



Update

HR ... Solutions for Success.

Steve Hillbrand



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Change Management Principles and ASSET

By Amanda Webb

In the summer of 2011, members of the Divisions of Finance and Personnel and Labor Relations attended an in-depth three-day Change Management training session conducted by PeopleFirm LLC (see Spotlight article below). The Alaska State System for Employee Time (ASSET) project managers had some cursory knowledge of the change management discipline, but little was understood about its formal methodology and application in a real-life project on the scale that we are facing. Out of the training came an increased understanding and commitment to the principles of change management addressing communications, stakeholder involvement, and increased resources. The State has since contracted with PeopleFirm to bring their expertise and advice in applying the principles of change management to help make ASSET a success. The number of staff assigned to work on change management tasks has been expanded from 2.5 full-time positions to 5.5 positions, allowing the team to develop a more far-reaching and energetic communication and implementation plan. PeopleFirm defines change management as “the process, strategies, and activities that proactively support organizational and

personal transitions from the current state to the desired future state to achieve and ultimately sustain the desired business vision and strategy”. In a nutshell, the team will be applying the principles of change management to bring stakeholders from a level of relative unawareness up to a level of commitment and acceptance of the new ASSET system. This is defined as the change curve, which takes users from a level of status quo through awareness, understanding, capability, adoption, and realization:



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Key factors in successful projects include a structured change management approach, active executive sponsorship, frequent communications around the need for change, dedicated change management resources, and employee involvement and participation. The ASSET steering committee and project managers are committed to making the project a success and are working to

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apply all of these concepts in our new communication and implementation plan. Some of the ways the team will be working to increase awareness and acceptance of ASSET include:

- The formation of an ASSET Change Agent Forum (ACAF) to increase agency exposure to ASSET, agency buy-in to the goals and benefits of ASSET, and provide a feedback loop between the agencies and the ASSET project team.
- The formation of a Time Approver Advocate Group (TAAG) that consists of time approvers (supervisors) who can serve as advocates for ASSET within their agency.
- Live and recorded demos of the ASSET system.
- Project communications including posters, mail outs, email, and newsletters.
- Allow for sufficient User Acceptance Testing prior to system implementation.
- Conduct regular “pulse” surveys to gauge user awareness and acceptance of ASSET.

The team is very excited to be working with PeopleFirm on this effort and applying the change management methodology to help make the implementation of ASSET a success for the State of Alaska. Watch for ASSET themed communications as we get closer to pilot later this year and agency implementation at the beginning of 2013.

Spotlight on PeopleFirm LLC

By Mike D'Alessandro

PeopleFirm is a consulting firm that is passionate about a single mission: helping organizations meet their strategic objectives through investments in their people. We accomplish this mission by working with clients to refine their people strategy and processes related to organizational performance and design, talent management, and change management. Specifically with the State of Alaska, we are assisting with change management activities for the ASSET and IRIS programs. Change management is a set of tools and activities to help an organization manage the transition or change which results from organization-wide programs such as large-scale technology implementations and business process improvement efforts. We help assess the size of the change and associated risks, measure the organization's readiness for change, engage leadership, connect people through communication and feedback, prepare key stakeholders for the change, and measure the results of the change management approach. The PeopleFirm team spans from Alaska to San Diego and embraces a “teach to fish” philosophy by working side-by-side with our clients. Over 70% of our team has 12+ years of practical experience making change efforts stick with clients in the public sector, not-for-profit arena and Fortune 500, especially for large-scale technology projects.

DBIDS – It has nothing to do with buying merchandise on eBay

By Tom Murtiashaw

On January 1, 2012, the Department of Defense and Homeland Security implemented the Defense Biometric Identification System (DBIDS) initiative at Joint Base Elmendorf- Richardson (JBER). Implementation was pursuant to Homeland Security Presidential Directive-12. DBIDS is a Department of Defense identity verification and force protection tool which uses barcodes and biometrics (a person's height and weight, eye color and fingerprints) along with a color photograph to identify cardholders. It was designed to provide additional security and identity verification to bases throughout the country. DBIDS is already in use at military locations around the world. JBER is the latest military installation to receive the DBIDS program and the first military installation in Alaska.

The implementation of DBIDS impacted all State of Alaska Department of Military and Veterans Affairs (DMVA) employees working on JBER. All Department employees are now required to have a DBIDS identification card in order to access the base and to sponsor others needing temporary base access to conduct State business. The process for obtaining a DBIDS card includes a background check and fingerprinting. In its review of the DBIDS initiative, Labor Relations did not identify any specific provision of the collective bargaining agreements that was affected by its implementation.

The Department received advance notification from the military of the DBIDS initiative and planned for its implementation by advising staff and assisting them in the process of obtaining an identification card. DBIDS cards will have to be renewed annually by all Department employees assigned to JBER. Recruiting notices for future DMVA positions on JBER should contain



language advising applicants of the base access and DBIDS requirements of the position. All DMVA/JBER position descriptions should also eventually contain language regarding base access and DBIDS requirements of the position.



COMING SOON TO A BROWSER NEAR YOU!

A new Classification website!
Full of
Answers (and their questions)
Solutions (and their problems)

By Tres Causey

Classification's new website is scheduled to go live March 8th, 2012. This will be a great resource for agencies and Personnel staff alike! Classification has been expanding to a more consultative role with a focus on needs assessment. The website is designed in an easily understood question and answer format and is more content-focused. Anything you ever wanted to know about Classification will be at your fingertips! You will find information about using the online position description (OPD), allocating positions, flex/multiple/coupled class staffing requests, bargaining unit changes, lead vs. supervisory clarification, Client Service Standards, Fair Labor Standards Act (FLSA) guidance, class studies, non-permanent positions, parallel and closely related determinations... the list goes on and on!

What Job Class Should I Select?

By Tres Causey

On occasion, Classification receives inquiries from supervisors and managers who, after writing duties for a new or re-structured position, have difficulty determining what job class to recommend in the Online Position Description (OPD) system. The most common advice we give is to select: "To Be Determined-P0000-00." It is not mandatory or necessary for supervisors or managers to identify a job class to which they believe the position should be allocated. Classification will determine the job class for you and ensure the point of contact for the OPD submission is notified before any final actions are taken so personnel and budgetary issues can be addressed.

Some requests are submitted with Office of Management and Budget (OMB) authorization documents which have a job class identified on them. Please note OMB's budgetary authorization is normally not an endorsement of a particular job classification. It is understood that the classification of a position is a separate process. Classification will determine the classification of the position. If the final job class/range is different from the OMB document, we will notify the point of contact for the submission prior to finalization. Further OMB approval is not required provided the final job class is no more than two ranges higher than the original OMB authorized range. However, Long-term Non-Permanent (LTNP) positions requiring OMB authorization must be submitted with the job class that is listed on the OMB document. NOTE: The acceptable ranges are based upon the current Revised Program Manual Delegation of Authority (2009) and OMB guidance, and may change with future updates.

If you have any questions concerning any of these issues, please feel free to contact Tres Causey at 465-2945 or Kathy Peterson at 465-4078.

Classification Class Study Update

Active Studies

- Hydrologist
- Deputy Fire Marshall
- Children's Services Specialists and Social Workers
- Chemists
- Agricultural Inspectors
- Environmental Health Lab Class Consolidation
- Department Investigations Manager
- Retirement & Benefits Technicians, Specialist, and Managers
- Biologists
- AMHS Port Engineers

Recently Completed Studies

- Nursing Director (Corrections) – Effective 2/1/2012
- EEO Officers – Effective 01/01/2012
- Medical Records Administrator – Effective 12/01/2011
- Mechanical Inspection Manager – Effective 11/16/2011
- Autopsy Technician/St Medical Examiner's Office – Effective 11/01/2011
- Administrator, VCCB – Effective 08/16/2011
- Business Analyst (ERP) – Effective 08/02/2011
- Analyst/Cartographer (GIS) – Effective 08/01/2011

