



# State of Alaska Department of Administration

## Human Resources Structure Study

June - 2009

## Interview Guide

*Thank you for taking the time to discuss the State's current HR organizational model in terms of its overall efficiency and effectiveness. We expect that this discussion will take approximately one hour of your time. We are covering a lot of material; therefore, we ask that you take some time prior to the discussion to review this interview guide. We hope that these questions will generate thoughtful and candid discussions. We will treat all information collected appropriately and any "findings" in our analysis will be based upon an aggregation of the responses we receive – we will not attribute responses to an individual.*

# HR Structure Study - Interview Guide

## ***Background for these Interviews:***

Prior to 2003, The State of Alaska had a decentralized HR service delivery model with overall policy and procedures for HR programs and services created and administered by the Department of Administration, Division of Personnel. The implementation of those HR programs/services and day-to-day operational support was delivered by HR Offices that were a part of the department they provided services for and the HR Offices organizationally reported to the serviced department.

In 2003, the decision was made to centralize all HR Operations for the state and to standardize HR policies and practices within the executive branch. These organizational changes were focused around increasing operational efficiency and reducing administrative costs. As a part of the centralization initiative, HR was organized into program areas (classification, employee services, etc.). The technical and management services program areas were further divided into five service center groups that provided their services to “communities of interest.”

In 2007, a review of the centralized model showed that there were some issues around communication and integration of services. These were evidenced by increased frustration from internal and external stakeholders, errors in information dissemination, and tasks “falling between the cracks.” As a result, the state has implemented some adjustments to the centralized delivery model and these adjustments are still in effect today.

The State has contracted with EquaTerra to perform an analysis of the State's current HR organizational structure to determine what aspects of the current model are working well and where improvements can be made. The State is asking that EquaTerra perform the work during the time period beginning June 8, 2009 and ending on August 28, 2009, with the final report delivered on August 21, 2009. It is understood that no additional FTE's are to be added to the current HR complement and that any recommendations made will have that as a constraint.

This interview is a key tool that EquaTerra is utilizing as they begin their assessment process.

# HR Structure Study - Interview Guide

***Personal introductions and a brief review of the purpose of the interview and the project objectives.***

## ***General Interview Questions:***

- Please describe the scope of your current responsibilities
- Could you describe at a high level the services that you receive/deliver today from HR?
- From your perspective how would you assess the overall efficiency and effectiveness of the current statewide human resource structure?
- Is the current organizational model appropriate e.g. are those functions that have been centralized and those functions that have been decentralized appropriate from your perspective?
- Are there specific areas/services that are working especially well today?
- Are there specific areas/services that are not working well today?
- Is there an adequate level of technology in place to support core services?

## ***Operational Management Additional Questions:***

- What do you see as the key business priorities for your area of responsibility for the next two to three years?
- What “people” impacts will result from your key business priorities e.g. will there need to be an emphasis around staffing, performance management, compensation, retention, etc.?
- Will this require any changes to how HR is organized in terms of centralization or decentralization of the required HR services?
- What outcomes would you like to see from this assessment?
  - What areas are extremely important to focus on?
  - What advice would you give HR as they continue on their journey to enhance service delivery to the organization and to your employees?

## ***Personnel Management Additional Questions:***

- What do you see as the key priorities for your area of responsibility for the next two to three years?
- Will this require any changes to how HR is organized in terms of centralization or decentralization of the required HR services?
- Will this require the use of enabling technology and is that technology available or planned for?
- What outcomes would you like to see from this assessment?
  - What areas are extremely important to focus on?
  - What advice would you give each agency in terms of how they could more effectively utilize the services that you provide to them as they provide needed services to the citizens of the state of Alaska?