

## OFFICE OF STATE EMPLOYMENT RELATIONS

### GOVERNOR'S BUDGET RECOMMENDATIONS

Source of Funds	FY09 Adjusted Base	FY10 Recommended	% Change Over FY09	FY11 Recommended	% Change Over FY10
GPR	5,350,900	0	-100.0	0	0.0
PR-O	1,147,400	6,503,500	466.8	6,503,500	0.0
<b>TOTAL</b>	<b>6,498,300</b>	<b>6,503,500</b>	<b>0.1</b>	<b>6,503,500</b>	<b>0.0</b>

### FULL-TIME EQUIVALENT POSITION SUMMARY

Source of Funds	FY09 Adjusted Base	FY10 Recommended	FTE Change From FY09	FY11 Recommended	FTE Change From FY10
GPR	50.00	0.00	-50.00	0.00	0.00
PR-O	5.50	55.50	50.00	55.50	0.00
<b>TOTAL</b>	<b>55.50</b>	<b>55.50</b>	<b>0.00</b>	<b>55.50</b>	<b>0.00</b>

### AGENCY DESCRIPTION

Pursuant to Chapter 230, Wisconsin Statutes, the office oversees the state civil service system, which includes recruitment, examination and selection, classification, compensation, labor-management relations, collective bargaining, affirmative action, and other functions related to personnel management and employee relations. The agency also provides fee-based human resource services to Wisconsin local governmental units through the Wisconsin Personnel Partners program. The office is headed by a director who is appointed by and serves at the pleasure of the Governor. The office includes three divisions: Affirmative Action, Merit Recruitment and Selection, and Compensation and Labor Relations.

### MISSION

The mission of the office is to provide innovative human resources leadership and strategic direction to Wisconsin state government in order to maximize the quality and diversity of the state's work force.

### PROGRAMS, GOALS, OBJECTIVES AND ACTIVITIES

Note: Goals, objectives and activities have been modified.

#### **Program 1: State Employment Relations**

Goal: Use information technology and human resources effectively and efficiently to build a skilled and diverse work force.

Objective/Activity: Employ Wisc.Jobs to streamline the state hiring processes.

Objective/Activity: Use turnover and relevant market data to focus compensation efforts on critical job categories that provide essential services to the public.

Objective/Activity: Increase the number of racial/ethnic minorities and women in chronically underutilized job groups.

Objective/Activity: Limit to one year the state's liability for back pay in appeals of discharges.

Objective/Activity: Continue and expand the Labor-Management Cooperation program to reduce costly grievances and arbitrations and to promote pilot projects to improve agency business operations and employee productivity.

Objective/Activity: Increase Wisconsin Personnel Partners customer base.

### PERFORMANCE MEASURES

#### 2007 AND 2008 GOALS AND ACTUALS

Prog. No.	Performance Measure	Goal 2007	Actual 2007	Goal 2008	Actual 2008
1.	Reduce the number of days to fill a position (time between vacancy posting and date of hire). <sup>1</sup>	75 days	113	70 days	97
1.	Increase the percentage and/or number of applications submitted on-line.	30%	46%	35%	53%
1.	Increase the percentage and/or number of on-line exams offered.	15%	37%	18%	45%
1.	Enhance state employment recruitment and retention by streamlining the state's job classifications. <sup>2</sup>	Develop coordinated classification and compensation simplification plan	Classification and Compensation have worked to create stronger communication and collaborative work patterns; Classification staff attends comp reserve meetings and participate in providing key information at the bargaining table	Reduce number of job classifications to 1,700 or fewer	1,738

Prog. No.	Performance Measure	Goal 2007	Actual 2007	Goal 2008	Actual 2008
1.	Use turnover and relevant market data to focus compensation efforts on critical market job categories that provide essential services to the public.	Determine if market-based compensation adjustments for 2005-07 brought compensation in critical classes to 90th percentile of labor market	Delayed budget passage, led to delayed completion of bargaining; study not completed	Identify critical classes for market-based compensation adjustments in 2007-09 collective bargaining and compensation plan through statistical analysis of turnover/retention data, agency input, bargaining unit input and labor market survey results	15 of the state's 19 bargaining units settled 2007-09 biennial agreements in the last half of FY08; all agreements contained market adjustments targeted at specific classifications identified by salary surveys, state agencies and bargaining units
1.	Limit to one year the state's liability for back pay in appeals of discharges.	Eliminate remaining backlog in discharge cases and implement negotiated one-year time limit for discharge arbitrations	Due to extended bargaining over one year, eliminating remaining backlog was not realistic; but parties continue to handle oldest discharges first to reduce liability	Develop plan and negotiate language to handle discharge arbitrations during bargaining to enforce one-year time limit	Attempted to negotiate language but could not reach agreement regarding remedies in the event the one year time limit was exceeded

Prog. No.	Performance Measure	Goal 2007	Actual 2007	Goal 2008	Actual 2008
1.	Expand Labor-Management Cooperation (LMC) program to reduce costly grievances and arbitrations and to promote pilot projects to improve agency business operations and employee productivity.	Conduct 6 to 10 LMC "Best Practice" forums; expand LMC to one additional non-WSEU bargaining unit; reduce grievances appealed to arbitration by 25% over previous year	Began holding LMC sessions with WPEC 7/12/07 and have had 5 meetings in 2007; no agreement yet to try to reduce grievances	Conduct 6 to 10 LMC "Best Practice" forums; reduce grievances appealed to arbitration by 25% over previous year	Had 3 meetings so far in 2008 with WPEC until bargaining took precedence; working on LMC position recruitment; no agreement yet to try to reduce grievances
1.	Increase the number of minorities in targeted state job groups in which they are currently underrepresented.	1% or more <sup>3</sup>	Information system professionals increased by 5.9%; natural resources increased by 3.1 %; attorneys increased by 17.5 %	1% or more in job groups identified in 2007	Administrators increased by 2.3%; fiscal professionals increased by 3.3 %; information system professionals increased by 3.6%; natural resources increased by 11.1%; attorneys increased by 3%
1.	Increase the number of women in targeted state job groups in which they are currently underrepresented.	1% or more <sup>4</sup>	Psychologists increased by 6.7%; tech-health increased by 2.6%	1% or more in job groups identified in 2007	Doctors, dentists and veterinaries increased by 22.9%; psychologists increased by 13.7%; tech-health increased by 1.7%
1.	Increase Wisconsin Personnel Partners customer base.	4%	2.4%	4%	1%

Note: Based on fiscal year.

<sup>1</sup>This performance measure is being eliminated. The measure is dependent on the Division of Merit Recruitment and Selection processes and on agency timelines over which we have no control.

<sup>2</sup>This performance measure is being eliminated as it is no longer relevant.

<sup>3</sup>Increase the total number of minorities in the following state job groups: administrators, fiscal professionals, information system professionals, natural resources professionals, attorneys and law enforcement.

<sup>4</sup>Increase the total number of women in the following state job groups: doctors, dentists and veterinarians; corrections; law enforcement; psychologists; and tech-health and related.

**2009, 2010 AND 2011 GOALS**

<b>Prog. No.</b>	<b>Performance Measure</b>	<b>Goal 2009</b>	<b>Goal 2010</b>	<b>Goal 2011</b>
1.	Increase the percentage and/or number of applications submitted on-line.	58%	65%	70%
1.	Increase the percentage and/or number of on-line and secure exams offered.	50%	55%	60%
1.	Decrease days to score state centered examinations.	19 days	18 days	17 days
1.	Increase Wisconsin Personnel Partners new customer base.	3%	3%	3%
1.	Use turnover and relevant market data to focus compensation efforts on critical market job categories that provide essential services to the public.	Determine if market-based compensation adjustments for 2007-09 brought compensation in critical classes to 90th percentile of labor market	Identify critical classes for market-based compensation adjustments in 2009-11 through statistical or other analyses such as turnover and retention data, agency input, bargaining unit input and labor market survey results, and use in bargaining process to reach new agreements with 19 bargaining units	Determine if market-based compensation adjustments in new 2009-11 agreements brought compensation in critical classes to 90th percentile of labor market
1.	Increase accessibility of arbitration case history.	Categorize all historical arbitrations by subject matter	Create searchable arbitration database by subject matter categories	Put searchable arbitration database on-line for agencies to use

Prog. No.	Performance Measure	Goal 2009	Goal 2010	Goal 2011
1.	Expand Labor-Management Cooperation (LMC) program to reduce costly grievances and arbitrations and to promote pilot projects to improve agency business operations and employee productivity.	Conduct 6 to 10 LMC meetings; hire LMC project position; hold joint union/management training sessions on issues of common interest	Conduct 6-10 LMC meetings; continue joint training sessions; negotiate pilot 3-person panel arbitration procedure for certain types of arbitration cases	Conduct monthly LMC meetings; establish regular joint training sessions; expand 3-person arbitration panel to other types of arbitration cases
1.	Increase the number of minorities in chronically underutilized job groups.	1% or more <sup>1</sup>	1% or more in job groups identified in 2009	1% or more in job groups identified in 2010
1.	Increase the number of women in chronically underutilized job groups	1% or more <sup>2</sup>	1% or more in job groups identified in 2009	1% or more in job groups identified in 2010

Note: Based on fiscal year.

<sup>1</sup>Increase the total number of minorities in the following state job groups: administrators, patient care, information system professionals, science professionals, attorneys and law enforcement.

<sup>2</sup>Increase the total number of women in the following job groups: doctors, dentists and veterinarians; corrections; law enforcement; and tech-health and related.

## **OFFICE OF STATE EMPLOYMENT RELATIONS**

### **GOVERNOR'S BUDGET RECOMMENDATIONS**

#### **RECOMMENDATIONS**

1. Across-the-Board 1 Percent Reductions
2. Position Realignment
3. Transfer of Human Resource Functions
4. Collective Bargaining for Faculty and Academic Staff
5. Standard Budget Adjustments

**Table 1**  
**Department Budget Summary by Funding Source (in thousands of dollars)**

	ACTUAL FY08	ADJUSTED BASE FY09	AGENCY REQUEST		GOVERNOR'S RECOMMENDATION	
			FY10	FY11	FY10	FY11
GENERAL PURPOSE REVENUE	\$5,081.0	\$5,350.9	\$5,420.4	\$5,420.4		
State Operations	5,081.0	5,350.9	5,420.4	5,420.4		
PROGRAM REVENUE (2)	124.9	1,147.4	1,148.1	1,148.1	6,503.5	6,503.5
State Operations	124.9	1,147.4	1,148.1	1,148.1	6,503.5	6,503.5
TOTALS-ANNUAL	5,205.9	6,498.3	6,568.5	6,568.5	6,503.5	6,503.5
State Operations	5,205.9	6,498.3	6,568.5	6,568.5	6,503.5	6,503.5

(2) Includes Program Revenue-Service and Program Revenue-Other

**Table 2**  
**Department Position Summary by Funding Source (in FTE positions) (4)**

	ADJUSTED BASE FY09	AGENCY REQUEST		GOVERNOR'S RECOMMENDATION	
		FY10	FY11	FY10	FY11
GENERAL PURPOSE REVENUE	50.00	50.00	50.00		
PROGRAM REVENUE (2)	5.50	5.50	5.50	55.50	55.50
TOTALS-ANNUAL	55.50	55.50	55.50	55.50	55.50

(2) Includes Program Revenue-Service and Program Revenue-Other

(4) All positions are State Operations unless otherwise specified

**Table 3**  
**Department Budget Summary by Program (in thousands of dollars)**

	ACTUAL FY08	ADJUSTED BASE FY09	AGENCY REQUEST		GOVERNOR'S RECOMMENDATION	
			FY10	FY11	FY10	FY11
1. State employment relations	\$5,205.9	\$6,498.3	\$6,568.5	\$6,568.5	\$6,503.5	\$6,503.5
TOTALS	5,205.9	6,498.3	6,568.5	6,568.5	6,503.5	6,503.5

**Table 4**  
**Department Position Summary by Program (in FTE positions) (4)**

	ADJUSTED BASE FY09	AGENCY REQUEST		GOVERNOR'S RECOMMENDATION	
		FY10	FY11	FY10	FY11
1. State employment relations	55.50	55.50	55.50	55.50	55.50
TOTALS	55.50	55.50	55.50	55.50	55.50

(4) All positions are State Operations unless otherwise specified

**1. Across-the-Board 1 Percent Reductions**

Source of Funds	Agency Request				Governor's Recommendation			
	FY10		FY11		FY10		FY11	
	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions
PR-O	0	0.00	0	0.00	-65,000	0.00	-65,000	0.00
TOTAL	0	0.00	0	0.00	-65,000	0.00	-65,000	0.00

The Governor recommends reducing most nonfederal appropriations by 1 percent to create additional efficiencies and balance the budget.

**2. Position Realignment**

The Governor recommends realigning 0.5 FTE PR positions between appropriations to improve state government employment services.

**3. Transfer of Human Resource Functions**

Source of Funds	Agency Request				Governor's Recommendation			
	FY10		FY11		FY10		FY11	
	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions
GPR	0	0.00	0	0.00	-5,420,400	-50.00	-5,420,400	-50.00
PR-O	0	0.00	0	0.00	5,420,400	50.00	5,420,400	50.00
TOTAL	0	0.00	0	0.00	0	0.00	0	0.00

The Governor recommends transferring human resource functions from executive branch agencies, other than the University of Wisconsin System, to the office. Authorized positions within agencies that perform human resources will be transferred to the office and will be under the supervision of the director. Individuals performing those functions will remain located within the agencies they serve or as directed by the office. The Governor also recommends authorizing the office to charge other state agencies for services and materials relating to the transfer.

**4. Collective Bargaining for Faculty and Academic Staff**

The Governor recommends providing all University of Wisconsin academic staff and faculty with the right to collectively bargain over wages, hours and conditions of employment in a manner similar to that provided other state employees under the State Employment Labor Relations Act.

5. Standard Budget Adjustments

Source of Funds	Agency Request				Governor's Recommendation			
	FY10		FY11		FY10		FY11	
	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions
GPR	69,500	0.00	69,500	0.00	69,500	0.00	69,500	0.00
PR-O	700	0.00	700	0.00	700	0.00	700	0.00
TOTAL	70,200	0.00	70,200	0.00	70,200	0.00	70,200	0.00

The Governor recommends adjusting the office's base budget for: (a) full funding of continuing position salaries and fringe benefits (\$33,300 in each year); and (b) full funding of lease and directed moves costs (\$36,900 in each year).