

## PERSONAL SERVICE QUESTIONS-2007 SESSION

1) **Has the agency implemented a broad band pay plan, agency-wide or for selected jobs? If so, when was it implemented and what were the estimated cost increases in the year of implementation? How were these costs funded?**

❖ DNRC made the decision to move to Pay Plan 20 in August 2001. Ground work was completed in the classification of positions and gathering of market-based information for most positions. 80% of DNRC positions converted to the new pay plan. DNRC spent approximately \$650,000 towards moving to market. Funding was through a reduction in FTE, as well as operating, and equipment expenditures.

- Forestry \$129,317 (one FTE for Personal Services & Equipment)
- Water \$150,766 (two FTE for Personal Services & Operating)
- Trust Land Management \$170,802 (two FTE and Operating)
- Centralized Services \$199,115 (four FTE)

❖ DNRC received updated markets in May 2004 from the Dept. of Administration. The agency focused on moving those employees falling below 85% of the new markets, up to 85%. \$136,000 was spent through increased vacancy savings on this effort.

- Forestry/Trust Lands \$73,440
- Water/ CSD \$43,520
- Oil & Gas \$10,880
- RWRCC/CARDD \$ 8,160

❖ In May 2006 updated markets were again attained from the Dept. of Administration. Positions falling below 85% of the new markets were moved to 85% of their market ratio. Positions between 85 to 95% of market were given a 1% increase. This move was at a cost of \$278,653 and funded through increased vacancy savings and reduced operating expenditures.

	<u>Below 85%</u>	<u>1%</u>	<u>Total</u>
CARDD	\$ 1,185	\$ 3,111	
Oil & Gas	6,413	3,182	
Water	131,230	37,632	
CSD	8,464	10,624	
RWRCC		2,750	
Forestry	3,979	20,710	
TLMD	<u>17,222</u>	<u>32,151</u>	
	\$168,493	\$110,160	\$278,653

2) **At what percentage of market are new employees paid? How do employees progress to the market rate for their position? What is the agency's target percent of the market? What is the agency average percent of market in FY06?**

- ❖ New employees to DNRC are hired at 85% of market unless the position has difficulties with recruitment and/or retention, or the applicant has significant qualifications and experience directly related to the essential duties of the position being advertised.
- ❖ The goal for DNRC is to get employees to 100% of market after they have four to six years of experience.
- ❖ The average percentage of market for DNRC in FY06 is 94%. 48% of DNRC employees have 10 or more years of experience, and 68% of this group, are at or above their market.

3) **Did the agency have vacant positions for a significant portion (6 months or more) of FY06? If yes, how many and why were these vacant? How did the vacancies impact agency operations?**

Yes:

CSD: Program Specialist (56500). Needed vacancy savings have been accrued along with restructuring the essential duties of this position.

Oil & Gas: Statistical Assistant (20070). This position is being restructured.  
80170. This position has not been classified.  
80200. This position has not been classified.

Forestry: Dispatcher (10010). Guaranteed seasonal. Being advertised.  
Forestry Worker (11408). This position is being restructured.  
Forestry Technician (16511). Being restructured.  
Forestry Technician (35050). Being restructured.  
Forestry Worker (66413). Being restructured.  
Forestry Worker (90207). Being restructured.  
Maintenance Worker (91008). Will be advertised.

RWRCC: Soil Scientist (55254). Job being deleted.

Fulltime/Permanent: 7. Of these, 1 is being deleted (RWRCC), and 2 others have gone through the recruitment process and interviews being set up. The remaining 4 positions are being reviewed for possible job restructuring.

Guaranteed/Unguaranteed Seasonal: There are 9 fire positions. They become vacant at the end of their 'season each year. They will be filled prior to the 2007 fire season. Recruitment starts in February every year.

4) **Did the Agency have authorized pay exceptions for pay plan 60 positions? If yes, why?**

Recruitment: DNRC authorized pay exceptions for candidates that education and experience were significantly stronger than the minimum qualifications of the position being recruited.

Retention: In 2006, 15 employees received a retention pay exception. To receive a retention pay exception, two criteria must exist: 1) Employee must have a bona fide job offer in hand from another organization—private or public, and 2) Management determines that the employee is critical to the continued success of their program.

FORESTRY	2
WATER	6
OIL & GAS	1
CARDD	1
TLMD	3
RWRCC	2

5) **Did the agency have authorized position upgrades or downgrades for pay plan 60 positions? If yes, why?**

- ❖ As part of pay plan 20, seven Water Regional Managers were re-classified from a complexity level six to complexity level seven due to re-structuring of the Water Resources Division and additional assigned duties.

6) **What challenges does the agency face in recruiting and retaining staff? What actions has the agency taken to address recruitment and retention issues? Is the agency competing with other state agencies or the public sector for staff?**

- ❖ In 2000 the department saw a decline in adequate applicant pools for many positions within the agencies. Engineering and Information Technology positions, along with pilots, were extremely difficult to recruit. Fire fighting positions saw increased competition from the U.S. Forest Service and neighboring states, particularly Idaho and Oregon due to pay issues. Mid-tier accounting position pools shrunk from 20 to 5 applicants. **The trends were alarming!** The department took a number of steps to increase applicant pools: Go to PP 20—this allowed the agency to get ‘market’ salary rates for DNRC positions that better reflect what occupations are paid in the market

place; Allow applicants to apply on-line as well as through Local Job Services and directly through the mail to the agency; creation of a DNRC Home Page where applicants anywhere on the planet can access and view DNRC jobs. In December of 2006, the DNRC Home Page—Job Opportunities web site had 1,500 ‘views; The DNRC Home page also allows ‘surfing’ applicants to become ‘subscribers’ to all DNRC jobs. This means that if a ‘surfing’ applicant signs up to be a subscriber—they automatically receive all current vacancies within the department; Beefed up our internal recruitment by expanding training opportunities directly related to performance. Lastly, if a viewer Googles Montana Natural Resources---the DNRC Home Page website comes up first out 1.4 million similar websites. These marketing efforts to broaden the “applicant pool net” are attracting a broader, more diversified applicant pools.

- ❖ The department naturally competes with other state and federal agencies, as well as the private sector. The agency does have a good employment reputation which helps in this area.

7) **Are agency staff members represented by collective bargaining units? How many of the agency staff are impacted by collective bargaining unit agreements? What provisions are included in bargaining unit agreements? How often are these agreements negotiated?**

- ❖ 15 employees (administrative assistants in field offices) belong to MPEA. The average market for these employees is 110%.
- ❖ Nine employees are represented by the International Association of Machinists and Aerospace Workers. These employees are classified in the Blue Collar pay plan. Negotiations occur biennially, and traditionally the MPEA members have received the same pay increments as approved by the Legislature through the pay plan bill as well as any internal moves to market.

## PERSONNEL BUREAU

### Personnel/Payroll:

- Payroll staff will be trained on 'I-Suite.' A remote timesheet process that can be completed in 'the field' by 6/07.

### Training:

- Offer a minimum of 2 new training opportunities to all DNRC employees across the state.
- Develop and present to Leadership the training concept of Training On Demand by 7/07.
- Safety In The Workplace:
  - \* Produce monthly safety newsletter for all DNRC staff.
  - \* Reposition safety posters in all DNRC structures every 3 months.
  - \* Change safety screen on agency computers every 3 months.

### Compensation:

- Acquire new markets for all DNRC positions (2008).
- Send all permanent full/part time employees correspondence on new markets, etc. by June 2008.

## INFORMATION TECHNOLOGY BUREAU

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### Information Technology Planning

Goal: Manage information technology (IT) resources at DNRC in an efficient and effective manner.

Objective: Follow up on the 2006 *DNRC Information Technology Plan*. The plan is intended to lay a realistic yet aggressive blueprint for IT activity at DNRC for the next biennium.

### Public Information

Goal: Continue to educate and engage the public on the mission and purpose of DNRC

**Objective:** Produce over 75 news releases about DNRC projects, activities or programs within the calendar year. News releases need to be timely, accurate and sustentative.

**Re-structure FTE** to hire one new information officer to assist in Northwest Montana. Encourage public involvement.

**Objective:** Continue to take advantage of impromptu educational opportunities whenever possible.

**Objective:** Produce a minimum of three feature story articles (War on Weeds, ex.) during the calendar year

**Objective:** Utilize HCTV to produce one DNRC educational or feature program or video

**Goal:** Continue to educate and engage the media on the mission and purpose of DNRC

**Objective:** Have a minimum of five positive articles written about the agency in calendar year 2007.

**Objective:** The public information officer will make an effort to visit and introduce himself to five newspapers in the state (ones not visited previously)

**Objective:** The public information officer will become a more reliable information source for the media, regardless of the natural resource issue (dam breaches, fire, trust lands, etc.)

**Goal:** Strive to develop and maintain one of the top websites in Montana state government

**Objective:** Attempt to post all items within 3 working days of receipt

**Objective:** Continue to keep all items up to date and current

**Objective:** Review all items, especially environmental assessments and environmental impact studies for duration on the homepage. No items should be overdue for more than one week

**Objective:** Update and revitalize areas for viewer appeal, use and workability

**Goal:** The public information officer will strive to be accessible to all six divisions of DNRC for all projects undertaken

**Objective:** Produce/conduct/develop at least three projects (Power Point presentation, Public Information Plan, webpage, etc.) per year for each division

**Objective:** The public information officer will provide technical support to all divisions/bureaus, even outside his area of expertise

**Goal:** Strive to achieve 100% accuracy in all queries and written information provided internally and externally.

**Objective:** The public information officer will continue to learn and educate himself about the agency

**Objective:** The public information officer will not speak without verified facts and figures

### Technical Writing, Editing, and Graphics Design

**Goal:** Produce quality publications for DNRC and occasionally for other agencies and organizations

**Objective:** Complete DNRC's *Annual Report for Fiscal Year 2007* by October 31, 2007

**Objective:** Complete quarterly *DNR Conversation* newsletter in February, May, August, and November 2007

**Objective:** Complete CARDD's *Reclamation and Development Grants Report to the Legislature* by December 31, 2008

**Objective:** Provide timely technical writing, editing, and graphics design to all divisions, and to other agencies and organizations, as requested and as time permits

**Goal:** Provide quality editing services for projects other than publications

**Objective:** Provide timely editing services to all divisions, as requested, for such projects as policy papers, legislative testimony, and correspondence

**Objective:** Proof graphics products such as posters, and awards certificates

**Goal:** Provide quality layout and design services for graphics projects other than publications

**Objective:** Provide timely graphics design services to all divisions, as requested, for such projects as maps, posters, banners, giant checks, floor plans, signs, logos, decals, and organizational charts.

Objective: Produce longevity and award certificates in time for summer awards presentations.

Objective: Produce business products for DNRC staff, including business cards, forms, stationery, and envelopes, as requested.

Information Technology – Networks, Hardware and Software

Goal: Create Enterprise GIS environment within DNRC.

Goal: Maintain and upgrade DNRC computer networks.

Goal: Maintain and upgrade DNRC software systems.

Objective: Update all users with newest "Office" Version by Dec. 2007

Objective: **Contract Loan and Grant System by June 2007.**

Objective: Research options on replacing the existing DNRC Receivable System by September 2007.

Objective: Research options for computerizing the monthly reconciliation of the State Revolving Fund programs.

Goal: Maintain DNRC computers

Objective: Develop reliable and prompt procedure to apply critical patches

Objective: Develop reliable and prompt procedure to update software versions

Objective: Develop a set of DNRC standards for IT staff to follow in terms of workstation naming conventions, administrator passwords, and whether a user resides on the state domain or not

Goal: Educate DNRC employees of the information technology resources and assets available to them

Objective: Continue with enhancement an IT web page to assist employees with IT-related questions and problems.

Objective: Improve manager awareness of Computer Inventory System.

Objective: Improve manager awareness of the Employee Change Request Form on the ITB web page.

## **PROCUREMENT & CONTRACTING BUREAU**

- 1. Update/revise Procurement and Contracting Manual to comply with new laws and ARMs.**

Actions: compose, review and post information and procedures to meet the intent of any new legislation. Change standard statements. Solicit suggestions/comments from user group.

Timeframe: June or to comply with the effective date

- 2. Review/rewrite standard contract and grant language.**

Actions: Work with divisions and legal to standardize two standard contract and grant templates.

Timeframe: August

- 3. Re-evaluate competitive bid solicitation for fire equipment**

Actions: Solicit contractor and agency input  
Re-write sample bid document  
Establish timeframes  
Present to National Wildfire Coordinating Group

Timeframes: Dec/Jan

## **CSD ACCOMPLISHMENTS 2006**