and non-injury (avoid injury to others).

In my position at Division of State Facilities, we are contract administrators and are in the position of contracting, enforcing contracts and negotiation of claims relating to those contracts. Ethical conduct is very important to maintain the fairness that is required to conduct our business. The most significant factors of ethics that are required in our work environment are fidelity, justice, reparation and non-injury.

One of the most difficult issues that we deal with is reviewing contractor submitted claims for appeal to our administrator. In this process a contractor has been denied a monetary claim by our project representatives and has presented an appeal to the division administrator for consideration. As a supervisor I am required to review this claim for it's validity based upon the contract. These claims must be weighed not only with this particular contract, but also with contracts with other contractors involved in the same project as to consistency in dealing with them in similar cases. This requires absolute neutrality, fairness and justice. There have been times during the review of these appeal issues that the original decision was not the correct method to resolve the claim. At this point, reparation is necessary, at times reversing the original decision.

My role in this process is to receive and evaluate all claim information from my staff, review for consistency and accuracy, and review these with my staff. Communicating this in our work group has provided us with a very consistent and fair method to dealing with contract claims.

Ethics is only ethics when there is an action involved. In any action taken within the scope of your performance in public service, resolve to act in the letter and spirit of the following five principles:

1. Obey the law.
2. Serve the public interest.
3. Ensure thorough analysis.
4. Act with compassion and empathy.
5. Take personal responsibility for decisions.

<u>Debi Whitley:</u>

My leadership philosophy and ethical perspective can be summed up with one sentence -"Do the Right Thing". I do my best to follow this directive in all that I do, whether at work or at home, in all interactions

I have with other people, and in all the decisions that I make in my life. On the "Ethical Type" exercise, I ranked the highest in the Divine Command area, which did not surprise me. I feel that people need some base or frame of reference to help them determine what the "Right Thing" is. My frame of reference for determining "the right thing" is my faith. I also believe in the innate goodness of people, and that if given the opportunity, people will do the right thing.

My ethical perspective melds nicely into the five practices of Leadership: Modeling, Inspiring, Challenging, Enabling, and Encouraging.

I truly believe that constantly striving to do the right thing is indeed **modeling** leadership behavior. For example, on occasions when my staff brings up an issue regarding how another unit or other individuals are handling a situation that doesn't appear to be quite proper, my response is always that in our unit - we will take the high road. In other words, just because someone else is doing it – it doesn't make it the right thing to do. Rather, we choose to do it right and will not be influenced by others that may be taking an easier route.

Inspiring staff to do their best also fits well into my ethical perspective. I believe that every person has his or her own unique abilities and talents. My goal is to inspire staff to use their talents in a positive way to the fullest extent possible. I try to provide advice, encouragement, information and guidance on an individual basis.

Challenging is also an important aspect of leadership. I believe that providing challenges and growth opportunities for staff is vital to their future success. While some staff may be content with their positions, others can become bored and unhappy if not encouraged to pursue new challenges. I do my best to provide growth opportunities for my staff through training, projects, committee work, learning different job tasks and extending opportunities to volunteer for new assignments in both our area and other work areas within and outside our division.

Enabling is usually thought of in a negative context, but in a leadership role the idea is to provide all the necessary tools, training, education and encouragement that staff may need to take the next step in their career development. It is amazing what praise and encouragement can accomplish! Often staff has all the necessary tools required to take that next step, but lack the confidence to do so. When they receive the proper tools and support, and are encouraged to persevere – it can make all the difference in their ability to succeed.

Encouraging has already been mentioned in several of the above leadership practices. My ethical perspective leads me to encourage every individual to do the best that they can, to believe in themselves and their abilities, and to aspire to greater things.

Chris Matteson:

The mission of the Wisconsin Department of Transportation has been stated as follows:

"***PROVIDE LEADERSHIP IN THE DEVELOPMENT AND OPERATION OF A SAFE AND EFFICIENT TRANSPORTATION SYSTEM"***

And, the accompanying vision:

"DEDICATED PEOPLE CREATING TRANSPORTATION SOLUTIONS THROUGH INNOVATION AND EXCEPTIONAL SERVICE"

Some of our most dedicated DOT employees, having gathered together for strategic planning sessions, determined that the best route to the realization of the mission and vision as stated above, was to establish and articulate organizational values, then identify areas of emphasis.

The eight values:

ACCOUNTABILITY
ATTITUDE
COMMUNICATION
EXCELLENCE
IMPROVEMENT
INTEGRITY
RESPECT
TEAMWORK

The areas of emphasis:

MAINTAIN A QUALITY WORKFORCE
ANTICIPATE AND MEET OUR CUSTOMERS' NEEDS
INCREASE EFFICIENCY
PROMOTE TRANSPORTATION SAFETY

CREATE ECONOMIC OPPORTUNITIES

I offer these concise points as an introduction to the subject of leadership philosophies and ethical perspectives within such philosophies.

Members of this ELA team agree that excellent leadership is essential to the effective functioning of our organizations, and take very seriously our roles as leaders in order to properly serve the citizens of the State of Wisconsin, helping to ensure that their tax dollars are wisely and beneficially allocated and distributed.

Leadership is much different from management, and neither is to be confused with directing the activities of individuals, although directing and managing are usually part of the total "leader" package.

Values, integrity, vision, fairness, problem solving abilities and a right sense of priorities are essential to leadership, in addition to the ability to be a good role model, consistent effort toward achievement of long-range and short-range objectives, demonstration of a positive attitude, and overall reliability. A key characteristic of a good leader is a commitment to implementation. What we mean by that is leadership concepts and theories are sometimes learned and talked about, given lip service, but positive action is necessary in order to accomplish goals and create effective teams, departments and organizations.

Often, individuals attempting to describe ethics tend to focus on what is NOT done: Not stealing, not cheating, not telling falsehoods, etc. Leadership ethics without positive action is, at best, benign and falls far short of a "living" leadership philosophy.

Congruency is critical, not only for effectiveness in leadership but also for the well being of the leader. When stated values are properly aligned with demonstrated values, then there is congruency, and the resulting credibility, which then leads to more respectful relationships. On the other hand, when the actions of a leader belie his/her stated values, credibility and respect are diminished, and morale and productivity suffer, along with the mission and objectives.

It is often difficult to follow through on our promises and commitments. An effective leader does many things that are "difficult", but one of the most important is to be true to your word. If you say you are going to do something, and it is not done, employees tend to rightly see that failure as a lack of integrity. Excuses generally do not help the matter, as they appear to be a way to avoid being judged for the lapse. The bottom line is, if we, as leaders, say we are going to do something, we need to do it, with few, if any exceptions.

There is much talk about the importance of a leader having “vision”. Again, it is one thing to have it, it is another matter to demonstrate, share and do whatever is necessary to manifest that vision. Any vision that is neither expressed nor acted upon, is essentially no vision at all, it’s a daydream.

Leaders are problem-solvers. That doesn’t necessarily mean they are the most creative in the organization. It may be that a leader calls upon his/her most creative employees to assist in the solution. A leader may look to history for ideas and solutions. A leader may make spur of the moment solution implementations, which are not always the best, but at least improve the situation at hand. A good leader is a good problem-solver, because whatever is necessary to solve the problem is done, and done in a timely manner, utilizing a variety of resources.

Real leaders know which priorities are best for the team and the organization, and act accordingly, and usually almost instinctively. Generally, getting bogged down with inconsequential activities is not conducive to good leadership. It can be easy, and often tempting to get sidetracked on an interesting problem, but we need to remind ourselves what we are trying to accomplish (what are our objectives, goals, mission).

A positive, optimistic state of mind is necessary for good leadership, in addition to be important to good mental health. Even though it has become somewhat of a cliché, we need to see problems as opportunities or challenges. We need to stay upbeat in spite of setbacks. What others may call failures, we see as chances to start anew. What others may call impossible, we call difficult but attainable, with the right resources. We most always see the “glass half full” instead of half empty. Messy situations only make us feel needed and valuable. It’s all a matter of attitude, and negativity is unproductive and ineffective for everyone, not just leaders.

Exceptional leaders are great role models. They demonstrate integrity and honesty. They work hard, and effectively. They treat others with respect. They inspire harmonious relationships and team spirit. They know their priorities, and the priorities of the organization. They stand up for their employees in an appropriate fashion. They show what good customer service looks like. They work well with people of all sizes, shapes, color, rank, beliefs and attitudes. They are courteous, fair minded and even handed.

Ethical leadership is intelligence, integrity, honesty and creativity in action.

<u>Cori McFarlane:</u>

My Leadership Philosophy and Ethical Perspectives

As government employees, I believe we truly are public servants. Therefore, I strive to embrace a servant-leader philosophy. This is consistent with my core beliefs (personal, religious, etc.), and I think it has manifested itself throughout my professional career, particularly in my nine years in Area Administration with the State. As managers, we serve many different stakeholders: taxpayers, the elected officials who represent them, consumers of our services, our employees, supervisors, contract providers, and community partners. We need to be able to take our direction from all of these customers, determine what each of them needs, and then do our best to meet those needs.

When the needs and wants of these various customers are in conflict with one another, as they often are, we are faced with ethical dilemmas. A good manager needs to call upon his/her knowledge, experience, and professional judgment to strike the proper balance, and, to the extent possible, find win-win solutions. Physicians take an oath to "first do no harm." I try to follow this motto as well. In all decisions, I try to remain mindful of the potential for harm to the low-income and/or disabled individuals who are the end users of my department's services. If two solutions are feasible and palatable (allowed by policy, statute, the bureaucracy; not too dangerous politically), I will always "err on the side of the client" and direct my staff to do the same.

I strive to lead by example. I set high standards, communicate those standards clearly and consistently, provide people with the level of support they need, and then hold them accountable. However, as high as I set the standards for those on my team, I always set the bar even higher for myself. I've found that team members are willing to work long and hard if they know I'm working right there beside them. Employees are willing to give their all to reach goals when they feel they've had a say in setting those goals and determining how to reach them, and when they know they are making a difference.

"My Credo"
Know yourself and the talents you possess;
Use your gifts every day.
When making decisions and implementing policies, act with compassion and integrity.
Work cooperatively as a member of the broader team;
Model and support collaboration.
Be honest;
If you don't know something, admit it, and then go find the answer.

Working with Human Resource Departments

Human Resources departments, by design, are set up to provide assistance to managers and staff, to insure that we are able to best manage our staff to produce the highest quality products and services for the public. Each agency has their own somewhat unique organizational set-up within their Human Resources departments to provide guidance, support and information for employees and managers. While the organization of the HR departments may be somewhat different among agencies, the goals are the same.

In DOT, the **Bureau of Human Resources** is dived into five sections. The sections are Employee Assistance, Employment Management Services, Labor Relations, Payroll and Training.

The **Employee Assistance Program** promotes health and wellness. The EAP is available to all employees, family members, and significant others. The mission of the EAP includes "partnering with DOT leadership to maintain organizational health and effectiveness". The EAP provides guidance to supervisors in dealing with employees that are experiencing job and personal problems. Often, employees that are having job/performance problems are affected by personal situations that are unrelated to the workplace. EAP provides not only guidance for managers in dealing with these situations and employees, but also performs a valuable service in supporting, educating and directing employees on where they can go for help. Often these "personal" issues fall outside the scope and responsibility of management, so having the services of EAP available to help in this area can be invaluable. Managers can help EAP do their job by promoting and recommending the program to staff.

Employee Management Services is responsible for developing and implementing human resource policies and procedures. The areas of responsibility include:

Classification
Recruitment and Staffing
Compensation
Workforce Planning
Reorganizations
Career Planning

EMS also works with staff and managers to provide training, advice and consulting services to resolve a multitude of human resource issues. EMS staff also publishes the departments Employee Handbook and the Supervisor's reference guide. EMS helps managers do their job better by providing expert help and resources for recruiting and hiring staff. In many cases we hire so infrequently, that we may not be up to speed on all the latest issues and legal requirements. EMS also helps managers in retaining current employees by making sure that classification and compensation are in line with the duties that staff performs. EMS also provides help with planning and implementing reorganizations, to make sure they occur with the least disruption and the best possible outcome. Managers can work with EMS by providing as much information as they can that pertains to their current challenges, and by asking the right questions to insure the best possible solution to each unique situation.

The **Labor Relations** section is responsible for the following:

- collective bargaining agreement negotiations
- providing labor contract interpretation to management
- reviewing disciplinary recommendations
- responding to grievances
- participating in arbitration

The Labor Relations section also employs a Medical Coordinator as a resource and liaison for employees and management. The medical coordinator:

- Secures and retains confidential medical information necessary to determining personnel transactions
- Reviews all requests for medical leaves, FMLA, and reasonable accommodations

Since managers tend to have to be “jacks of all trades”, having these professionals available to provide information and guidance on these matters is vitally important. When working with staff on performance issues, work rule violations, and discipline it is necessary to make sure the proper actions are taken every step of the way. The results of dealing with these types of issues can affect people’s employment in a negative manner, and therefore they are taken very seriously. Labor relations provides not only training and written resources for managers reference, but can also be relied on to provide on-going guidance for individual situations through every step of the process. Managers can help the Labor Relations office to perform their duties by following current LR practices, by involving LR staff early in the process, by providing them with as much information and documentation as possible, and by following their advice.

The **Payroll** section is responsible for:

- Ensuring employee pay is accurately recorded and distributed.
- Managing all employee insurance programs
- Providing benefit counseling and training
- Responding to inquiries on pay and benefits

All of these areas are important to staff, and can be very complex. Since managers cannot be expected to know everything about everything, it is very helpful to be able to rely on a group of professionals to provide payroll and benefit services to employees.

The **Training** section’s goal is to provide training opportunities for all staff through a department wide training program. This is important to managers in that it helps to maintain a quality workforce. Since our workforce operates in a constantly changing environment, it is necessary to be able to provide the training and resources that staff will need in order to adapt to changes in their environment, and the work that they do. This is very helpful to managers as they can rely on the Training section to provide regularly scheduled courses as well as “on request” special training sessions to assist employees in increasing their effectiveness in their current job, and also to provide learning opportunities to staff for career advancement. Managers can work with the training staff to develop pertinent “just in time” or other needed training, and by encouraging staff to attend training that would be beneficial to them.

Recently, the Department of Administration, under the ACE (Accountability, Consolidation, & Efficiency) initiative, became the provider of human resource and payroll services for eleven smaller agencies. The process that DAO went through, and the things they had to take into account help illustrate the importance of the role of Human Resources to management.

When the initiative was announces, agencies expressed major concerns about:

- Having DOA closely involved in their internal operations
- Reduction of personalized service
- Losing their own well respected HR staff
- Losing agency authority and control
- Being homogenized
- Opening the door to future consolidation.
-

To address these concerns, DOA:

- Met with Executives of the agencies to build cooperation
- Conducted round tables with HR staff form the consolidated agencies
- Hired several HR staff from the affected agencies

- Designed customized division of labor agreements with each agency to preserve uniqueness
- Created a single point of contact for managers to discuss and resolve issues
- Held a “Splash Event” to allow employees to personally meet DOA HR staff
- Developed a staff directory including pictures, areas of responsibilities and phone numbers

The fact that the initial responses to this initiative from the effective agencies were so strong illustrates the importance that agencies and managers place on their HR departments. DOA spent a lot of time and effort to work through these concerns to ensure that quality day-to-day services will be provided to each consolidated agency, and will measure the success of this effort by how well these services are provided over the long term.

In summary, HR departments are a very valuable resource for managers. They provide expertise, guidance and support in some very complex and technical areas. HR departments are involved to some extent, in every aspect of the management of staff in the organization. HR is there for management beginning with the recruitment of staff, then hiring, compensation, benefits, counseling, training, discipline, and through termination or retirement. They provide expertise in specific areas that managers just do not have the time become proficient in. This is important in that it allows managers to focus on other aspects of their jobs. It is important for managers to work well with HR departments, to insure a good working relationship. This good working relationship will help meet the needs of both groups, the needs of the employees, and the needs of the organization as a whole.

A Decision Making Opportunity

An important function is any organization is the process by which decisions are reached. For the purposes of this report, a decision regarding equipment within a Wisconsin DMV office is considered. The decision being considered is which processes and equipment to utilize at Wisconsin DMV field offices to detect and reject counterfeit bills/money prior to transaction completion.

In this analysis, a decision making model that consists of seven steps, which define and summarize the decision, the objectives sought, the alternatives and options that are being considered, potential setbacks and roadblocks to implementation of the preferred options, and development and implementation of an effective action plan.

1. Define the decision to be made:

    Which counterfeit detection devices and money inspection procedures should be acquired/adopted in order to prevent losses from fake U.S. currency?

    One of the techniques that assists in defining a prospective decision, is the "IS/IS NOT" chart. In this instance, the questions proposed are what, where, when and how big. This particular technique helps to define the problem by discovering and articulating what it is, and what it is not. The chart takes a form similar to the following:

	PROBLEM IS	PROBLEM IS NOT
WHAT:	Loss of $ due to fake bills	Employee training, bad checks, bad credit
WHERE:	Service counters, all locations	With items processed by mail, internet or telephone.
WHEN:	On the busy days: end of month, beginning of month, Fridays, Mondays	When customer volume is relatively low. Not always predictable, however.
HOW BIG:	Losses estimated at $200.00 to $400.00 annually, per location.	Not a rampant problem, but significant nevertheless.

2. Define Desired outcomes, objectives, higher purpose:

    M-1. Prevent acceptance of counterfeit money, especially $100, $50 and $20.

    M-2. Keep customer and transaction money in sight, at all times for security reasons.

    M-3. Reduce losses, improve efficiency.

    W-1. Speed up detection of good and bad bills, reduce decision time.

    W-2. Deter counterfeiters from passing fake bills at DMV offices.

    Higher Purpose: Maintain integrity and security of DMV operations and cash handling for the benefit of Wisconsin citizens.

    Measures of success: Elimination of losses from counterfeit money, and a reduction in the attempts to pass questionable or fake bills.

A simple brainstorming technique was used in order to establish the desired outcomes and higher purpose. The further analysis, as indicated by the coding above, identifies the “musts” and the “wants”. M-1, preventing the accepting of counterfeit money, is a must. Likewise, keeping customers’ cash in plain sight until the transaction is completed. Loss reduction and efficiency improvement are also considered “musts”.

Desirable outcomes/objectives, which we are calling “wants”, are W-1 and W-2 above. Speeding up the apprehension of bad bills and quickly accepting the good ones, is an important goal and our intentions are strong, but it is less important than the musts. Deterring the presentation of bills is important, but the deterrent factor is not primary, albeit a fringe benefit worthy of considerable focused effort.

3. Identification of alternatives and options:
   A. Use currently available equipment and processes, without any additional purchases or training.
   B. Purchase one or two fraud detector units for each location, to be shared by employees working at each service counter.
   C. Fabricate or purchase a light box, so that bills can be placed on the light box and security features can be viewed without holding the bills up to the light.
   D. Clip-on, economy light fixtures at each work station.
   E. Fraud-fighter counterfeit bill detectors at each work station.

After identifying several options currently under consideration, some thought is necessary regarding the desirability of each option, so that a logical comparison can be made. Item A is not the best choice, since it is resulting in an inordinate level of losses due to counterfeit bills being passed, then rejected by the bank thus reducing the amount of our deposit. Item B may be economical, but it requires the employee to leave his/her work station and visit the back counter in order to place a bill under the counterfeit detector. Item C is a worthy idea, but we have been unable to locate a source for a small and economical light box that would fit the work station counter top area. Item D has been tried with some success at some DMV offices, but it is awkward. The clip-on light is attached to the top of the cubicle sidewall, and the processor then has to turn away from the customer to check each bill. There is also the problem of the cord running down along the forms baskets for each work station, and getting in the way of efficient access to the forms. Item E seems to be the best alternative, if the funding can be obtained.

4. Selection of the best alternative:

Item E has been selected, by process of evaluation of the pros and cons, as described in the above paragraph.

5. Potential roadblocks, setbacks and resistances:

Lack of proper equipment, lack of funding, low interest level in solving the problem by management and underestimating the magnitude of fraud and its costs, are all potential roadblocks to incorporating the best solution.

This conclusion was arrived at by using a tool that was presented by Jeff Russell of Russell Consulting, Inc. during a presentation to the ELA class in September. This tool was called, “Force Field Analysis”, and is a method by which the driving forces for change or incorporation of the proposed solution are listed on a chart alongside a column describing restraining forces. In this particular instance, here is how the chart worked:

DRIVING FORCES	RESTRAINING FORCES
Desire to protect taxpayer $.	Tendency to rationalize or minimize
Employee dedication to account for all $	Lacking the proper support; equipment

Need for improvement in efficiency	Scarcity of funding
Desire to discourage fraud	Underestimating the magnitude of fraud

6. Development of Action Plan:

   A. Research the cost and availability of counterfeit detection devices suitable for individual work station use.
   B. Identify prospective vendors, select one based on the appropriateness of the product offering, and arrange to either purchase a sample, or have one sent for test use.
   C. Test the sample at several locations, and at several work stations to determine its effectiveness and ease of use.
   D. Gather information and input from employees regarding the unit's ability to accomplish our "must" goals as identified above, in item 2 above.
   E. Present the evaluation information to management for approval and purchase, if warranted. If not, do additional research to identify a better product to meet our objectives, and proceed accordingly.

7. Implement the Plan, monitor progress, revise the plan as needed.

Implementation has begun. A sample of the "Fraud Fighter" has been obtained and is being tested at four DMV locations. The results are generally good, but there are some unanticipated difficulties that have been discussed with the vendor. (DMV is currently in the "D" stage of the action plan, gathering details on how the Fraud Fighter is working at the test locations.) Due to these drawbacks, other products are currently being investigated. Adjustments need to be made before DMV can proceed with action item E.

Technology Resources

The Department of Administration (DOA) coordinates information technology resources and activities across state agencies. Part of DOA's mission is to "coordinate technology-driven efforts to improve state government efficiency, promote interagency information sharing, and enhance service delivery to Wisconsin residents".

DOA has developed a comprehensive State of Wisconsin Enterprise IT Plan. It is available on the web at: http://www.doa.state.wi.us/docs_view2.asp?docid=5476 .

Managers from other state agencies may sometimes need to contact staff within DOA's Division of Enterprise Technology (DET). Some key contacts within DET are the following:

Division Administrator: Matt Miszewski, 608-261-8406

Deputy Division Administrator: Dave Hinrichs, 608-267-0614

Chief Information Security Officer: Mike Lettman, 608-264-9786

Office of Service Delivery Manager: Judy Heil, 608-261-8402

Bureau of Infrastructure Support Director: Jim Schmolesky, 608-224-3777

Bureau of Business Application Services Director: Bill Nash, 608-267-0439

Bureau of Business Services Director: Bob Stuessy, 608-264-6186

Each state agency also has its own Information Technology unit. Technology resources within the DNR are consolidated into a bureau called BTS (Bureau of Technical Services). Within BTS, the following programs serve the myriad technical needs within DNR:

- Data Control
- Forms Management
- GIS Services (Geographic Information Services)
- System Services
- Records Management
- RMS Support (Resource Management System)
- Infrastructure and Architecture
- Security Officer
- Technology Services

Because the services provided are somewhat dynamic, an internal website (intranet) contains the contact and other specific information for Technology Services. The site is: http://intranet.dnr.state.wi.us/itworks/staff

The primary services offered and managed from BTS are contained in a useful site broken down and with links as follows:

MyDesk – offering help with computer and phone issues, forms, and records management.
ITC & RIMS (Information Technology Coordinators and Region Information Manager Specialist) – offering help and support with hardware or software purchases and related topics.
GIS – Offering Geographic Information System services, Web Mapping, geospatial data, and related software or hardware support.

Application Development – offering system development framework (SDF) support, IT architecture, and DNR divisional liaisons for application development support.
A “Top Topics” support area.
A DOA Reference Sites area.

These topics and services are maintained at the following site:
http://intranet.dnr.state.wi.us/itworks

Similarly, DHFS has a Bureau of Information Technology Services (BITS) located within the Division of Management and Technology that is responsible for information technology in the Department. It includes maintenance and enhancement of applications, the development of new applications, facilitation of planning and development efforts, and contract administration for outsourced services. A directory of staff contacts is available for DHFS employees on the DHFS intranet at http://dhfsweb/IT/Contacts/contacts.htm. Herb Thompson (608/266-0125) is the bureau director. Transitioning the Department's e-mail service from Groupwise to Outlook will be a major initiative for this unit in 2007.

DOT also has a BITS unit, which includes sections for Project Management, IT Strategy and Architecture, Application Development and Support, Infrastructure Support, and Business Liaison functions. The overall goal of this unit is to "create an agile IT organization." They have outlined a plan (available on the DOT intranet) for responsive IT portfolio prioritization, rapid resource deployment, and designing an infrastructure poised to respond to change. These three elements are undoubtedly key aspects of Information Technology systems in all areas of state government today.

Teamwork

One of the most important roles of the public manager is to facilitate the development of a cohesive team. While this can be difficult in any environment, the public sector can sometimes hold unique challenges to the team building process. The rapidity of change, the constraints of bureaucracy and public scrutiny, and the entitlement mentality of some public employees all have the potential of derailing team dynamics. However, with a bit of diligence and creativity (and the application of some important skills learned in ELA), the goal of a harmonious team can be achieved.

Behind every successful team stands an effective coach. Public managers need to embrace the role of not just "boss" or "leader" but also coach. The effective coach sets the vision for the team, develops a game plan that capitalizes on each player's strengths, adjusts to changing circumstances, and celebrates successes big and small. Each of these are critical roles for public managers.

Setting the Vision

At the beginning of the season, Packers coach Mike McCarthy undoubtedly sat his players down and outlined what he intended to accomplish during the season. He likely spoke of putting points on the board, outscoring the opponent, having a winning season, perhaps making it to the playoffs. He probably also spoke of the proud tradition of the Green and Gold, the importance of living up to the expectations of the faithful fans, and the way in which the players were to conduct themselves in the community. Whenever a new member joins the team, he is certainly indoctrinated with these concepts. Throughout training camp, during every team meeting and practice, and before every game, McCarthy and his team of coaches again remind the team of their shared vision and goals.

A work unit cannot function as a team without having a shared sense of vision and a common understanding of the direction in which they are heading. It is critical that the public manager have a crystal clear vision in mind, and that s/he articulate this to the team at every opportunity. Write it down. Post it prominently. Repeat it over and over and over again until it is ingrained in every team member's brain.

Developing an Effective Game Plan

Coaching a team to victory requires first that the public manager really know each team member before designing a game plan for a workplace initiative. This requires an ongoing investment of time into every single employee. This could mean scheduling regular one-on-one meeting times, grabbing an occasional lunch together, or capitalizing on time spent driving to meetings together. It is critical that the manager take time for open communication with each employee to learn what his/her skills are, what s/he enjoys doing, what motivates him/her to do well.

There is an increasing volume of management literature around strength-based management. Rather than spending a lot of time trying to change an employee's areas of weakness through intensive training, corrective actions plans, or coercion, it may be more effective to play to each person's strengths. Assign people to projects based on their individual strong points. Pair up people who will complement one another's knowledge, skills, backgrounds, and abilities, rather than people who have very similar areas of expertise or experience.

The bureaucratic system of state government tends to create many silos. Each bureau, section, or work unit tends to focus narrowly on their own area of program responsibility. While this may be important to develop employees with a great deal of expertise in particular areas, it can sometimes make it difficult to foster a sense of team led by a broader vision. It can also lead to some degree of isolationism, where each employees works away in their own cubicle day in and day out on their own program or project, rather than interacting in any meaningful way with co-workers. The effective manager looks for opportunities to create teams, to cross-train staff, and to point out areas where team members' areas of responsibility may intersect or impact one another. The result is improved efficiency, a reduction in duplication, and fewer contradictory policies, as well as workers who feel more connected to one another and to the larger organization.

Adjusting to Change

There's no doubt about it. Work in the public sector can frequently throw us curve balls! Realignments, restructuring, and reorganizations: we have all been through many of these! It is during these times of change that even the strongest of teams can be shaken. An effective supervisor can coach his/her team through these times by being a true change manager.

As was discussed by Jeff Russell in our ELA class on this topic, people actually embrace change when they feel they have a hand on the wheel, as opposed to being locked in the trunk! We can guide, or coach, people through change, helping them move from Fear/Anger/ Resistance to Experimentation/Discovery, then Learning/Acceptance/ Commitment, and eventually Comfort and Control. Some specific steps that the effective coach might take include:

- Giving people as much freedom and direction as you can;
- Giving people permission to find their own solutions;
- Encouraging collaboration;
- Acknowledging hard work;
- Reaffirming and refining the vision--making room for others' ideas;
- Providing tools and training to reinforce new behaviors; and
- Rewarding new behaviors.

Clearly, open communication every step of the way is the key to helping a team weather a significant change.

Celebrating Success

The effective public manager also builds a spirit of success by celebrating successes. Individual and team victories are recognized and rewarded. This can occur formally through certificates, letters or appreciation, or award ceremonies, or informally through simple notes, e-mails, or special treats. It is important for government workers to remember that they can be serious about their work without taking themselves too seriously. An atmosphere of fun in the workplace can go a long way to building a sense of team! Festive office surrounding, silly mind-teasing exercises, or the occasional office potluck can go a long way to getting staff's creative juices flowing and to make them excited about coming to work. Sometimes, the coach needs to also be the team's number one cheerleader!

The public manager who recognizes the importance of actively coaching a team to build a solid foundation of teamwork will set a clear vision for the team, develop a game plan, manage change well, and perhaps most importantly, celebrate! The employees who sense that they are valued as a result will truly strive to be team players.

<u>Future Communication Challenges</u>

Communication Challenges: DHFS

The Department of Health and Family Services (DHFS) will be implementing several new program initiatives over the next two to five years, as well as proposing significant changes to funding mechanisms. The Department will be moving toward statewide implementation of Family Care, a managed care system that will replace our current system of complex Medicaid waivers used to provide long-term care services to the elderly and disabled. DHFS will also be implementing BadgerCare Plus, a new Medicaid program that will streamline eligibility determinations and provide healthcare coverage to a much greater segment of the population, but which will also mean significant changes in the role of county Income Maintenance workers. DHFS is exploring an "alternative response" approach to child protective services, based on similar models used in Minnesota and elsewhere. At the same time, DHFS is considering fundamental changes in the way they fund counties to provide human services, such as "unbundling" Community Aids and developing rate-based payment systems across program areas. Each of these proposed changes has strong supporters and strong opponents, and will therefore pose some of the most critical *external* communications challenges.

Internally, the most significant communications challenges will be around "selling" staff on the merits of the program changes and resulting changes to their job functions. Long-term staff have a significant personal investment in "the way things have always been done" and may be reluctant to embrace major changes. Additionally, the ongoing message of "doing more with less" in the face of budget and staff cuts will continue to challenge the ability of DHFS leaders to respond to concerns of employees and consumers alike.

The manner in with DHFS leaders manage these changes will have a significant impact on employee morale and on relationships with local governments and other stakeholders. Leadership can effectively manage communication in these areas by doing the following:

1) Involving key stakeholders early in the process, and genuinely listening to their ideas.
2) Garnering the support and active participation of representative organizations (labor unions, Wisconsin Counties Association, advocacy groups, etc.)
3) Clearly communicating with all levels of leadership up and down the organizational chart and ensuring that frequent and consistent information is provided to their staff and partners.
4) Maintaining transparency in government by holding open meetings, posting meeting minutes and issue papers prominently, and issuing frequent press releases.
5) Sharing success stories from pilot programs and new initiatives early and often.
6) Involving <u>diverse perspectives</u> in all phases of program planning and implementation, understanding that there are many different personality types, and each has valuable contributions to bring to the work of the Department.

Communication Challenges: DNR

<u>The goal:</u>
To tell our story – “Nature is our Business.” We need to greatly improve the DNR's ability to play offense and make the agency the leading story teller about Wisconsin's environment and natural resources. The task is to manage for success, which will be a statewide challenge, especially for the field and program areas. According to recent information from the Society of Environmental Journalists, many journalists are still unaware of what state fish and wildlife agencies do and how they are funded.

<u>We can meet this goal by:</u>
Reaching out to the nontraditional, minority, urban (Wisconsin’s population will be 80 percent urbanized by 2010) and aging populations. This includes busy suburban people and culturally diverse populations such as Hmong and Latino communities. Hire Hispanic and Hmong liaisons to help get out our messages. Give non-consumptive or passive outdoors (hikers, bicyclists, etc.) users a reason to care about environmental/resource issues. Work to improve landowner relations.

Reaching out to young people – those most likely to be participants of natural resources conservation in the future. "No Child Left Inside" campaign to spread the conservation ethic to youth. Establishing internet certification courses and reaching out to school teachers to deliver the conservation agenda.

Working more closely with legislative liaison staff, broaden public distribution of DNR News and information, conduct a baseline opinion survey of the agency, develop a tagline to pull accomplishments together such as "DNR delivers…" Develop an overarching message of how DNR protects public health, safety and quality of life; healthy habitats = healthy people.

Overall, DNR should also plan for broader use of tools such as video and podcasting technology. Create a one-stop shopping center on the web to enable users to quickly and efficiently receive desired information and services.

Communication challenges: DOT

There are certainly challenges ahead for DOT, as well as all other departments and divisions of Wisconsin State Government, especially considering the changing nature of our culture, our economic and budget considerations, our customer base and our employee base. How we respond to the normal and extenuating challenges in the coming years will depend on how prepared we are, in terms of training, effective strategizing, organizing and communicating.

As a component of the "Values" summary of the DOT Strategic Direction document created in 2004, *Communication* was given a high priority. This communication value was further defined in a statement of intention as follows: *"Creating a culture in which people listen and information is shared openly, clearly and timely – both internally and externally".*

Taking communication as a general term, it is unlikely that anyone would disagree with the statement that good communication is essential to success in an organization. However, if we ask for a definition of "good communication" from each employee, we will probably see nearly as many definitions as we have employees, and some will say "I can't define it, but I know it when I see it."

It may be an interesting approach to briefly consider what it isn't. Good communication is not, for example, keeping important information secret in order to gain some sort of one-upmanship advantage. Nor is it communicating in such terse little compacted messages that an accurate picture of a situation is not conveyed. It is not filibustering an argument or an issue to an extent that your monologue leaves others out or they disconnect due to lack of interest or involvement. It is not sending multitudes of elaborate written messages or E-mail using the concept that if we throw enough information out there some of it will stick. Good communication is not giving critical information to some who need it, and leaving others (who need it) out. It is not using outdated ways of communicating that are no longer effective, considering the speed of change that we must contend with in the new millennium. Good communication is not verbally speaking in a high volume tone so that inappropriate persons are unwillingly included in the message.

Many of our employees know instinctively, or understand through training and experience, when to communicate verbally in-person, when to call on the telephone, when to use E-mail, when to use inter-departmental mail, when to arrange a conference and when to use the U.S. Mail. Other employees seem to have difficulty making the appropriate decisions of who to contact and how to contact others for sharing or obtaining information .

There is no better time than the present for reviewing and renewing good communication principles, and implementing whatever changes are necessary to ensure that all employees understand and apply such principles. Training programs, team briefings, monitoring and course correcting and good overall supervision and leadership all will be good components of any communication improvement strategy.

The DMV's 2006-2008 Business Plan begins by articulating the DMV Vision:

DEDICATED PEOPLE CREATING TRANSPORTATION SOLUTIONS THROUGH INNOVATION AND EXCEPTIONAL SERVICE.

This DMV Vision, and the stated DMV Mission, "*To Provide Quality Driver, Identity and Vehicle Products & Services"* are not just worthy goals, they are the reasons for our existence, and we are dedicated to their realization. The application of good communication methods is critical to these objectives.

At our November ELA class, a very profound statement regarding communication was made, which, if understood and applied effectively could have a major positive impact on the realization of our objectives:

RESPONSES TO OUR COMMUNICATION ARE BASED NOT ON WHAT WE'VE SAID, BUT ON HOW WHAT WE'VE SAID WAS INTERPRETED.

As the old saying goes: *"I know you believe you understand what you think I said, but I'm not sure you realize that what you heard is not what I meant."*

A Roper ASW survey showed that 55% of employers have identified themselves as good communicators, while only 35% of the people who worked for them agreed. The main reason for this discrepancy is the lack of honest, meaningful feedback.

The most important characteristic of good communication in an organization is open, honest, meaningful feedback. This will be even more important for DOT as the rate of turnover increases in the coming few years due to retirement, attrition and possible staff shifting and/or staff reductions due to budget considerations.

New people in new positions will require extensive training and extensive dialogue with other team members, team leaders and supervisors as well as trainers. Supervisors and team leaders will need to offer constructive feedback to new employees, and offer it in a way that is understandable and actionable.

DMV is considering the addition of Saturday hours in order to better serve the Wisconsin public. Many DMV employees, who have arranged their family life with the consideration of quality family time on weekends, and whose spouses have obtained employment with that as their major priority, will have difficulty accepting this change. Morale erosion can already be detected in many DMV offices, due to the reality that this proposal for Saturday hours is still "alive". Employees have been overheard stating that they are already seeking other employment because of this.

While this idea is being examined and researched to determine all the ramifications and eventualities that may accompany such a move, it is important to include employees by communicating any significant developments or decisions. It is also important to solicit and pass along to the proper committees any suggestions or other input that employees may have in the matter, since the decisions made will profoundly affect their work and their home life both.

The changing nature of our clientele requires review of language factors. The rate of increase in Spanish speaking customers continues to rise, and it becomes more and more important to have bilingual employees. Even those who are not bilingual can facilitate more professional effectiveness by gaining at least a rudimentary ability to speak certain words or phrases in Spanish. We do not anticipate a major reduction in this need, in spite of any political speculation regarding immigration.

Overall communication needs to be concise, and generally brief but as comprehensive as necessary to make the required points. Expected changes can make this a particularly difficult challenge. If the employee/supervisor ratio continues to increase due to budget adjustments, the available time for one-on-one discussions with employees will decrease. Likewise, as staffing shortages continue, our ability in the DMV field offices to take employees away from their workstations will be reduced.

Electronic communication rules need to be established and followed, in order to minimize the wasted time that can result from minor errors. For example, when replying to an E-mail message that has been sent to multiple recipients, if only one of those recipients needs to answer, we don't click on "reply to all", we just click on "reply". Sometimes E-mail senders redundantly call via telephone after sending an e-mail, and say essentially the same thing verbally.

Less meeting time is expected to be available in the future, for reasons mentioned above. Nevertheless, meetings are critical to good teamwork, good communication and the realization of our mission and goals. Meeting preparation therefore becomes highly important, along with minimizing travel time, starting on time, and keeping on subject. Most important, meetings without follow through on action items are unproductive, so it is necessary to follow each meeting with notes containing action items, and make sure the action items are completed.

This is a short discussion of the many challenges facing us in the coming few years, and some more or less random ideas on ways to begin to prepare for meeting those challenges. If communication is a critical element in this effort, developing leadership skills is even more critical. It will take strong leadership to ensure that proper, effective communication techniques are in place and consistently applied in order to achieve our mission, and realize our objectives to do the best possible job of providing needed services to the citizens of Wisconsin.