

**State Personnel System  
Human Resource  
Strategic Plan**



**State of Florida  
Department of Management Services  
Human Resource Management**

**December 6, 1999**

**STATE PERSONNEL SYSTEM HUMAN RESOURCE  
STRATEGIC PLAN**

	<b>PAGE</b>
STATE PERSONNEL SYSTEM HUMAN RESOURCE STRATEGIC PLAN.....	1
RECOMMENDATIONS .....	9
RECOMMENDATIONS COMBINED TIMELINE .....	56
CONCLUSION .....	63

---

## **STATE PERSONNEL SYSTEM HUMAN RESOURCE STRATEGIC PLAN**

In early 1998, the Department of Management Services (DMS), Division of Human Resource Management (HRM) began to address the need for a comprehensive human resource strategic plan for the State Personnel System. The Office of Program Policy Analysis and Government Accountability (OPPAGA) supported such action by recommending the development of a statewide human resource strategic plan in its July 1998 *Program Evaluation and Justification Review*. OPPAGA stated that the plan should provide long-range policy guidance for improving the human resource infrastructure and map out the personnel expenses and programs that will be needed to support the State Comprehensive Plan. In order to enhance the consistency of the State Personnel System by ensuring that all members use a common direction-setting document over a long period of time, the human resource strategic plan should be a five-year document with flexible one-year milestones.

In November 1998, the Division of Human Resource Management organized an advisory group, consisting of representatives from the House of Representatives, Senate, Executive Office of the Governor, a manager from a Cabinet agency, the President of the Florida Personnel Association, OPPAGA, DMS management, and HRM staff. The group provided initial input from the perspective of each of these organizations into the development of the Human Resource Strategic Plan.

Work teams from HRM developed a preliminary planning document based on recommendations from major stakeholders. In Spring 1999, an Invitation to Negotiate (ITN) was issued, and MGT of America, Inc. was selected to assist in the creation of the State Personnel System Human Resource Strategic Plan. The plan is to cover the years 2000 through 2005. The Strategic Plan consists of recommendations, costs and benefits, fiscal costs, benchmarks, evaluation methods, and plan of action. The Plan addresses three essential issue areas: workforce design, workforce compensation and benefits, and workforce training and development.

In July, 1999, the research process that led to the creation of the State Personnel System Human Resource Strategic Plan began. In order to facilitate the completion of the Strategic Plan, data from the following sources was accumulated:

- Literature review (Compiled from academic and professional journals);
- Trends analysis (Macro level data on demographic and workforce trends);
- Best Practices Survey (Collected from other states);
- State of Florida Employee Needs Assessment (Survey results from State employees); and
- Stakeholder interviews (Gathered from leading State experts in human resource management, agency heads, state leaders and union leaders).

A Steering Committee (shown in Exhibit 1) was formed to guide the research process and the subsequent creation of the Strategic Plan. The Steering Committee consisted of the following:

**EXHIBIT 1  
MEMBERS OF THE STRATEGIC PLAN STEERING COMMITTEE**

<b>Entities</b>	<b>Representative</b>
Executive Office of the Governor	Sandy Sartin, Policy Coordinator
Florida House of Representatives	Jimmy Helms, Staff Director, Committee on Governmental Operations
Florida Senate	Kathleen Teague, Director of Administration and Staff Development
Office of the Attorney General	Bruce Meeks, Executive Deputy Attorney General
Department of Highway Safety and Motor Vehicles	Ken Wilson, Chief of Personnel Services and President of Florida Personnel Association
Department of Management Services (DMS)	Sharon Larson, Director of Human Resource Management

In addition to the Steering Committee, an advisory committee was formed. The purpose of the advisory committee was to provide additional insight and input from a collection of Florida human resource experts. This Advisory Committee (shown in Exhibit 2) consisted of the following:

**EXHIBIT 2  
MEMBERS OF THE STRATEGIC PLAN ADVISORY COMMITTEE**

<b>Representative</b>	<b>Organization</b>
Dr. Henry Tosi, Professor of Management	University of Florida
Dr. Richard Huseman, Professor of Management	University of Central Florida
Dr. Mary Ann von Glinow, Professor of Management	Florida International University
Brad Merriman, Director of Employee Relations and Personnel	Palm Beach County
Cindy Jameson, Director of Human Resources	Time Warner Communications
Helen Husted, Manager of Personnel Services	City of Jacksonville

Based on the guidance of the Steering Committee and the research conducted, a Strategic Plan document was produced that highlights the three separate, though inter-related, issue areas (workforce design, workforce compensation and benefits, and workforce training and development). Listed below is a summary of the key findings and recommendations that are detailed in the Strategic Plan. For further information regarding the background and rationale for the recommendations presented here the reader should consult the *Department of Management Services State Personnel System Human Resource Strategic Plan Research Document*.

**Workforce Design**

In the area of workforce design, the State of Florida resembles, in many ways, a 1970's style organization. In order to become an organization that reflects the changes that have occurred in human resource management during the past 15 to 20 years, the State needs to implement a series of changes that will lead to increased flexibility, accountability and productivity. The Department of Management Services has begun to implement some of these changes while others still need to be addressed.

The Department of Management Services has taken steps to implement the Competency Based System (CBS) human resource system. This system, modeled on a similar federal program, has the potential to revolutionize human resource management within the State of Florida by using job specific competencies to assist in the classification of positions, help evaluate performance, identify training needs, and assist in linking together various aspects of human resource management. Successful implementation of CBS is a key step in helping Florida remain a leader in the area of human resource management.

Listed below are the primary conclusions reached during the compilation of the Strategic Plan:

- The State of Florida needs to implement a more modern, performance-based human resource system.
- Frontline managers need to be held more accountable for project administration.
- Some managers are not following existing guidelines regarding the use of OPS workers. As a result, some OPS workers are being retained in OPS positions for extended periods.
- Some agencies are not taking full advantage of the on-line job application system.
- Overall, greater outreach is needed to ethnic minorities and women. Middle and upper management needs to take the lead in providing a more inclusive environment.
- The State needs to continue to standardize human resource forms while improving the technological capabilities of human resource offices inside the agencies.
- A human resource service center system would reduce redundancy of some activities and promote overall efficiency.
- The Department of Management Services needs to audit agency human resource practices and be empowered to enforce any required corrections.

- The workplace must reflect changes in technology and adjust to societal changes. Improved flexibility needs to be attained through such changes as telecommuting, flexible work schedules and condensed workweeks.

**Workforce Compensation and Benefits**

In the area of compensation, the State of Florida must continue its efforts to tie compensation to performance. At the same time, compensation levels need to be more market-based in order to attract the quality employees that the State will need in the 21<sup>st</sup> century. State employees are generally satisfied with their level of benefits, but benefit provision must reflect the demographic and social changes found in the workforce. After State compensation and benefits levels were examined, the following conclusions were reached.

- The State of Florida needs to implement a compensation plan that includes market hiring rates, market salaries and performance-based pay increases.
- The current rate allocation system is perceived by many as an obstacle to providing agencies with the flexibility they require to match budgets with personnel and missions.
- A defined contribution retirement option would fit the needs of many workers.
- The State should continue its policy of not granting benefits to OPS workers.
- In many areas, the State is already providing competitive benefits and should leave existing policies in place. Such areas include childcare, sick and annual leave and health insurance.
- The decentralized manner in which agencies purchase supplemental benefit plans is inefficient and leads to inconsistent provision of coverage. The State would be better served by having the Department of Management Services consolidate these plans and present employees with a range of options.

**Workforce Training and Development**

The Department of Management Services is charged with providing guidance to agencies in the formulation and implementation of training and development policies and the use of appropriate measures to assess training effectiveness. Training is an absolutely essential component in the development of a productive and efficient workforce. State employees must be kept up-to-date in the latest skills, technologies and management techniques or the erosion of skills will lead to chronic inefficiencies and a constant search for employees with more up-to-date skills. Generally, the decentralized nature of the current training situation has led to some inefficiencies in the delivery of training programs to State employees. Listed below are the primary findings in the area of training and development.

- The Department of Management Services should take responsibility for the coordination of such general training as cultural diversity, sexual harassment prevention and anti-discrimination policy.
- When specialized training is required, DMS should act as a broker of training services in order to negotiate for more cost effective and high quality training.
- The agencies should offer more training courses and should improve its training delivery systems.
- A separate program should be designed for the needs of managers.
- Training needs to be tied to competencies and performance evaluations.

**Recommendations**

In the area of workforce design, recommendations are made that would help the State increase its flexibility in the workplace, improve accountability (particularly management accountability) and improve worker productivity through increased automation. The focus of the compensation and benefits section is finding appropriate methods to reward State employees for performance. Management needs to be able to compensate State employees that are productive or any move toward accountability will not be successful. At the same time, benefits must be provided that accommodate today's more flexible and mobile workforce. In the area of training and development, the focus is on increasing the efficiency and quality of the State's training program.

Exhibit 3 shows the specific issues addressed in the strategic plan. At the heart of the program is the successful implementation of the Competency Based System, an innovative approach to comprehensive human resource management. The implementation of this system has already begun and should help to further DMS' efforts to place performance at the center of human resource management.

**EXHIBIT 3  
STRATEGIC PLAN SPECIFIC ISSUE AREAS**

<b>Issue Area</b>	<b>Specific Issue</b>
Workforce Design	<ul style="list-style-type: none"> <li>■ Personnel System</li> <li>■ Workforce Structure</li> <li>■ Downsizing</li> <li>■ Outsourcing/Privatizing</li> <li>■ Utilizing OPS</li> <li>■ Recruitment</li> <li>■ Diversity</li> <li>■ Automation/Centralization</li> <li>■ Workplace Flexibility</li> <li>■ Retention</li> </ul>
Workforce Compensation	<ul style="list-style-type: none"> <li>■ Performance-Based Pay</li> <li>■ Competitive Market-Based Pay Minimums</li> <li>■ Alternative Methods of Compensation</li> <li>■ Competency-Based Evaluation</li> <li>■ Retirement</li> <li>■ OPS Benefits</li> <li>■ Elder Care</li> <li>■ Child Care</li> <li>■ Wellness Programs</li> <li>■ Cafeteria Benefits</li> </ul>
Workforce Training	<ul style="list-style-type: none"> <li>■ Procedures and Guidelines</li> <li>■ Annual Reports and Auditing</li> <li>■ Number of Courses Offered</li> <li>■ Methods of Training</li> <li>■ Managerial and Supervisory Training</li> <li>■ Dissemination of Training</li> <li>■ Incentives for Training</li> <li>■ Accountability for Training</li> </ul>

The following pages list the actual recommendations, their anticipated cost implications, and the timeline anticipated for implementation. Each recommendation consists of the actual recommendation, the tangible and intangible costs and benefits, fiscal costs, benchmarks for the recommendation, the evaluation method, and the plan of action associated with each recommendation. Following the recommendations portion of this document is the timeline (see Exhibit 4) for each recommendation included in the plan. Since the strategic plan is a guideline for action regarding the State Personnel System's human resource policies, these implementation schedules will need to be updated on a regular basis to reflect the changing conditions under which the State operates. If the principles put forth in this document are successfully implemented, the State of Florida's State Personnel System human resource practices will reflect the organizational practices of the 21<sup>st</sup> century.

## Workforce Design

### RECOMMENDATION 1

- Continue the implementation of the competency-based human resource system.

#### **COSTS AND BENEFITS**

Costs	Tangible	<ul style="list-style-type: none"> <li>■ Fiscal costs of implementing the competency-based system</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Adjustment to the new system</li> </ul>
Benefits	Tangible	<ul style="list-style-type: none"> <li>■ Provides managers with information to better manage their employees</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Improves employee evaluation and accountability</li> <li>■ Helps integrate human resource processes across agencies</li> <li>■ Will provide insight into training</li> </ul>

#### **FISCAL COSTS**

The fiscal administrative costs of implementing the CBS are as follows:

**Fiscal Year 1999-00:** A Specific Appropriation of \$545,000 was granted for initial administration of the CBS Project. Spending categories included pay surveys, occupational studies, training, Office of Personnel Management consultation and products, database development, systems development and miscellaneous materials/costs. The decision to purchase an off-the-shelf system or develop an in-house system, including cost considerations, will be made by March 30, 2000.

**Fiscal Year 2000-01:** Requested \$530,000 for continued administration of the CBS Project. Spending categories will include pay surveys, occupational studies, training, database development, systems development and miscellaneous materials/costs.

**Fiscal Years 2001-02 through 2002-05:** The ongoing costs for these years will be dependant on the cost of the web-based computer tool to support the newly created classification, selection, performance management and performance improvement components of the competency based system.

Spending categories for general administration of CBS outside of computer system development and maintenance costs for fiscal years 02 through 05 will include end user training, and the development and administration of Florida occupational surveys. Building the surveys and conducting the job analysis will be accomplished through contracting with Industrial Psychologists. This job analysis will re-occur every three to five years to ensure the integrity of the classification system.

The salary cost associated with this recommendation is addressed in Recommendation 20.

**BENCHMARKS**

The benchmarks are the individual steps to be accomplished in the following plan of action. As each of the steps is completed, the program reaches a new level.

**EVALUATION METHOD**

The recommendation will be successfully implemented if CBS is fully implemented on the prescribed schedule and within the specified budget parameters.

**PLAN OF ACTION**

<b>Date</b>	<b>Action</b>
November 1998	Federal competency model (HR Manager) overview presented to Personnel Officers
February 1999	Federal competency model presented to Legislative staff, Governor's Office staff, Personnel Officers and other agency personnel
November 1998 – March 1999	CBS project notification to unions
April 1999 – August 1999	Work plan written
May 1999	Legislature allocates funds for CBS project
May 1999	HR Manager Purchased from OPM
May 1999 – August 2002	Plan, design, test and implement CBS
June 1999	Project documentation begins
July 1999	Project team members recruited
July 1999	Mission, vision, goals and objectives developed for the CBS project
July 1999 – May 2000	Federal labor trades occupational study
August 1999	Team members trained in competencies
August 1999	CBS project kick-off
August 1999 – May 2000	Crosswalk federal competencies to State classes
August 1999 – November 1999	Research and develop HR models for recruitment, performance management, performance improvement and compensation
October 1999	OPM class method evaluation
October 1999 – December 1999	Competency gap resolution strategy development
December 1999	System business requirement identification
December 1999 – July 2000	Pay grade structure revisited
December 1999	Identify business requirements for automated management tool
July 2000 – September 2000	Cost of implementation calculation for move to market salaries

**RECOMMENDATION 2**

- The State of Florida should move the frontline managers, supervisors or confidential employees that currently reside within the Career Service into SES or an as yet to be created pay plan.

**RECOMMENDATION 3**

- The State of Florida should explore the legislative changes necessary to expand the cap on SES positions or create a new pay plan.

**RECOMMENDATION 4**

- The State of Florida should explore the feasibility of establishing an “at-will” management track that would parallel the present Career Service system.

**COSTS AND BENEFITS FOR RECOMMENDATIONS 2-4**

Costs	Tangible	<ul style="list-style-type: none"> <li>■ The cost of additional benefits provided to the 15,000 managers, supervisors or confidential employees moved into the SES or a new pay plan</li> <li>■ Leave payouts for employees that are to move into SES or the new pay plan</li> <li>■ Costs of exploring the at-will management track system</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Uncertainty among employees</li> <li>■ Changing the institutional culture</li> </ul>
Benefits	Tangible	<ul style="list-style-type: none"> <li>■ Creates a system with more mobility and allows managers to more easily identify leaders</li> <li>■ Allows senior managers to reward outstanding performance and expeditiously address inadequate performance</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Will make the workforce more productive, flexible, and accountable</li> </ul>

**FISCAL COSTS FOR RECOMMENDATIONS 2-4**

The cost of these recommendations would be dependent upon the number of employees moved to the SES or new pay plan and the benefits associated with the new plan.

**BENCHMARKS FOR RECOMMENDATIONS 2-4**

Benchmarks include the passage of statutory language regarding the SES cap or new pay plan, the classification of positions to SES or the new pay plan, selection of personnel to study the management track issue, and the production of a recommendation on the management track issue.

**EVALUATION METHOD FOR RECOMMENDATIONS 2-4**

The plan will be effective if some or all of the 15,000 managers, supervisors or confidential employees are moved to SES or a new pay plan and a recommendation is made concerning the management track option.

**PLAN OF ACTION FOR RECOMMENDATIONS 2-4**

<b>Date</b>	<b>Action</b>
July 2000 – June 2001	Make statutory changes to increase the cap on SES positions or create the new pay plan. Prepare necessary benefit programs and prepare to move 15,000 managers, supervisors or confidential employees into SES or the new pay plan.
July 2001 – June 2002	Move 15,000 managers, supervisors or confidential employees into SES or the new pay plan. Select personnel to conduct review of possible management track option.
October 2001	Issue report on possible management track positions.

**RECOMMENDATION 5**

- Agency heads should examine their agencies for potential outsourcing possibilities. Outsourcing decisions should be guided by published criteria.

**COSTS AND BENEFITS**

Costs	Tangible	■ Agency time needed to identify potential outsourcing targets
	Intangible	■ Opportunity costs
Benefits	Tangible	■ Possible cost savings from outsourcing operations
	Intangible	■ Concentration on core functions

The public sector might not be as conducive to outsourcing as the private sector. While outsourcing makes sense in a simple cost-benefit situation, much of what is done in the public sector is done in the public sector because it is not profitable for private sector firms to provide the service. Where possible, outsourcing should be examined, but the total costs of the decisions (including monitoring costs) must be taken into account.

This can be performed with present resources.

**FISCAL COSTS**

There is no fiscal cost associated with this recommendation.

**BENCHMARKS**

Establishment of criteria, program evaluation against criteria, submission of plan to agency heads, and agency head selections and implementation.

**EVALUATION METHOD**

The program will be successful if each agency conducts a proper evaluation within three years.

**PLAN OF ACTION**

Date	Action
January 2001	Agency heads designate personnel to examine operations for possible outsourcing opportunities
July 2001 – June 2002	Agency personnel identify any possible outsourcing options to Agency head. Decisions made concerning outsourcing options presented to Agency head.
July 2003	Implementation of outsourcing recommendations

**RECOMMENDATION 6**

- The State of Florida should tighten the current OPS waiver policy. Managers should be counseled against seeking extensions of OPS waivers except for projects where special needs arise. If projects are long-term, managers should request that positions be established. If these positions are not approved, managers should follow the established procedure for requesting OPS workers.

**RECOMMENDATION 7**

- Agencies should follow existing rules concerning OPS and provide OPS workers with a list of all available benefits when they are hired. OPS workers should be counseled that OPS positions are not permanent.

***COSTS AND BENEFITS FOR RECOMMENDATIONS 6-7***

Costs	Tangible	■ None
	Intangible	■ Possible loss of productive employees
Benefits	Tangible	■ Statutory compliance
	Intangible	■ Improved morale

***FISCAL COSTS FOR RECOMMENDATIONS 6-7***

There is no fiscal cost associated with either recommendation.

***BENCHMARKS FOR RECOMMENDATIONS 6-7***

Memo sent to managers on the intended usage of OPS workers, standard language developed for transmittal to new OPS workers.

***EVALUATION METHOD FOR RECOMMENDATIONS 6-7***

The total number of OPS waivers should be counted on an annual basis to ensure that OPS workers are being used as intended.

***PLAN OF ACTION FOR RECOMMENDATIONS 6-7***

Date	Action
July 2000	Memo sent to managers on intended use of OPS workers
	Managers provided with standard language for transmittal to OPS workers

**RECOMMENDATION 8**

- The State of Florida should commit itself to allowing on-line applications for all positions.

**COSTS AND BENEFITS**

Costs	Tangible	■ None
	Intangible	■ None
Benefits	Tangible	■ Consistency of application process
	Intangible	■ Wider applicant pool

**FISCAL COST**

There is no fiscal cost associated with this recommendation.

**BENCHMARKS**

Memo sent to managers on the intended use of the on-line application system. Memo should specify that all position openings should be put on-line and encourage acceptance of on-line applications while continuing to allow hard-copy applications to be accepted.

**EVALUATION METHOD**

The percentage of positions placed on-line can be calculated and compared to previous years.

**PLAN OF ACTION**

Date	Action
July 2000	Memo sent to managers on intended use of the on-line application system

**RECOMMENDATION 9**

- The State of Florida should link all position openings to the CBS software.

**COSTS AND BENEFITS**

Costs	Tangible	<ul style="list-style-type: none"> <li>■ Cost of applicant tracking module</li> <li>■ Time required to link on-line system with CBS system</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Opportunity cost</li> </ul>
Benefits	Tangible	<ul style="list-style-type: none"> <li>■ Consistency of application process</li> <li>■ Ability to track applicants and link to competencies</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Wider applicant pool</li> </ul>

**FISCAL COSTS**

The cost will have to be determined based upon system requirements.

**BENCHMARKS**

Purchase of module, establishment of tracking system, and linking on-line program to CBS system.

**EVALUATION METHOD**

The program will be a success if managers can use CBS to plan placement needs, monitor applicants, and receive applications from the on-line service.

**PLAN OF ACTION**

Date	Action
July 2000	Place all position announcements on-line
July 2001	Purchase module for integration with on-line system
July 2002	Integrate on-line system with CBS system

**RECOMMENDATION 10**

- The State of Florida needs to improve its recruitment efforts within various minority communities. Some of the possible steps to be taken are: focus advertising in publications and web sites frequently viewed by minorities, contact minority institutions (such as black colleges) and establish links to existing web sites, improve contacts with placement offices at minority institutions, improve minority intern programs, and establish liaisons with placement offices in minority communities.

***COSTS AND BENEFITS***

Costs	Tangible	<ul style="list-style-type: none"> <li>■ Cost of outreach programs</li> <li>■ Additional expense of placing minorities on search committees</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Could imply lack of trust</li> </ul>
Benefits	Tangible	<ul style="list-style-type: none"> <li>■ Reduced number of legal challenges</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Improved minority representation will discourage unintended bias in programs</li> </ul>

***FISCAL COSTS***

There is no fiscal cost associated with this recommendation.

***BENCHMARKS***

Increased diversity within the State's agencies.

***EVALUATION METHOD***

The number of agencies that significantly improve diversity can be measured by the change in the composition of minority and female employees in the agency before and after recruitment efforts have been made.

***PLAN OF ACTION***

<b>Date</b>	<b>Action</b>
July 2001	Establishment of minority intern program, minority representation on hiring committees, and minority recruitment programs. Contact with minority institutions to establish web links and state hiring promotional efforts.
January 2002	Review of existing programs.

**RECOMMENDATION 11**

- The State of Florida needs to re-emphasize the seriousness of recruiting women and minorities into its mid-level and senior management. Without a sustained effort from middle and senior level management, it is unlikely that the State workforce will represent the State's diversity. The State should offer specific training in its managerial and supervisory training courses on the need for increased diversity in the workforce.

***COSTS AND BENEFITS***

Costs	Tangible	■ Cost of increased training
	Intangible	■ Additional training time (opportunity cost)
Benefits	Tangible	■ Create opportunities for highly qualified minorities
	Intangible	■ Sustained emphasis on diversity

***FISCAL COSTS***

This can be implemented with current funding levels.

***BENCHMARKS***

Increased diversity within the State's agencies.

***EVALUATION METHOD***

The number of agencies that significantly improve diversity can be measured by the change in the composition of minority and female employees in the agency mid-level and senior management positions before and after recruitment efforts have been made.

***PLAN OF ACTION***

Date	Action
July 2001	Implementation of minority awareness program across all agencies
On-going	Annual evaluations

**RECOMMENDATION 12**

- The State of Florida should set a minimum standard for human resource automation and ensure that each agency's human resource office has access to at least standard level technology. This recommendation is critical for the implementation of the competency-based system.

**COSTS AND BENEFITS**

Costs	Tangible	■ Cost of required software and hardware
	Intangible	■ Training opportunity cost ■ Procedural change and staff realignment
Benefits	Tangible	■ Ability of human resource professionals to access records on line
	Intangible	■ Increased productivity

**FISCAL COSTS**

A review and assessment of current and needed technology would be necessary to determine the fiscal costs associated with this recommendation.

**BENCHMARKS**

Identification of appropriate hardware and software, purchase of necessary equipment, training in new equipment, and completion of the project after three years should be used as benchmarks.

**EVALUATION METHOD**

The program will be a success if all agencies have the necessary equipment to access the State's HR records and use the information to help with their planning needs.

**PLAN OF ACTION**

<b>Date</b>	<b>Action</b>
July 2000	Agencies inventory their hardware and software technology
January 2001	Agencies assess the inventory lists and determine their needs
July 2001	Agencies request the necessary equipment and software for agencies to access the CBS system

**RECOMMENDATION 13**

- The State of Florida should continue to standardize all necessary human resource forms. The implementation of the CBS system should assist the State in this function.

***COSTS AND BENEFITS***

Costs	Tangible	■ Cost of designing forms, purchase of any new paper forms
	Intangible	■ Time needed to learn new forms
Benefits	Tangible	■ Ease of transfer, comprehension
	Intangible	■ Ease of daily use

***FISCAL COSTS***

There is no fiscal cost associated with this recommendation.

***BENCHMARKS***

The design of standardized forms, implementation of standardized forms in the State Personnel System, and the percentage of agencies taking advantage of the new system should serve as benchmarks. In addition, work task productivity should be measured and the increase reported.

***EVALUATION METHOD***

The program will be measured by the percentage of agencies that have converted to standardized forms within one year and the percent increase in productivity and overall cost savings.

***PLAN OF ACTION***

Date	Action
July 2000 – January 2001	DMS designs the standardized forms necessary for implementation
July 2001	Standardized forms are presented to agency HR offices for implementation

**RECOMMENDATION 14**

- To improve efficiency and cut down on redundant activities, the State of Florida should implement an HR service center system. Due to potential costs, the State should begin by establishing carefully selected pilot programs. The pilot programs would then serve as models for a more comprehensive service center system.

**COSTS AND BENEFITS**

Costs	Tangible	■ Cost of creating, staffing, and implementing the service center
	Intangible	■ Possible loss of continuity in period of implementation
Benefits	Tangible	■ Once established, the service center could produce operational savings of up to \$10 million per year
	Intangible	■ Consistent application of rules, procedures and guidelines ■ Reduction of redundancy

**FISCAL COSTS**

Costs could range up to \$50 million over 10 years. However, there will be offsetting savings due to the elimination of redundancy that should cover much of the cost outlays.

**BENCHMARKS**

Selection of locations for service center(s), construction of facility, staffing of facility, consolidation of functions, and DMS review of operations should be goals.

**EVALUATION METHOD**

Reduction of total HR staff, percentage of inquiries satisfactorily completed, and dollar cost of savings would need to be measured.

**PLAN OF ACTION**

Date	Action
July 2000	Selection of site for service center
January 2001	Selection of construction firm for service center
July 2001	Construction of service center begins
January 2002	Installation of equipment and staffing of service center
July 2002	Service center opens

**RECOMMENDATION 15**

- The Department of Management Services should audit agency human resource practices and be empowered to enforce any required corrections that result from the audits.

***COSTS AND BENEFITS***

Costs	Tangible	■ Cost of increased staff
	Intangible	■ Loss of some agency autonomy
Benefits	Tangible	■ Correction of improper procedures
	Intangible	■ Better centralization of procedures

***FISCAL COSTS***

The fiscal cost of a comprehensive auditing function would be approximately \$400,000 per year.

***BENCHMARKS***

Establishment of DMS audit teams, production of audit reports, and agency action plans to comply with audit recommendations. The goal of all agencies being audited and improvement in the years after should be used as the criterion for measuring the success.

***EVALUATION METHOD***

The program will be effective if each agency's human resource program is audited every three years and recommendations are implemented within six months of DMS' presentation of findings.

***PLAN OF ACTION***

Date	Action
July 2000	Establishment of DMS audit teams and guidelines for the conduct of HR audits
January 1 2001	Audit teams begin systematic review of agency HR practices
July 2001	Presentation of first audit findings to agencies, start of next round of audits

**RECOMMENDATION 16**

- The State of Florida should improve its efforts at identifying those positions that are best suited for telecommuting. The process of approving telecommuting should be made uniform across agencies. Managers need to be trained to overcome their resistance of new work arrangements. Managers also need to consistently apply the policy and should document the reasons when requests are disapproved.

**COSTS AND BENEFITS**

Costs	Tangible	<ul style="list-style-type: none"> <li>■ Cost of telecommuting hardware</li> <li>■ Cost of documentation</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Coordination of workforce more difficult</li> <li>■ More difficult to reach workers during regular hours</li> </ul>
Benefits	Tangible	<ul style="list-style-type: none"> <li>■ Reduced employee work-related costs (clothes, mileage, gasoline etc.,)</li> <li>■ Reduced office space</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Improved productivity</li> <li>■ Expansion of employee pool</li> <li>■ Increased retention</li> <li>■ Improved morale</li> <li>■ Improved environment and traffic situation</li> </ul>

**FISCAL COSTS**

A true commitment to telecommuting as a viable work option will present both opportunities and challenges. The primary advantages to telecommuting are both tangible and intangible. If implemented properly, a telecommuting program will reduce office space, lead to an improved environment, and allow workers to spend less on work-related expenses. In addition, managers should be able to improve the pool of applicants (the disabled and those with childcare or eldercare responsibilities will benefit) by being able to tap into the market of workers that have difficulty with traditional work arrangements. Employees often exhibit improved morale and sometimes exhibit higher productivity. The degree of productivity improvement varies with how clearly work goals are explained and monitored. Telecommuting also will allow the State to become more competitive with other organizations that allow this option and might be helpful in retaining quality employees that want to be able to utilize this type of work arrangement.

The costs of telecommuting are primarily going to be the hardware and software costs associated with such an arrangement. Particularly important will be the security arrangements necessary to safeguard the State data and computer systems. Increased remote access will leave the State's network more exposed to hostile action and accidental damage. Additionally, managing a workforce comprised of telecommuters and non-telecommuters will place a greater burden on managers. Managers will have to pay special attention to work productivity and day-to-day problems associated with coordinating a multi-site environment.

**BENCHMARKS**

By statute (Section 110.116, F.S.) each agency is required to identify and maintain a current listing of the job classifications and positions that the agency deems appropriate for telecommuting. The totals should be aggregated and comparison of telecommuting figures can then be made.

**EVALUATION METHOD**

The necessary measurement criterion is fairly straightforward. Once the number of potential telecommuting positions is established, a simple calculation can be produced that produces the annual percentage of workers that are participating in the telecommuting program.

**PLAN OF ACTION**

<b>Date</b>	<b>Action</b>
July 2000	Explanation of benefits to agency heads
January 2001	Re-evaluation of positions that can be reasonably expected to include a telecommuting option
July 2001	Assessment of hardware needs and purchase of necessary hardware
January 2002	Creation of agency plans for increased telecommuting
July 2002	Implementation of agency telecommuting plans

**RECOMMENDATION 17**

- The State of Florida should encourage agencies to use flexible work schedules. Managers need to consistently apply the policy and should document the reasons when requests are disapproved.

***COSTS AND BENEFITS***

Costs	Tangible	■ Buildings open longer
	Intangible	■ Monitoring costs ■ More difficult to administer
Benefits	Tangible	■ Reduced cost of lost work time
	Intangible	■ Expanded pool of potential employees ■ Improved morale ■ Improved productivity

***FISCAL COSTS***

There is no fiscal cost associated with this recommendation.

A staggered work schedule will accommodate those workers who, for a variety of reasons, desire to work in an office setting but need to work slightly different hours than is customary in a typical office setting. Typically, staggered schedules are useful for employees with childcare responsibilities. In addition, they can be useful for those employees who perform better at certain times of the day.

***BENCHMARKS***

A yearly report should be produced that chronicles the number of employees working staggered schedules. Draw on the employee needs assessments to determine the goal for the program.

***EVALUATION METHOD***

A program will be determined to be successful if it leads to higher employee satisfaction and productivity as determined by employee needs assessment and satisfaction surveys.

***PLAN OF ACTION***

Date	Action
July 2000	Memo to managers encouraging the use of flexible work schedules and requiring annual report
July 2001	Receipt and review of reports
July 2002	Evaluation of the policy through employee needs assessment and satisfaction surveys

**RECOMMENDATION 18**

- The State of Florida should encourage agencies to permit the use of a four-day workweek. Managers need to consistently apply the policy and should document the reasons when any requests are disapproved.

***COSTS AND BENEFITS***

Costs	Tangible	■ Buildings open longer
	Intangible	■ Monitoring costs ■ More difficult to administer
Benefits	Tangible	■ Reduce the affect of missed work
	Intangible	■ Popular with employees ■ Improved morale

***FISCAL COSTS***

There is no fiscal cost associated with this recommendation.

The four-day workweek is a work arrangement that has proven tremendously popular with some employees. Typically, employees work four ten-hour days and then have three days off. The arrangement is not typically effective when work production falls off during the final two hours or when supervision is inadequate. However, the program does work well in a work shift setting (for example in the medical and law enforcement fields) when positions need to be manned on an around-the-clock basis.

In more traditional office settings, the effects of a four-day week can be mixed. A four-day workweek can be a positive retention tool; however, the absence of employees on particular days can also lead to some disruption in the work routine. In addition, overtime policies must be adjusted to accommodate more flexible work arrangements.

***BENCHMARKS***

An annual report should be produced that chronicles the number of employees working four-day weeks. The goal should be to meet demand as indicated by the employee needs assessment survey.

***EVALUATION METHOD***

The program should be considered a success if satisfaction and productivity improve (as determined by the employee needs assessment survey) without significant disruptions in the work routine.

**PLAN OF ACTION**

Each agency should survey its employees to determine the level of interest in the four-day workweek alternative. Where sufficient interest exists, a six-month pilot program could be implemented. Where productivity improves, expansion of the program should be considered.

<b>Date</b>	<b>Action</b>
July 2000	Agencies survey employees
October 2000	Agencies implement pilots
April 2001	Agencies assess success of pilots and determine future expansion

**RECOMMENDATION 19**

- The State of Florida should seek to retain a core of key employees. To this end, managers must ascertain the reasons for turnover through exit interviewing. Exit interviews must be performed for all employees (including SES and SMS employees) and must be consistent in form and application.

***COSTS AND BENEFITS***

Costs	Tangible	■ Cost of time to conduct interviews
	Intangible	■ Opportunity costs
Benefits	Tangible	■ Improved information concerning turnover
	Intangible	■ None

***FISCAL COSTS***

There is no fiscal cost associated with this recommendation.

***BENCHMARKS***

An annual report should be produced and sent to agency heads that captures the number of people who leave State employment and categorizes the reasons for their separation. From this data, meaningful data analysis can be performed to address the problems that lead to turnover.

***EVALUATION METHOD***

The program will be determined to be successful if useful information can be produced from the exit interviews to reduce turnover of key employees.

***PLAN OF ACTION***

<b>Date</b>	<b>Action</b>
July 2001	Implementation of full exit interview policy

## **Workforce Compensation and Benefits**

### **RECOMMENDATION 20**

- Implement a new compensation plan which includes market hiring rates, market salaries and performance-based pay increases.

DMS has initiated the process of implementing a competency-based human resource system. The system transition is scheduled to begin in July 2001 with the rollout of the first classes in the classification system. The competency-based system will revolutionize human resource management for the State Personnel System. One of the keys to creating a top-performing workforce is to hire high performers by offering competitive salaries. The State of Florida should move to market hiring rates to ensure that it is more competitive in recruitment and improves retention. This movement to market could be in lieu of across the board amount increases. In addition, the State of Florida should bring current employees to market in an incremental fashion over the course of the CBS implementation.

### **RECOMMENDATION 21**

- The State Legislature should commission a study of the current rate allocation system to determine if a lump sum budget allocation process for salaries, bonuses and performance-based increases could be substituted to provide flexibility for agencies to accomplish their mission while still ensuring accountability and control of continuing costs.

In order to create a true performance-based system, it may be necessary to shift to a specialized allocation mechanism. Each agency could be allocated a specific appropriation of salary dollars in the following three categories: bonuses, which would have no recurring costs; performance-based increases, which would go into the base rate of pay; and an amount for market hiring rates, which would go into the base rate of pay and would be determined in advance using the previous years salary surveys. The costs to continue each of these funding categories would be controlled by the Legislature through the appropriations process. Utilizing a statewide performance evaluation method under the new Competency Based System, employees would be evaluated and ranked and performance funds would be awarded based upon superior performance. While these dollars would become continuing-costs, bonus dollars would also be appropriated as one time expenditures. The funds would be limited to the category they are assigned and distributed according to the centralized rules. This method would allow the Legislature to maintain control through appropriations and would continue control over recurring costs while permitting agencies to manage personnel more effectively. If performance based budgeting is to be successful, it will be necessary to change the current human resource funding mechanism to grant more flexibility to the agencies. This lump sum budget allocation process would provide a link between compensation and performance based budgeting.

Should the Legislature decide to adopt this type of allocation system, it would not be necessary to do so on a global basis initially. An agency or agencies could be designated to run a pilot program and the results could be evaluated by DMS and legislative budget committees. If the agency was successful and able to keep continuing costs under control, other agencies could be phased in incrementally. One possible selection criterion is agency success in performance-based budgeting.

We recommend changing the current compensation system to one based on accountability and clear rewards. If the State desires to increase productivity, it is necessary to reward quality employees only. The current system that provides across the board increases rewards each employee evenly. Regardless of the efficiency or productivity of the employee, he or she knows that the return will be the same. This method of compensation is counter-productive to encouraging high levels of performance.

**COSTS AND BENEFITS FOR RECOMMENDATIONS 20-21**

Costs	Tangible	<ul style="list-style-type: none"> <li>■ Major commitment of State resources</li> <li>■ Commitment to continued funding</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Precedent for future action</li> <li>■ Change in status quo</li> </ul>
Benefits	Tangible	<ul style="list-style-type: none"> <li>■ Higher return on investment</li> <li>■ Reduction in overall expenditures</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Improved productivity</li> <li>■ Improved accountability</li> <li>■ More program derived information</li> <li>■ Improved efficiency for managers</li> </ul>

**FISCAL COSTS FOR RECOMMENDATIONS 20-21**

Currently, there are no fiscal cost estimates associated with Recommendation 20. The cost of bringing classes to market will vary depending upon the method used and the completed identification of those classes which require market adjustment. Such analysis can not be done until classification crosswalks are completed. However, once the new classes are established that amount will be determined.

The Legislature has historically appropriated approximately \$120,000,000 per year for additional compensation. The annual additional compensation amounts to approximately \$1,051 per employee or the equivalent of a cost of living increase. Assuming that bonuses would be \$500 and apply to approximately 2 percent of the career service or 2,884 employees, the total cost would be approximately \$1,442,000. Performance increases would apply to a limited segment of the labor force as well. If 10 percent of the labor force, which is a generous estimate, received an average performance increase of \$2500, the total cost would be approximately \$28,543,750. At historical funding levels, this would still leave approximately \$90,000,000 to be used to fund market increases each year or for additional allocation to bonus or performance increase categories.

**BENCHMARKS FOR RECOMMENDATIONS 20-21**

The State should implement the new compensation plan over the final three years of the strategic plan. Adjustments should be made incrementally as the new classifications are rolled out.

**EVALUATION METHOD FOR RECOMMENDATIONS 20-21**

The State should continue to estimate market salaries for classes and measure the distance from market. The process should progress, incrementally.

**PLAN OF ACTION FOR RECOMMENDATIONS 20-21**

<b>Date</b>	<b>Action</b>
June 2000	Determine Market Rate
July 2000	Implement market rate for new hires and begin transition for current employees
August 2000	Initiate evaluation program
July 2001	Begin Competency Based System implementation
July 2002	Evaluation for first cycle and reward first benefits
July 2004	Complete the market transformation for current employees
Annually	Evaluate the overall movement in employee salaries and success of the competency-based system

**RECOMMENDATION 22**

- DMS should perform an employee needs assessment and satisfaction survey every three years.

**COSTS AND BENEFITS**

Costs	Tangible	<ul style="list-style-type: none"> <li>■ Commitment of State resources</li> <li>■ Commitment to continued funding</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Precedent for future action</li> <li>■ Additional information</li> </ul>
Benefits	Tangible	<ul style="list-style-type: none"> <li>■ Better understanding of which benefits are useful to employees</li> <li>■ Additional information for decision-making</li> <li>■ Increased retention</li> <li>■ Increased employee buy-in</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Improved productivity</li> <li>■ Improved efficiency for managers</li> </ul>

**FISCAL COSTS**

The fiscal cost of this effort would be approximately \$45,000 every three years.

**BENCHMARKS**

The State should strive for measures to indicate a 60 percent approval rating by employees and seek to improve thereafter.

**EVALUATION METHOD**

The State should evaluate the instrument based on the results generated and the programs that are changed or created from the information.

**PLAN OF ACTION**

<b>Date</b>	<b>Action</b>
February 2000	Design the Survey Instrument
July 2000	Issue the Survey Instrument
August 2000	Analyze the results
October 2000	Issue the report
On-going	Repeat the steps

**RECOMMENDATION 23**

- The State of Florida should consider creating a defined contribution retirement option.

***COSTS AND BENEFITS***

Costs	Tangible	■ Examination of defined contribution option
	Intangible	■ Possible unrest over intention of study
Benefits	Tangible	■ Provide Executive Office of the Governor and the Legislature the information necessary to make an informed decision about retirement options
	Intangible	■ If adopted, encourages employees to take more responsibility over retirement investments

***FISCAL COSTS***

The fiscal cost of any defined contribution plan will depend upon the plan’s structure. If employees shift from the FRS system, this could have a detrimental effect on FRS. However, steps could be taken to offset some of that impact. Recent legislative efforts to implement a defined contribution system (such as 1998’s SB 356) have been cost-neutral. How the system performs will ultimately depend on the number of people that choose to select the defined contribution plan, vesting considerations, investment performance, and the state of the macro-economy. For purposes of this strategic plan (based on recent actions), the implementation of the defined contribution plan will be assumed to be cost-neutral. However, this assumption could be rendered void should the Legislature adopt a plan that is not cost-neutral. Ultimately, there will be some administrative costs associated with any defined contribution system if the system is to be created, including educational programs for employees.

***BENCHMARKS***

Completion of a study and results sent to the Executive Office of the Governor and the Legislature. This study should be coordinated with Recommendation 24.

***EVALUATION METHOD***

The study will be considered a success if the Executive Office of the Governor and the Legislature are provided the information necessary to make a decision that best suits the needs of Florida’s state workers and taxpayers.

***PLAN OF ACTION***

Date	Action
January 2001 - July 2001	Initiate and conduct study.
July 2001	Complete study and send to the Executive Office of the Governor and Legislature for action.

**RECOMMENDATION 24**

- The State of Florida should examine lowering the vesting period from 10 years.

**COSTS AND BENEFITS**

Costs	Tangible	■ Increase in benefits paid to those employees with up to 10 years experience
	Intangible	■ Time needed to prepare for change
Benefits	Tangible	■ Brings greater equity between State and other employers
	Intangible	■ Helps recruitment ■ Helps retention

**FISCAL COSTS**

There will be some costs associated with lowering the vesting period. However, the amount will depend greatly on the nature of the decision. As part of a comprehensive reform of the retirement system, the cost could be minimal.

**BENCHMARKS**

Completion of a study and results sent to the Executive Office of the Governor and the Legislature. This study should be coordinated with Recommendation 23.

**EVALUATION METHOD**

The study will be considered a success if the Executive Office of the Governor and the Legislature are provided the information necessary to make a decision that best suits the needs of Florida's state workers and taxpayers.

**PLAN OF ACTION**

Date	Action
January 2001 - July 2001	Initiate and conduct study.
July 2001	Complete study and send to the Executive Office of the Governor and Legislature for action.

**RECOMMENDATION 25**

- The State of Florida should continue its current practice and not extend benefits to OPS workers.

***COSTS AND BENEFITS***

Since this recommendation is to maintain existing policy, no cost/benefit analysis is warranted. Likewise, benchmarks, evaluation method, and plan of action will not be addressed.

**RECOMMENDATION 26**

- The State of Florida should seek to expand its efforts in the area of elder care. Consistent with other recommendations, the State should incorporate flexible schedules with maximum participation in telecommuting. The State should emphasize the availability of the Family Medical Leave Act to employees with critical elder care needs. These recommendations should alleviate some of the time pressures associated with elder care responsibilities.

**RECOMMENDATION 27**

- The State of Florida should continue to offer employees the option of purchasing dependent care accounts and highlight this feature to new and existing employees. In addition, the State should explore the possibility of offering insurance policies in order to lighten the financial burden for employees.

Dependent care accounts operate much as the existing childcare accounts currently operate. Specific amounts of pre-tax income would be designated for payment to specified elder care providers. While this arrangement will not greatly reduce the financial burdens associated with some types of elder care, it will reduce some out of pocket costs. The provision of insurance policies to help allay some of the costs associated with elder care is another possible solution to the costs associated with elder care. While policies would likely be somewhat expensive, the State may be able to help keep them reduced through volume purchasing. The State could determine how much interest employees had in such a program before implementation.

The State of Florida should not attempt to provide direct elder services. The provision of such services could prove to be prohibitively costly and is best left to the private sector. It would be beneficial for the State to keep a list of certified elder care providers (by region) for referral purposes.

***COSTS AND BENEFITS FOR RECOMMENDATIONS 26-27***

Costs	Tangible	■ Cost of implementing pre-tax accounts
	Intangible	■ Cost of exploring insurance proposal
Benefits	Tangible	■ Expands the potential pool of applicants
	Intangible	■ Increased productivity ■ Increased morale ■ Increased retention

***FISCAL COSTS FOR RECOMMENDATIONS 26-27***

There is no fiscal cost associated with either recommendation.

**BENCHMARKS FOR RECOMMENDATIONS 26-27**

Establishment of flex-time arrangements, selection of personnel to explore insurance option, and evaluation of insurance option.

**EVALUATION METHOD FOR RECOMMENDATIONS 26-27**

The program will be considered a success if state workers are able to adequately meet their elder care responsibilities.

**PLAN OF ACTION FOR RECOMMENDATIONS 26-27**

<b>Date</b>	<b>Action</b>
July 2001	Formulation of statewide elder care policy, selection of personnel to explore insurance option
January 2002	Presentation of insurance findings

Flexible scheduling has already been discussed in Recommendations 16-18.

**RECOMMENDATION 28**

- The State of Florida should continue its existing childcare program. In addition, the State needs to make a concerted effort to allow employees some flexibility in work scheduling and encourage telecommuting as an option.

**Costs and Benefits**

Since this recommendation is to maintain existing policy, no cost/benefit analysis is warranted. Flexible scheduling has already been addressed in Recommendations 16-18. Benchmarks, evaluation method and plan of action will not be addressed.

**RECOMMENDATION 29**

- The State of Florida should implement a program that offers health club discounts to employees interested in such memberships. While some health care providers already offer this benefit, all health care providers could be required to broker deals as part of coverage provision.

**COSTS AND BENEFITS**

Costs	Tangible	■ Cost of the discounts
	Intangible	■ Opportunity costs
Benefits	Tangible	■ Improved health and attendance of employees
	Intangible	■ Reduced stress levels ■ Higher productivity

**FISCAL COSTS**

There is no fiscal cost associated with this recommendation.

The goal of improved employee health is worthwhile, but the effectiveness of the program will be determined by the willingness of the workforce to voluntarily participate. Where employees are willing to contribute some of their own time and money to participate, the State should encourage such endeavors. The State's financial liability will be limited only to those employees that wish to get involved in exercise programs.

**BENCHMARKS**

Approval of health club discount, establishing contracts with health care plan, and establishment of monitoring system.

**EVALUATION METHOD**

The percentage of employees taking part in the program will be fairly easy to measure since an employee must register for the discount at the time of membership.

**PLAN OF ACTION**

<b>Date</b>	<b>Action</b>
July 2000	Arranging for the necessary contracts with health clubs
January 2001	Implementation of the health club plan
July 2002	Evaluation of the health club discount plan by DMS

**RECOMMENDATION 30**

- The Department of Management Services should consolidate all agency supplemental benefit plans and present State employees with a uniform set of benefit options.

***COSTS AND BENEFITS***

Costs	Tangible	■ None
	Intangible	<ul style="list-style-type: none"> <li>■ Loss of some agency autonomy</li> <li>■ Cost of staff needed to study issue and make recommendation</li> </ul>
Benefits	Tangible	<ul style="list-style-type: none"> <li>■ Reduction of costs due to economies of scale</li> <li>■ Reduction of costs due to ease of administration</li> </ul>
	Intangible	■ None

***FISCAL COSTS***

The fiscal cost of this effort would be approximately \$200,000 over five years. However, the savings would be approximately \$2,000,000 over five years.

***BENCHMARKS***

Collection of agency plan information, devising a plan to consolidate various plans, selection of vendors, and implementation of plan.

***EVALUATION METHOD***

The plan will be measured by the actual cost savings provided by the economies of scale and reduction of administration costs.

***PLAN OF ACTION***

<b>Date</b>	<b>Action</b>
July 2000 - June 2001	Review conducted of all existing agency plans
July 2001	Move all employees out of existing plans into new comprehensive plan

## Workforce Training and Development

### RECOMMENDATION 31

- To eliminate unnecessary duplication of training courses, general training for employees such as cultural diversity, sexual harassment prevention, and anti-discrimination policy should be centrally coordinated by DMS.

### RECOMMENDATION 32

- DMS should act as a broker for more specialized training such as computer training and training in other workplace technologies. In the role of broker, DMS should negotiate pricing and arrange for service provision from both internal and external sources.

### RECOMMENDATION 33

- Individual agencies will continue to be responsible for creating agency-specific training program plans and for training employees on these specific issues. In addition, agencies will conduct training evaluations in conjunction with CBS's employee performance evaluations.

#### ***COSTS AND BENEFITS FOR RECOMMENDATIONS 31-33***

Cost	Tangible	■ No new costs
Benefit	Tangible	■ Duplicative training is eliminated
	Intangible	■ Agency training managers can concentrate on training specific to their agency rather than on general training needs

#### ***FISCAL COSTS FOR RECOMMENDATIONS 31-33***

There are no fiscal costs associated with these recommendations.

#### ***BENCHMARKS FOR RECOMMENDATIONS 31-33***

The first benchmark to be achieved is that all general training courses for employees be managed through DMS rather than individual agencies. In addition, DMS will have established a team whose specific function is to broker agency and outside training sources. The next benchmark is for agencies to create agency training and development plans and submit the plans to DMS as described in Recommendation 34.

**EVALUATION METHOD FOR RECOMMENDATIONS 31-33**

The program will be considered successful if agencies can receive the training support they need from DMS. This will be measured through an annual survey of agency training managers on the effectiveness of DMS' brokerage and coordination services as well as DMS' feedback on agency training and development plans.

**PLAN OF ACTION FOR RECOMMENDATIONS 31-33**

<b>Date</b>	<b>Action</b>
July 2000	Brokering team established within DMS
September 2000	Guidelines created, vendors contacted
	DMS begins the process of centralizing training on cultural diversity, sexual harassment prevention and anti-discrimination policy
April 2001	Agencies begin to use DMS' brokering services

**RECOMMENDATION 34**

- Each agency's training manager must continue to submit a training and development plan to DMS for review and critique. The critiques must then be distributed to the agency's training manager and department head. For Governor's agencies, a copy shall also be provided to the Executive Office of the Governor.

**COSTS AND BENEFITS**

Cost	Tangible	■ No new costs
Benefit	Intangible	■ Agencies are held accountable for their training and development plans

**FISCAL COSTS**

There is no fiscal cost associated with this recommendation.

**BENCHMARKS**

Currently agencies are required to submit agency training and development plans. Success will be determined by the number of agencies who submit a plan, the number of agencies whose plans meet the criteria, and the number of agencies who receive a critique back in a timely manner. In addition, success is determined by the plans adequately meeting the needs of the employees as determined through the annual employees' training needs assessments.

**EVALUATION METHOD**

Each agency will conduct an employee needs assessment in conjunction with the employees' performance evaluations. Once all employees' training needs are determined and an agency training and development plan developed, the affects of the training provided will be evaluated. The training manager will update the database containing the employees' needs along with the training program. The program will be considered a successful plan if it adequately meets the needs of the employees and the organization.

**PLAN OF ACTION**

<b>Date</b>	<b>Action</b>
October Annually	Agencies submit training and development plans and update employee needs assessment database
January Annually	DMS submits critiques of agency training and development plans to appropriate officials

**RECOMMENDATION 35**

- The types of courses addressing employees' training needs, including general and specialized needs, should be increased. Courses should be offered in those areas currently listed on the TRAINING DIRECT web site. The state should offer courses that are relevant to all employees and allow the agencies to provide employees with job specific training opportunities.

**COSTS AND BENEFITS**

Cost	Tangible	■ Facilities used to hold the training programs
		■ Payment for employees to attend the training programs
Benefit	Tangible	■ Employees are trained in issues relevant to their needs
	Intangible	■ Employees can begin preparation for future positions before they become available

**FISCAL COSTS**

There is no fiscal cost associated with this recommendation.

Providing employees the opportunity to take courses in professional development and organizational skills will benefit the State in that employees are beginning to prepare for leadership roles. It has been reported that best-practice organizations tend to develop their leaders rather than recruit them. The reason for this is that developing leaders internally allows organizations to develop powerful and distinct cultures. Leaders who have advanced through the ranks have demonstrated their ability to accomplish assignments.

In addition, training employees on such issues as team work and human interaction will create a more pleasant and productive working environment. Employees are taught how to work together and how to interact in a friendlier manner. It is important that employees be taught how to diffuse hostile situations and how to work as a team.

**BENCHMARKS**

The number of computer courses should increase only as it becomes necessary to train employees on new types of software. An annual calculation will be performed on each type of course offered. At least one course should be offered in each area per viable location. A viable location is one that is easily accessible by employees in more than one city or town.

**EVALUATION METHOD**

The number of courses currently offered must be calculated through an evaluation of all training programs. Calculate the total number of courses presently offered for different areas. At the end of one year, again calculate the total number of courses offered for different areas. Calculations should be repeated on an annual basis.

**PLAN OF ACTION**

<b>Date</b>	<b>Action</b>
September 2000 – April 2001	DMS begins contacting appropriate vendors
September 2000, ongoing	DMS creates a calendar of all training programs offered
September 2000, ongoing	The calendar is continually updated to account for new and discontinued courses

Vendors, including universities and professional development programs, around the state are contacted regarding training programs that are offered. Once these entities are contacted, a list of all courses is created. It is important that courses be offered in not only a variety of areas, but also a variety of locations and methods. Initial contact and arrangement for course offerings will take six months. Contact should remain open between the State and the vendors so that the State can account for new and discontinued courses.

**RECOMMENDATION 36**

- Agencies should offer more methods of training. Employees should not learn only through trial and error or through supervisors or co-workers demonstrating job routines to them. While these methods are useful and convenient, employees should also be offered a wide variety of other methods of training so that training can be suited to fit the individual employee.

A periodic survey of employee needs should be conducted to assess the effectiveness of the various training methods.

***COSTS AND BENEFITS***

Cost	Tangible	■ Training takes employees out of the office and away from the job.
		■ Time spent finding out about other opportunities for different methods of training (Note: This cost is incurred through the <i>Update and Maintain TRAINing Direct</i> recommendation).
Benefit	Intangible	■ Individuals learn better through different methods. Offering different methods will allow employees to choose the method best suited for them.
		■ Better trained employees lead to increased productivity.

***FISCAL COSTS***

There is no fiscal cost associated with this recommendation because it uses funds from agency budgets.

***BENCHMARKS***

The number of different methods currently utilized by the agencies will be calculated. The number of different methods utilized once DMS gets its general training program in place will once again be determined. The difference between the two should be a positive number.

***EVALUATION METHOD***

When agencies submit the list of currently offered training programs to DMS, they will also submit the type of method used for the training. This will allow DMS to calculate the number of different methods currently utilized by the agencies. When DMS begins to create the general training program for employees, the number of different methods utilized will again be calculated to determine if the recommendation is being accomplished.

**PLAN OF ACTION**

<b>Date</b>	<b>Action</b>
September 2000	Agencies submit a list of training methods utilized
September 2000	A count of training methods utilized will be taken
Annually, beginning April 2001	A new count of training methods utilized will be taken and the difference between the new and old count will be determined

### **RECOMMENDATION 37**

- A separate training program should be designed to address the specific needs of managers and supervisors. The program should not be a required one-time course, but rather a program where managers and supervisors can continually turn to address the changing needs of the workforce.

Currently, Florida is in the planning stage for developing the Public Leadership Development Program (PLDP). The PLDP will create a Public Leadership Development Program Advisory Board and the Public Leadership Center. The Advisory Board is responsible for the overall policy and the direction and marketing objectives of the Public Leadership Development Program. The Public Leadership Center will hold annual and occasional symposia, on-going programs and serve as a policy clearinghouse. The topics being proposed are:

- leadership fundamentals;
- visioning techniques, scenario building and strategic planning;
- negotiation and conflict resolution;
- teamwork and capacity building;
- ethics;
- change management;
- technology for executives;
- problem solving, risk taking and decision making;
- communication and press relations;
- collaboration and partnerships;
- procedure, process and policy intervention;
- issue identification and information management;
- organizational development and management;
- project management and implementation;
- human resources and workforce management; and
- financial management/budget.

### **RECOMMENDATION 38**

- In addition to the topics proposed for the Public Leadership Development Program, the following topics should be addressed: communication skills, decision-making, critical communication, coaching, and counseling.

***COSTS AND BENEFITS FOR RECOMMENDATIONS 37-38***

Cost	Tangible	<ul style="list-style-type: none"> <li>■ Training takes managers out of the office and away from the job</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Setting up a program designed especially for managers and supervisors</li> </ul>
Benefit	Intangible	<ul style="list-style-type: none"> <li>■ Productivity increases through the dissipation of motivation to employees.</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Allows employers to change the mindset of the employees</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Helps to implement overall corporate strategy</li> </ul>
	Intangible	<ul style="list-style-type: none"> <li>■ Prevents resentment by subordinates (now subordinates are not training their managers)</li> </ul>

***FISCAL COSTS FOR RECOMMENDATIONS 37-38***

There are no new costs associated with either of these recommendations.

As with any new training program, there are costs to be incurred when setting up the program.

The State will receive benefits from this program as well. One benefit is that managers will more effectively manage their subordinates, leading to an increase in productivity. In addition, the State will be able to change its work culture. Manager training allows the State to implement its overall strategy.

***BENCHMARKS FOR RECOMMENDATIONS 37-38***

Phases for the Public Leadership Development Program have already been established by the Department of Management Services. Phases are clearly defined in the "Proposal for a Public Leadership Development Program in Florida." The first indication of the State's progress will be the actual implementation of the proposal. After that, determination of the State's progress in implementing this recommendation will be ascertained by the successful completion of each phase as laid out in the proposal.

***EVALUATION METHOD FOR RECOMMENDATIONS 37-38***

Managers and supervisors participating in the management institute program will be evaluated according to Kirkpatrick's levels of training measurement.

***PLAN OF ACTION FOR RECOMMENDATIONS 37-38***

Date	Action
September 2000	Implementation of the program will begin

The Department of Management Services already has a project underway to develop a management institute for state employees. This program is to be implemented beginning in Fall 2000. The program designed by the Department of Management Services will serve the purpose well.

**RECOMMENDATION 39**

- Automate the TRAINing DIRECT system so that it sends an electronic flyer to state training managers on a monthly basis to alert employees of updates in class offerings. This will disseminate the information quickly and allow all employees to learn about upcoming training programs. In addition, send printed copies of the updated calendar to each agency to be placed in a central location accessible by all employees.

***COSTS AND BENEFITS***

Cost	Tangible	<ul style="list-style-type: none"> <li>■ Printing and distribution of hard copies of calendars, monthly</li> <li>■ Time for employee to update calendar on a weekly basis and prepare calendar for monthly distribution</li> <li>■ Time to set up group address for mass electronic mail to all state employees</li> </ul>
Benefit	Intangible	<ul style="list-style-type: none"> <li>■ Employees can take advantage of training opportunities because of constant awareness of changes to the programs</li> </ul>

***FISCAL COSTS***

The largest cost to be incurred is the monthly printing and distribution of updated calendars to all agencies in all locations. The benefit to the dissemination of this information is that more employees will be aware of training opportunities. Knowledge of these opportunities will allow training managers and employees to address job-related training and development needs.

***BENCHMARKS***

The progress of the State is determined by whether the State has created and begun printing calendars for dissemination.

***EVALUATION METHOD***

The current number of registrants accessing TRAINing DIRECT is already available. A questionnaire is required when registrants pre-register for classes via TRAINing DIRECT. The questionnaire should include a question about where they learned about the class. One of the choices will be "Via e-mail notification."

**PLAN OF ACTION**

<b>Date</b>	<b>Action</b>
August 2000	DMS will create a statewide electronic mail address system and an electronic calendar
Weekly, beginning August 2000	Once the calendar has been created, it will be updated
Monthly, beginning September 1, 2000	Calendar sent via electronic mail and distribution of hard copies to each agency

**RECOMMENDATION 40**

- Incentives for participating in training programs need to be created to tie competency to performance evaluations.

***COSTS AND BENEFITS***

Cost	Tangible	<ul style="list-style-type: none"><li>■ Paying employees for missing a day of work</li><li>■ Paying for the training classes</li><li>■ Raise or bonus for employee change in behavior</li></ul>
Benefit	Tangible	<ul style="list-style-type: none"><li>■ Increased productivity</li></ul>
	Intangible	<ul style="list-style-type: none"><li>■ Increased knowledge in the duties the employee performs</li></ul>

***FISCAL COST***

There is no fiscal cost associated with this recommendation.

A cost for giving employees an incentive to participate in training programs is that a raise or a bonus is given to every employee who changes his/her behavior resulting in significant improvement in job performance.

***BENCHMARKS***

First of all, a measurement for training, using Kirkpatrick's model, must be established and attached to all performance evaluations. Next, agencies will report to DMS the number of employees whose training needs were assessed in each evaluation. By the second year, all employees will have had at least one performance evaluation that also assessed their training needs.

**EVALUATION METHOD**

Kirkpatrick's third level of measurement, the behavior level, will be used to determine a training based employee behavioral change. If there has been a significant change in the employee's behavior, the employee will be rewarded through a bonus or raise.

**PLAN OF ACTION**

<b>Date</b>	<b>Action</b>
July 2000	Create an evaluation to assess the employee's skills and ability to perform his/her job
Annually, beginning September 2000	Begin attaching training evaluation to performance evaluations
September 2000 – September 2001 (and each subsequent year)	Employee participates in training programs which address the deficiencies discussed in the performance evaluations

A section addressing the employee's skills and ability to perform his/her job will be added to the annual performance evaluation given by each agency. Each employee will be given a performance evaluation where the supervisor addresses the employee's needs and abilities regarding the skills necessary to perform his/her job. The deficiencies in the employee's skills will be discussed with the employee. Throughout the year, the employee attending training sessions will address those deficiencies found through the performance evaluation. The next year another performance evaluation will be given. The deficiencies found in the previous evaluation will specifically be addressed to determine the employee's change in behavior due to training. In order to determine the change in behavior, Kirkpatrick's third level of measurement will be used.

**RECOMMENDATION 41**

- Establish training accountability through the use of CBS criteria.

**RECOMMENDATION 42**

- Use the database created by CBS to monitor employee training needs.

***COSTS AND BENEFITS FOR RECOMMENDATIONS 41-42***

Cost	Tangible	<ul style="list-style-type: none"><li>■ Paying employees to assess training measurement</li><li>■ Paying employees to establish forms for administering in evaluations</li></ul>
Benefit	Intangible	<ul style="list-style-type: none"><li>■ Knowledge of effects of training on employees</li></ul>

***FISCAL COST***

There is no fiscal cost associated with this recommendation.

***BENCHMARKS FOR RECOMMENDATIONS 41-42***

The first benchmark is that training accountability forms are created. The second benchmark is to make sure that the appropriate personnel administer the forms. As far as the database, the first benchmark will be the creation of the database and the insertion of all employees' deficiencies and strengths. After that, the continual update of the database will be assessed.

***EVALUATION METHOD FOR RECOMMENDATIONS 41-42***

Kirkpatrick's model has been used in various portions of this Strategic Plan. The model continues to be used in this case. Using the behavioral level of Kirkpatrick's model will allow the State to accurately determine the effectiveness of the training programs. The number of employees who are accurately represented within the database will determine the success of the database.

**PLAN OF ACTION FOR RECOMMENDATION 41**

See the "Plan of Action" set forth in Recommendation 40 for the training accountability implementation plan.

**PLAN OF ACTION FOR RECOMMENDATION 42**

<b>Date</b>	<b>Action</b>
July 2000 – September 2001	Create a database that contains all employees names and skills as well as deficiencies
Annually, beginning September 2000	Have supervisors enter the information as evaluations are performed
September 2000 (and each subsequent year)	Supervisors update the database after the annual evaluation is complete

**EXHIBIT 4  
RECOMMENDATIONS COMBINED TIMELINE**

Number and Page Number	Workforce Design Recommendations	Year -1	Year 1	Year 2	Year 3	Year 4	Year 5
		(1999-2000)	(2000-2001)	(2001-2002)	(2002-2003)	(2003-2004)	(2004-2005)
1 Page 9	Continue the implementation of the competency-based human resource system.						
2 Page 11	The State of Florida should move the frontline managers, supervisors or confidential employees that currently reside within the Career Service into SES or an as yet to be created pay plan.						
3 Page 11	The State of Florida should explore the legislative changes necessary to expand the cap on SES positions or create a new pay plan.						
4 Page 11	The State of Florida should explore the feasibility of establishing an "at-will" management track that would parallel the present Career Service system.						
5 Page 13	Agency heads should examine their agencies for potential outsourcing possibilities. Outsourcing decisions should be guided by published criteria.						
6 Page 14	The State of Florida should tighten the current OPS waiver policy. Managers should be counseled against seeking extensions of OPS waivers except where special needs arise. If projects are long term, managers should request that positions be established. If these positions are not approved, managers should follow the established procedure for requesting OPS workers.						
7 Page 14	Agencies should follow existing rules concerning OPS and provide OPS workers with a list of all available benefits when they are hired. OPS workers should be counseled that OPS positions are not permanent.						
8 Page 15	The State of Florida should commit itself to allowing on-line applications for all positions.						
9 Page 16	The State of Florida should link all position openings to the CBS software.						

**EXHIBIT 4 (Continued)  
RECOMMENDATIONS COMBINED TIMELINE**

Number and Page Number	Workforce Design Recommendations	Year -1	Year 1	Year 2	Year 3	Year 4	Year 5
		(1999-2000)	(2000-2001)	(2001-2002)	(2002-2003)	(2003-2004)	(2004-2005)
10 Page 17	The State of Florida needs to improve its recruitment efforts within various minority communities. Some of the possible steps to be taken are: focused advertising in publications and web sites frequently viewed by minorities, contacting minority institutions (such as black colleges) and establishing links to existing web sites, improved contacts with placement offices at minority institutions, improved minority intern programs and establishing liaison offices with placement offices in minority communities.						
11 Page 18	The State of Florida needs to re-emphasize the seriousness of recruiting women and minorities into its mid-level and senior management. Without a sustained effort from mid and senior level management, it is unlikely that the State workforce will represent the state's diversity. The State should offer specific training in its managerial and supervisory training courses on the need for increased diversity in the workforce.						
12 Page19	The State of Florida should set a minimum standard for human resource automation and ensure that each agency's human resource office has access to at least standard level technology. This recommendation is critical for the implementation of the competency based system.						
13 Page 20	The State of Florida should continue to standardize all necessary human resource forms. The implementation of the CBS system should assist the State in this function.						
14 Page 21	To improve efficiency and cut down on redundant activities, the State of Florida should implement an HR service center system. Due to potential costs, the State should begin by establishing carefully selected pilot programs. The pilot programs would then serve as models for a more comprehensive service center system.						

**EXHIBIT 4 (Continued)  
RECOMMENDATIONS COMBINED TIMELINE**

Number and Page Number	Workforce Design Recommendations	Year -1	Year 1	Year 2	Year 3	Year 4	Year 5
		(1999-2000)	(2000-2001)	(2001-2002)	(2002-2003)	(2003-2004)	(2004-2005)
15 Page 22	The Department of Management Services should audit human resource practices and be empowered to enforce any required corrections that result from the audits.						
16 Page 23	The State of Florida should improve its efforts at identifying those positions that are best suited for telecommuting. The process of approving telecommuting should be made uniform across agencies. Managers need to be trained to overcome their resistance of new work arrangements. Managers also need to consistently apply the policy and should document the reasons when requests are disapproved.						
17 Page 25	The State of Florida should encourage agencies to use a staggered work schedule. Managers need to consistently apply the policy and should document the reasons when requests are disapproved.						
18 Page 26	The State of Florida should encourage agencies to use a four-day workweek. Managers need to consistently apply the policy and should document the reasons when any requests are disapproved.						
19 Page 28	The State of Florida should seek to retain a core of key employees. To this end, managers must ascertain the reasons for turnover through exit interviewing. Exit interviews must be performed for all employees (including SES and SMS employees) and must be consistent in form and application.						

**EXHIBIT 4 (Continued)  
RECOMMENDATIONS COMBINED TIMELINE**

Number and Page Number	Workforce Compensation and Benefits Recommendations	Year -1	Year 1	Year 2	Year 3	Year 4	Year 5
		(1999-2000)	(2000-2001)	(2001-2002)	(2002-2003)	(2003-2004)	(2004-2005)
20 Page 29	Implement a new compensation plan which includes market hiring rates, market salaries and performance-based pay increases.*						
21 Page 29	The State Legislature should commission a study of the current rate allocation system to determine if a lump sum budget allocation process for salaries, bonuses and performance-based increases could be substituted to provide flexibility for agencies to accomplish their mission while still ensuring accountability and control of continuing costs.						
22 Page 32	DMS should perform an employee needs assessment and satisfaction survey every three years.						
23 Page 33	The State of Florida should consider creating a defined contribution retirement option.**						
24 Page 34	The State of Florida should examine lowering the vesting period from 10 years.						
25 Page 35	The State of Florida should continue its current practice and not extend benefits to OPS workers.						
26 Page 36	The State of Florida should seek to expand its efforts in the area of elder care. Consistent with other recommendations, the policy should incorporate flexible schedules with maximum participation in telecommuting. The State should emphasize the availability of the Family Medical Leave Act to employees with critical elder care needs. These recommendations should alleviate some of the time pressures associated with elder care responsibilities.						

**EXHIBIT 4 (Continued)  
RECOMMENDATIONS COMBINED TIMELINE**

Number and Page Number	Workforce Compensation and Benefits Recommendations	Year -1	Year 1	Year 2	Year 3	Year 4	Year 5
		(1999-2000)	(2000-2001)	(2001-2002)	(2002-2003)	(2003-2004)	(2004-2005)
27 page 36	The State of Florida should continue to offer employees the option of purchasing dependent care accounts and highlight this feature to new and existing employees. In addition, the State should explore the possibility of offering insurance policies to employees that would lighten the financial burden for employees.						
28 Page 38	The agencies should continue their existing childcare programs. In addition, the State needs to make a concerted effort to allow employees some flexibility in work scheduling and encourage telecommuting as an option.						
29 Page 39	The State of Florida should implement a program that offers health club discounts to employees interested in such memberships. While some health care providers already offer this benefit, all health care providers could be required to broker deals as part of coverage provision.						
30 Page 40	The State of Florida should consolidate all agency supplemental benefit plans and present State employees with a uniform set of benefit options.						

**EXHIBIT 4 (Continued)  
RECOMMENDATIONS COMBINED TIMELINE**

Number and Page Number	Workforce Training Recommendations	Year -1	Year 1	Year 2	Year 3	Year 4	Year 5
		(1999-2000)	(2000-2001)	(2001-2002)	(2002-2003)	(2003-2004)	(2004-2005)
31 Page 41	To eliminate unnecessary duplication of training courses, general training for employees such as cultural diversity, sexual harassment prevention, and anti-discrimination policy should be centrally coordinated by DMS.						
32 Page 41	DMS should act as a broker for more specialized training such as computer training and training in other workplace technologies. In the role of broker, DMS should negotiate pricing and arrange for service provision from both internal and external sources.						
33 Page 41	Individual agencies will continue to be responsible for creating agency-specific training plans and for training employees on these specific issues. In addition, agencies will conduct training evaluations in conjunction with CBS' employee performance evaluations.						
34 Page 43	Each agency's training manager must submit a training and development plan to DMS for review and critique. The critiques must then be distributed to the agency's training manager and department head. For Governor's agencies, a copy shall also be provided to the Executive Office of the Governor.						
35 Page 44	The types of courses addressing employees' training needs, including generalized and specialized needs, should be increased. Courses should be offered in those areas currently listed on the TRAINing Direct web site. The state should offer courses that are relevant to all employees and allow the agencies to provide employees with job specific training opportunities.						
36 Page 46	The agencies should offer more methods of training. Employees should not learn only through trial and error or through supervisors or co-workers demonstrating job routines to them. While these methods are useful and convenient, employees should also be offered a wide variety of other methods of training so that training can be suited to fit the individual employee.						

**EXHIBIT 4 (Continued)  
RECOMMENDATIONS COMBINED TIMELINE**

Number and Page Number	Workforce Training Recommendations	Year -1	Year 1	Year 2	Year 3	Year 4	Year 5
		(1999-2000)	(2000-2001)	(2001-2002)	(2002-2003)	(2003-2004)	(2004-2005)
37 Page 48	A separate training program should be designed to address the specific needs of managers and supervisors. The program should not be a required one-time course, but rather a program where managers and supervisors can continually turn to address the changing needs of the workforce.						
38 page 48	In addition to the topics proposed for PLDP, the following topics should be addressed: communication skills, decision-making, critical communication, coaching, and counseling.						
39 Page 50	Automate the system so that it sends an electronic flyer to state employees on a monthly basis to alert employees of updates in class offerings. This will disseminate the information quickly and allow all employees to learn about upcoming training programs. In addition, printed copies of the updated calendar should be printed and sent to each agency to be placed in a central location accessible by all employees.						
40 Page 52	Incentives for participating in training programs need to be created to tie competency to performance evaluations.						
41 Page 54	Establish training accountability through the use of CBS criteria.						
42 Page 54	Use the database created by the CBS to monitor employee training needs.						

***Conclusion***

The State's employees are its most important resource for developing the type of state envisioned by Florida's leaders as well as its citizens. This strategic plan is an important step in pursuing the opportunities currently presented to the State. The plan proposes a well-researched and documented method of achieving the goal of assembling the 'best and brightest' workforce for the 21<sup>st</sup> century. Through these recommendations the State of Florida will fundamentally change the way that it operates and serve the interests of its citizens with greater accountability and productivity.