

HR UPDATE

STATE OF ALASKA
DIVISION OF PERSONNEL
AND LABOR RELATIONS

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HR.....SOLUTIONS FOR SUCCESS.



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HR UPDATE

LET US KNOW WHAT YOU THINK

Please let us know what you think of our publication. If you have any suggestions about how to improve the HR Update or topics you think should be addressed, please contact franklin.hurt@alaska.gov.

HIRING MANAGERS

Please remember to send a letter or other notification to the applicants that you do not select.

This simple step is an excellent way to show appreciation to the candidate for considering employment with the State of Alaska

Spotlight on Public Protection Service Center

By Teri Hill and Erin Shepherd-Ham

Here at the Public Protection Service Center, we are excited about what we have to offer with our new look and “one-stop shopping”. We proudly serve Corrections, Military and Veterans Affairs, and Public Safety. As part of our client oriented service, the Public Protection sections of payroll, recruiting, and management consulting work together as a team to better meet the needs of our employees, supervisors, and managers of the State of Alaska.

Our team is led by Dianne Kiesel, human resource manager and Deputy Director of the Division of Personnel & Labor Relations. Our assistant human resource manager is Teri Hill and the

payroll supervisor is Monica Burke. Our Public Protection payroll team strives for smooth processing of the complex payroll comprised of Corrections, Military & Veterans Affairs, and Public Safety. They make the magic happen, i.e. everyone is paid on time and correctly.

The payroll staff provide assistance and advice to the operational and administrative staff of the department regarding personnel/payroll processing, ensuring compliance with collective bargaining agreements, personnel rules, statutes and other federal and state requirements. They also are always available to answer various questions on step placement and to help clients in understanding rules that apply to pay. In addition they prepare a variety of complex audits, respond to notices of pay problems, assist or draft responses to pay related complaints and grievances, assist with acting extension requests, coordinate,

Anchorage Public Protection Services Center Staff



Back Row, Left to Right: Kimberly Gialopsos, Dianne Kiesel, Michelle Williams and Erin Shepherd-Ham. **Front Row, Left to Right:** Rosanne Nowotenski and Darice Walter

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approve and process the FMLA/AFLA leave, approve and monitor alternate workweek LOAs, and approve AKPAY Certifying Officer and User Affidavits. Current agency assignments can be found on our website.

The recruitment staff provide assistance and advice to departmental hiring managers regarding effective recruitment and selection processes, specifically with Workplace Alaska recruitment for non-APSC certified positions, Labor Trades & Crafts positions, and other recruitment efforts outside Workplace Alaska. In addition, recruitment staff are ready to assist hiring managers with advanced step placement requests, minimum qualification determinations, and applicant disqualifications. Current recruitment assignments can be found on our website.

The Public Protection Management Consultants are available to assist managers with a broad range of performance management issues. Consultants are a valuable resource for all supervisory issues and provide consultation and assistance

with disciplinary issues, ADA questions and accommodations, EEO complaints, complaint and grievance responses, and more. A highlight of the consultant's role is working with supervisors and managers developing proactive measures to improve employee performance such as feedback, coaching, evaluations, and solutions.

Additionally, many of our consultants are adjunct trainers for the DOP&LR Training & Development courses. Collectively we provide training for the following courses: A Respectful Workplace; Workplace Violence; Performance Appraisal: The Basics; Performance Coaching; and Valuing Diversity.

Our dedicated team of consultants is here to serve you, no question is too small! Located in Anchorage are consultants Erin Shepherd-Ham, Kimberly Gialopsos, and Michelle Williams. In Juneau, Dan McCrummen completes our team of management consultants. To determine your specific agency contact, please refer to our website at <http://dop.state.ak.us/website/index.cfm?fuseaction=publicPro t.main>.

Online Position Description System Update

by Kim Garrett

A "Move" button was added recently to the duties page in OPD to allow for more convenient editing and arranging of functional areas and duty statements. The "Move" buttons allow for movement of functional areas or duty statements within section 2.2 of the duties page. In addition to cosmetic changes, another percentage of total duties field has been added towards the top of the page.

The general OPD user guide has been updated to reflect these new features. Updates have also been made to some of the screen prints and other areas in the guide.

The guide is available through the following link: <http://dop.state.ak.us/fileadmin/Classification/pdf/OPDuserguide.pdf>

Please take a look to familiarize yourself with the changes!

Administrative Manual Updates

As of April 1, 2008, the following updates have been made to the Administrative Manual:

- **AAM 130.270 Flexibly Staffed Positions** - This new section was added to reflect the use of flexible staffing as a tool to aid in the recruitment and retention of employees within a job class.
- **AAM 130.275 Multiple Class Positions** - This new section allows management to fill a position for either licensed or unlicensed work, depending upon applicant qualifications
- **AAM 130.280 Couple Job Classes** - The new section allows the establishment of couple job classes for which the journey

Juneau Public Protection Services Center Staff



Back Row, Left to Right: Dan McCrummen, Dennis Berkeley, Brendan Rumph, Teri Hill, Monica Burke and Verdi Brogdon. **Front Row, Left to Right:** Stella Brown, Susan Wells and Eleanor Dailey Not Pictured: Mike Rader, Vicky Roberts, Mona Sanneman, Monica Robertson, Chris Broussard and Morris Carrillo

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level work of all positions with the class requires very specialized certification and training.

The entire Admin Manual can be accessed at http://fin.admin.state.ak.us/dof/ak_admin_manual/resource/130.pdf

Online Inventories An Effective Way to Transfer and Manage Institutional Knowledge

Knowledge transfer can be defined as a toolbox of various tools that can be used to assist an agency preserve its organizational memories. For agencies, decisions about future and current plans are more effective if past actions, experiences, and knowledge are taken into account. The Online Inventory is one tool that you may find useful in your Knowledge Transfer toolbox.

As employees learn new practices, create new systems, or develop new ways of performing the work, it can be helpful if past experiences of similar actions are available to provide guidance. One way to provide information about past experiences is to create a database of lessons-learned. This is a common way of preserving others' valuable experiences in a format that is easy to administer and easy to access. Individuals and teams write synopsis of their experiences, detailing the lessons that they learned, and input them into online records for others to reference.

This inventory can take several commonly known forms. One of the easiest to maintain and the most universally used is a Frequently Asked Questions (FAQ) database. This inventory of lessons learned is written as a series of questions and answers related to a particular topic. Users normally access the database to find answers to issues with which they are working. FAQ

databases are built on the premise that most people learning a new system or method have a finite number of questions about it, with most of the questions being similar enough that one query and one answer can be made by pooling several of them together. Once the initial FAQ inventory is built, there is very little maintenance required, with the possible exception being the introduction of new questions along the way.

Another type of database that is gaining in popularity across the nation is the Best Practices inventory. This is a lengthier database than the FAQ database, with well written accounts of methods and lessons learned, often organized into case studies or chapters. Ideally, the written accounts details risks and pitfalls, so that users can avoid similar errors. The accounts are also more useful when they include detailed explanations of what was done, what worked, and what didn't, so that users accessing the inventory can use this information to make comparisons to their own current situation and think about potential opportunities and threats. In a Best Practices inventory, users are encouraged to add to the lesson as they also learn what works for them in their particular situations and what didn't.

With Best Practices inventories, there are several obstacles that need to be overcome. The first one is that employees often don't realize that what they do is a *best practice*. Too often, employees consider what they do to be "just regular stuff" and are not confident that what they do could be considered "best." Supervisors and managers can help by recognizing good work when they see it and by encouraging employees to share their practices.

Another impediment to an online best practices database is that poorly written accounts will not be used. Not everyone is an author and not everyone can

explain things accurately and in easy-to-understand and easy-to-use terms. Stories that show when practices are written sequentially and in terms of cause and effect, are by and large more effective. And of course, some stories are just more interesting to write and are more likely to be read, used, and even enjoyed by others in the agency.

Agencies have overcome this obstacle by appointing a database editor or manager. Employees notify the editor, usually by email, that they have an addition to make to the inventory and the editor helps ensure that the account is well written and useful. In these cases, the editor is also the person who does the actual posting to the website or database. So that end-users know that additions have been made, the editor normally sends out an email update on the inventory regularly.

Since the whole point of the Best Practices inventory is to be useful, it makes sense that end-users help design it. What works for one agency may not work for another, but typically, the inventory has a table of contents, index, or search function that allows the user to jump to that section in the database that contains the practices for which they're searching. Some organizations have automatic email updates—sometimes called "alerts"—when changes are made to the inventory. There are some inventories which provide links within the account to other similar accounts or case studies so that end-users can find more than one solution or practice. Some inventories list other tools or alternatives that can be also be used in certain situations, and all good stories include contact information of the employee or team leader, in the event of questions.

Online inventories can be quite a big project. They take time and commitment to start and maintain. Agencies that

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are able to take the time and make the commitment, however, will find this to be an extremely useful tool in their Knowledge Transfer toolbox.

Source: Canada School of Public Service, Roundtable on Organizational Memory, (2007), [Lost and Found](#).

Mandatory Posters

Many times, an agency admin officer will get an emailed or mailed notice from an outside vendor about purchasing the mandatory federal posters that should be placed in all work locations. Before purchasing any posters, please be aware that all mandatory state and federal employment posters are available free of charge at the appropriate government website for downloading and printing. Here is a list of required federal posters and where you can find them:

Job Safety and Health Protection www.osha.gov/Publications/osh3165.pdf

Equal Employment Opportunity www.dol.gov/esa/regs/compliance/posters/eeo.htm

Fair Labor Standards Act: Minimum Wage www.dol.gov/esa/regs/compliance/posters/flsa.htm

Employee Rights for Workers with Disabilities/Special Minimum Wage www.dol.gov/esa/regs/compliance/posters/disab.htm

Your Rights under the Family and Medical Leave Act www.dol.gov/esa/regs/compliance/posters/fmla.htm

Uniformed Services Employment and Reemployment Rights Act http://www.dol.gov/vets/programs/userra/USERRA_Private.pdf

Notice: Employee Polygraph Protection Act www.dol.gov/osbp/eppac.pdf

If you have federal grants or contracts, other posters may also be required. You can get a full description of all federal mandatory posters and where to get them at www.dol.gov/osbp/sbrefa/poster/matrix.htm

For a listing of mandatory State of Alaska posters, please visit the Department of Labor and Workforce Development at

<http://www.labor.state.ak.us/lss/posters.htm>

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Signs Of Spring

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- 13% of employees in the US work over 60 hours a week
- Over the past 5 years, 58% of employees were not given a promotion at work.
- Over the past 5 years, 59% of employees left their jobs for a different company.
- In a survey asking which kinds of workers were perceived to have the highest ethical standards, 83% felt that nurses were the most ethical. 74% thought that grade school teachers were the second most ethical. 95% felt that lobbyists were the least ethical.
- The majority of Boomers who turn 62 in 2008 plan to retire by age 65; 68% have employee or retiree health insurance; and 47% are covered by a defined benefit pension plan (source: MetLife Mature Market Institute).

The Alaska Department of Administration complies with Title II of the 1990 Americans with Disabilities Act. This publication is available in alternative communication formats upon request. To make necessary arrangements, contact the Employee Planning and Information Center for the Division of Personnel and Labor Relations at (907) 465-4434 or the TDD for the hearing impaired at (907) 465-3888.