



Annual Human Resources Survey 2002-03

The Department of Personnel and Administration, Division of Human Resources (DPA/DHR) requires that departments complete a human resources survey on an annual basis. The objective of the survey is to gather and provide information on general human resources activity that cannot be captured electronically. The information is self-reported and is primarily conducted online. The legislature, other departments, other divisions within DPA and units within DPA/DHR, and other employers' human resource departments use the resulting data.

The survey requested information in nine human resources functional areas: human resources (HR) staffing; job evaluation and compensation; selection, retention, and separation; workforce development; leave activities; performance management; grievances, corrective actions, and disciplinary actions; employee benefits; and risk management. The survey was sent to all 53 human resource administrators on August 1, 2003 with a 15-day response time requested. The response deadline was extended to accommodate departments' staff shortages and efforts to provide complete information.

The number of departments responding varies by section. All nine sections of the survey needed to be completed but each could be submitted at the separately. This allowed human resources administrators to assign survey sections to be completed by the appropriate areas in their department and submit completed sections while awaiting the others.

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Section I – Human Resources Staff Summary

There are eight (8) human resources core functions for state departments and institutions of higher education. Those are job evaluation and compensation, selection, workforce development, leave management, performance management, employee relations, employee benefits, and risk management. These functions are performed by employees who may be located within the Human Resources Office or in other parts of the organization. This year the survey requested the percent of time devoted to each activity by each human resources FTE rather than the number of people performing each function. The number of departments responding on each core human resources function varied since all departments do not do every function listed or, particularly in higher education, the function is handled on a centralized or system level.

	HR Professionals	HR Support and Technical Staff	Total FTE
Job Evaluation & Compensation (37 depts.)	19.74	1.2	20.94
Selection (42 depts.)	23.94	9.68	33.62
Training (38 depts.)	12.83	1.8	14.63
Leave Administration (40 depts.)	4.89	9.15	14.04
Benefits (35 depts.)	7.06	1.3	8.36
Risk Management (34 depts.)	11.6	1.77	13.37
Performance Management (44 depts.)	8.64	2.23	10.87
Employee Relations (36 depts.)	11.53	1.58	13.11
Total FTE	100.2	28.7	128.9

The table below represents the ratio of employees to professional and technical staff performing HR functions within the departments. Between 36 and 44 departments, representing 68% to 83% of the 53 total departments, provided information on their staffing. The number of professionals includes employees exempt from the personnel system (non-classified) who perform core human resources functions for the organization.

Ratio of Human Resources Staff to Employee Workforce				
Fiscal Year	1999-00	2000-01	2001-02 (50 depts.)	2002-03 (36 depts.)
Statewide HR Staff	315	380	346	179.0*
HR Professionals (Includes Classified and Non-classified)	185	220	221	150.3
HR Support and Technical Staff	130	160	125	28.7
Statewide Employee Workforce	32,317	34,153	30,024	15630**
HR Ratio for every 100 employees	0.97	1.11	1.15	0.87

*Fewer departments responded than in previous years

**Reflects total workforce of reporting departments only to arrive at a more accurate ratio

This year the data shows that there are fewer human resources employees delivering the same services to every 100 employees, although that ratio is derived from data obtained from fewer departments than last year. Last year 50 departments responded to the survey which was a 94% response rate. The ratio of employees to human resources professional and technical staff has changed significantly from the most commonly published industry standards of 1:100 and reported state ratios. The ratio is 0.87 human resources staff to every 100 employees.

PCP Certification

The director of the Division of Human Resources (DHR) has been delegated the authority to perform the statutory responsibilities of the state personnel director, which includes providing leadership, policy, and oversight of the state personnel system. In turn, the director has delegated several human resource functions such as recruitment, selection, and job evaluation to all but a few departments. In order to perform the delegated functions, the professional human resources staff of decentralized departments is expected to obtain the necessary proficiency certifications.

The DHR currently offers Personnel Certification Programs (PCP) in selection, job evaluation, and personal services contracts. These programs are geared toward human resources professionals who perform these types of functions, and achievement of PCP certification is often a minimum requirement for professional human resources staff. Certification in one or more of these areas also permits certain authority in accordance with delegations.

The Selection course consists of a practicum and review of the theoretical concepts of the selection process including job analysis, recruitment, filling a vacancy, the exam and referral process, and the applicable legal parameters. The Job Evaluation course covers the principles of job evaluation, the state's job evaluation system and factors used in evaluating jobs, the content of the position description questionnaire (PDQ), several practical exercises in evaluating PDQs and defending allocation appeals, and an internship. The Personal Services Contract course focuses on an overview of applicable statutes and Director's Administrative Procedures, the contract review process, and the basics for determining independent contractor status.

The table below totals the responses from 39 departments (74%) showing the current number of active human resources employees who have PCP Certifications. It does not include staff at the Department of Personnel and Administration/Division of Human Resources who have system development, maintenance, training, and consulting responsibilities.

Number of HR Administrators and Staff in Departments with PCP Certifications				
	Selection	Job Evaluation	Personal Services	Total
HR Staff with PCP Certification	44	44	27*	115
PCP Received in FY03	14	11	35*	60
HR Administrators with PCP Certification	16	16	14	46
Total	74	71	76	221

*Though 35 received Personal Services Certification in 2003, only 27 of these were at the reporting agency at time of survey.

Section II – Job Evaluation and Compensation

Job Evaluation

Job evaluation is a critical component of human resources administration. The State of Colorado uses a non-numeric factor system to evaluate and allocate positions in the state personnel system. Our job evaluation system has four factors (decision making, complexity, purpose of contact, and line/staff authority). Evaluating a position description questionnaire (PDQ) involves identifying the correct class series and the appropriate functional level within that series.

HR professionals conduct job analyses and evaluate PDQs to:

- Ensure that the PDQs are current and adequate; and,
- Determine whether the class series and levels, as related to the job description, are appropriate.

Data from 29 responding departments show that it took an average of 13 calendar days to evaluate a PDQ and complete allocation requests during FY2002-03, a 19% decrease in time from last year.

Job Evaluation Activity	Quantity
Average number of calendar days to complete allocation requests	13
Number of allocations for occupied positions	1569
Occupied positions sustained	147
Occupied positions allocated upward	1184
Occupied positions allocated downward	238
Number of allocations for new positions	416
Number of allocations for vacant positions	384

Compensation

The Fair Labor Standards Act (FLSA) is the federal law that establishes the minimum wage, overtime compensation standards, record keeping requirements, child labor provisions, and other regulations that affect employers and labor. The effective date of the Act as it applied to state and local governments was April 15, 1986.

Employees are presumed to be eligible for overtime (non-exempt) unless specifically exempted. Department human resources professionals are responsible for determining if positions are exempt from overtime, notifying their employees of this designation, and are responsible for maintaining basic FLSA-related records (hours worked each workday and workweek, wages paid, deductions from wages, and overtime paid) that are not centrally located. Thirty-two out of 36 responding departments (89%) maintain FLSA designation documentation for all of their employees, which is a nearly 250% improvement over the 13 departments reporting such designation documentation last year. Two departments indicated that they are currently in the process of reviewing all positions for FLSA designation.

The U.S. Department of Labor (DOL) is authorized to investigate any alleged violations and generally enforce the FLSA. During FY2002-03, the thirty-six responding departments reported that no employees in the state personnel system filed complaints with DOL, as opposed to FY2001-02 when 3 complaints were filed.

Compensatory time is allowed for non-exempt public sector employees in lieu of cash payment, subject to certain limits. For non-exempt employees hired before April 15, 1986, compensatory time agreements are not needed provided that the department had a regular practice of granting compensatory time off in lieu of overtime pay. For those non-exempt employees hired on and after April 15, 1986, departments must reach compensatory time agreements. Twenty-nine departments (81%) responded that they have compensatory time agreements with non-exempt employees, which is a small increase from the number that reported (77%) in FY2001-02.

According to the FLSA, a non-exempt employee who accepts additional hours of paid employment with another state department, regardless of rate of pay, is entitled to overtime compensation for any time worked over 40 hours in a seven-day period, when hours worked in the two departments are combined. Twenty-one departments (55%) replied that they have a policy and/or records on secondary employment for employees who are eligible for overtime compensation.

Section III – Selection, Retention, and Separation

The State of Colorado continues to experience challenges in recruiting, developing, and retaining staff to meet current and emerging departmental needs. These challenges underscore the importance of ensuring that state departments have the resources to effectively achieve their missions and manage their people. This section addresses activities related to selection, retention, and separation.

Selection

The state personnel director is charged with establishing “procedures and directives necessary to implement a merit-based statewide selection system to be used uniformly by all principal departments.” C.R.S. 24-50-112.5 (1)(a). “Appointments and promotions to positions shall be based on job-related knowledge, skills, abilities, competencies, behaviors, and quality of performance as demonstrated by fair and open competitive examinations. Selection shall be made without regard to race, color, creed, religion, national origin, ancestry, age, or political affiliation and without regard to sex or disability except as otherwise provided by law.” C.R.S. 24-50-112.5 (1)(b).

Thirty-four survey respondents reported that 1360 new employees were hired during FY2002-03 versus 948 new employees reported by 38 survey respondents in FY2001-02. The average number of calendar days to fill a position from receipt of the personnel requisition to the date of referral was 27 calendar days, down from an average of 39 days last year. It took 15 additional days (average) from the time of referral to appointment. This year’s survey respondents were asked to report the average length of time required for the selection process for positions in the Professional Services (PS) occupational group and for positions in the Administrative Support and Related (ASR) group. The average time from request to referral for the PS positions was 28 days and, for the ASR positions, it was 19 days.

The percentage of vacancies filled using a written objective test as part of the exam plan is very different between vacancies in the ASR occupational group versus the PS occupational group. Of the 34 respondents, 19 never use written objective tests for PS vacancies and 10 respondents indicated that written objectives are used less than 10% of the time. However, for vacancies in the ASR occupational group, 20 survey respondents use written objective exams 70% to 100% of the time.

This year survey respondents were asked to identify vacancies filled through open competitive exams versus departmental promotional exams. The 34 responding departments indicated that there were 941 vacancies filled in 2002-03 through open competitive exams and 263 through departmental promotional exams.

The part of the selection process that causes the longest delay varies between respondents. The top three reasons given for delays were: 1) the testing process, which includes examination development, multi-step screening processes due to large applicant pools, and reviewing applications; 2) timeframes around notification of applicants, which included giving sufficient time for response to those who do not meet requirements and time to mail exam/interview letters; and 3) internal supervisors’/managers’ availability to assist Human Resources in completing job analysis, to obtain approval/authorization on personnel requisitions, and to serve as SMEs (subject matter experts).

The respondents were asked how the process could be changed to shorten the time between requests to referrals. The responses were varied and in some cases specific to the culture of the department. However, a few responses were applicable system-wide.

- Online Testing: set-up so applications could be accepted at any time and applicants could test upon submitting application. This would be particularly helpful for frequently filled positions.
- Email notification to candidates instead of US mail.
- Announcements posted for shorter duration.
- Shorter notification times.
- Change the “rule of 3”.

Finally, respondents were asked what selection devices, tools or training DHR could provide them to assist in the selection of well-qualified applicants. The responses were as follows.

- Provide an online bank of recently laid-off employees, their certified classes and background.
- Development of selection devices such as competency based exams, devices geared toward higher education positions, more current updated written exams, and access to quality testing materials that are both valid and reliable.
- Online application that uploads to ADS.
- More training in the following areas:
 - 1) Use of competencies for ranking candidates,
 - 2) Constructing competency-based exams,
 - 3) Efficient Selection PCP training with certification in less than a year,
 - 4) Appointing authority condensed concept training related to what, why, and how selection HR Specialists do what they do,
 - 5) Utilization of item data bank, and
 - 6) Interview skills training for supervisors.

Temporary Services

Of the 36 survey respondents, 22 review contract and purchase orders for temporary services and 14 do not. Those contracts and purchase orders approved were for the purpose of temporarily filling vacated positions (105 contracts), for filling positions temporarily vacant due to incumbents on a leave of absence (12 contracts), and for addressing work overflow issues (181 contracts).

Retention

The survey asked departments to indicate the tools they use to retain employees - multiple responses were permitted. The table below shows the most commonly used retention methods. Other tools mentioned were competitive salaries (which were achieved by appointing above the minimum of the pay grade), PERA retirement, and the ECO Pass Program.

Tools	Number of Responses
Training	25
Recognition Programs	27
Tuition Reimbursement	23
Flexible Hours/Flexible Schedules	26
Discretionary Pay	13
Incentive Awards	10

DHR Assistance

The survey asked respondents to identify areas where DHR could provide assistance with employee retention. The respondents identified the following actions:

- Work toward improved cost-effective health and dental insurance benefits
- Tuition discounts and reimbursements
- Reinstate tuition discounts at community colleges
- Free or lower cost training
- Succession planning tool kits and/or other succession planning resources
- Fund salary increases performance awards, incentives, and recognition programs.

These are essentially the same areas identified by the respondents last year.

Section IV – Workforce Development

The State of Colorado is committed to building a skilled workforce. The following information from 38 departments (72%) provides some useful data on how our departments are meeting this challenge. Three departments reported having an official plan for replacement of retirees, e.g., succession planning. One institution's succession planning was eliminated due to budget cuts. Ten departments provide career development counseling for their employees; however, eight of these departments report that the counseling is informal and/or done at the employee's request. Thirty-one departments have an internal training program with staff and various classes and 11,909 employees attended these internal training classes during FY2002-03. The types of training provided are unchanged from what was reported last year and are as follows:

Type of Training	Number of Departments Responding
Employee Orientation	32
Performance Management	27
Computer Training	21
Sexual Harassment	22
Supervisory Skills	18
Leave	15
Customer Service	11
Workplace Violence	11
Diversity	11
Conflict Management	11
Stress Management	8
Other	10

Section V – Leave

Permanent employees begin earning annual and sick leave from the first day of employment. Part-time employees and full-time employees who work or are on paid leave less than a full month earn pro-rated amounts of leave. Temporary employees do not earn leave unless mandated by law, e.g., jury and possibly family/medical leave.

Annual Leave

Annual leave is accrued according to the number of years an employee has worked for the state, and any remaining leave over the maximum accrual rate at the end of a fiscal year is forfeited on July 1. The maximum accrual rate ranges from 24 to 42 days, depending on years of service. Upon retirement or separation, unused accrued annual leave is paid out, subject to the maximum accrual rate. The number of annual leave hours paid out to state employees upon retirement/separation, as reported by 38 departments, was 132,950 hours. Based on data submitted from 38 departments, 15,957 of their employees used a total of 1,848,198 hours of annual leave, which averaged 14.5 days per employee. The average amount of annual leave taken during FY2001-02 was 18.1 days based on information reported from 47 departments.

Leave Sharing

The purpose of leave sharing is to allow employees to transfer annual leave to an eligible employee if that employee or an immediate family member is experiencing a catastrophic illness or injury that poses a direct threat to life. Forty-three departments reported having established leave-sharing programs. Eligibility is limited to permanent employees with at least one year of state service, who have exhausted all applicable accrued leave. Leave sharing is intended to be a “court of last resort” and is not a substitute for short-term disability, long-term disability, or workers’ compensation benefits. Each department may determine whether or not to offer a leave sharing program, which may include a leave bank, direct transfer, or both.

During FY2002-03, 38 departments (72%) reported that 158 applications for leave sharing were received, 147 leave sharing applications were accepted and 11 were rejected. Of those accepted, most (85) were for the employee’s own condition. However 17 were for a relative’s condition – three for a child, eight for a parent, four for a spouse, and two for another relative (brother and custodial grandchild). The relationship for 45 of the accepted leave sharing applications was not specified in the survey responses. Last year, 42 departments reported that 149 leave sharing applications were accepted and 27 were rejected.

Sick Leave

Full-time employees earn 6.66 hours of sick leave per month. C.R.S. 24-50-104 provides that employees shall be credited with no more than 80 hours sick leave per fiscal year. Any accrued sick leave over the maximum accrual rate at the end of a fiscal year is converted to annual leave at a ratio of 5:1 hours up to a maximum of 16 hours of annual leave. The maximum accrual rate for employees hired prior to July 1, 1988, is their sick leave balance on that date plus 45 days. The maximum accrual rate for employees hired on and after July 1, 1988, is 45 days. All unused sick leave is forfeited upon separation from the personnel system unless the employee is eligible for an immediate full or reduced retirement, which is paid out at 25% subject to the maximum accrual. Based on data submitted from 38 departments, a total of 15,919 of their employees took a total of 1,016,042 sick leave hours for an average 8.0 days per employee. Last year (FY2001-02), with 47 departments reporting, the average amount of sick leave taken was 6.8 days.

Funeral Leave

The supervisor or appointing authority must approve the amount of funeral leave based on the relationship to the deceased, and the distance and mode of transportation. An appointing authority is permitted to approve up to 40 hours leave. Based on data submitted from 38 departments, a total of 2869 of their employees used a total of 67,793 funeral leave hours resulting in an average of 2.95 days per employee. The average amount of funeral leave taken during FY2001-02 was 3.6 days based on the information provided by 47 departments.

Injury Leave

Injury leave is paid leave provided to permanent employees who suffer an injury or illness in the line of duty that is compensable under the Workers' Compensation Act. Eligible employees are granted up to 90 working days of leave with full pay, provided the employee assigns, endorses, or otherwise causes his temporary compensation to be paid to his employing agency. Because injury leave is granted on a per day basis, each day an employee misses any work due to the illness or injury is counted as one of the 90 occurrences of injury leave.

For the departments responding, 359 employees were granted injury leave. The number of actual hours of lost time covered by injury leave is 32,758 work hours for an average of 91.25 hours per employee.

Section VI - Performance Management

The performance pay system consists of three components: performance management, performance awards, and dispute resolution. Departments developed and implemented the components of their own performance pay programs based on system-wide requirements.

Statewide, uniform core competencies (communication, interpersonal skills, customer service, accountability, and job knowledge) must be incorporated into each individual performance plan and evaluation. Departments may designate additional competencies specific to their organizations.

Performance Management Training

The performance management component includes a detailed training plan for supervisors and employees. Training is mandatory for all raters. Appointing authorities and designated raters are responsible for communicating the department's performance management component to their employees. Forty-two departments responded to the survey and reported 2460 supervisors in the state personnel system and 856 supervisors who are exempt from the system. Survey responses from these 42 departments indicated that they provided performance management training to their supervisors during FY2002-03, for a total of 693.5 training hours. Twenty-five departments provided training for their supervisors prior to FY2002-03. Thirty-seven departments conducted their own training in-house, and the remaining departments received training from other agencies. Twenty-five departments provided training for non-supervisory employees for a total of 91 hours of scheduled training time. The majority of these 25 departments provide 1 or 2 hours of training time for their non-supervisory employees, although one department indicated that they provided 25 hours of training time.

Performance Management Ratings

All employees are evaluated, in writing, at least annually based on their job performance within the performance evaluation cycle. The deadline for completing annual evaluations is as close to the July 1 payment date as possible. Employee performance is rated based on four levels: unsatisfactory, satisfactory, above standard, and outstanding. An unsatisfactory performance rating results in a performance improvement plan or a corrective action. A total of 31,894 final performance ratings were completed during the FY2002-03 performance cycle. This is a 99.34% compliance rate. A total of 213 employees from six departments received no evaluations.

Each department's program must outline how supervisory compliance will be tracked and how noncompliance will be addressed. The programs also detail the sanctions to be used. None of the departments reported imposing any suspensions, demotions, or terminations on supervisors for failing to evaluate their employees, or for submitting evaluations after July 1.

Dispute Resolution

Employees may question certain matters regarding performance plans and ratings through the department's internal performance pay program dispute resolution provision and the state personnel director's dispute resolution system. Dispute resolution moves away from a traditional adversarial system toward one that supports and encourages dialogue and communication to solve problems. The table below illustrates the reasons for performance pay disputes for the thirty-eight responding departments during FY2002-03.

Reasons for Performance Pay System Disputes	Number of Disputes
Overall rating or lack of a final overall rating	18
Subjectivity of the rating	10
Unclear measurements in plan	8
Lack of a performance plan	1
Lack of consistent distribution of ratings	4
Total	41

In FY2001-02, 51 departments reported a total of 100 disputes with the top three reasons being the same as shown for this FY2002-03. Some of the reasons for disputes that were listed last year were not cited this year, i.e., lack of coaching or feedback, lack of communication regarding the department's program, and lack of supervisory training.

Section VII – Grievances, Corrective Actions, Disciplinary Actions

Grievances

Board Rule R-8-5 states that “a permanent employee may grieve matters that are not directly appealable to, or reviewable by, the Board or director.” Each department is allowed some flexibility to establish an internal grievance process to address and resolve problems, providing it complies with the time frames and basic procedures in Board Rule R-8-8.

Corrective Actions

Corrective actions are written statements “intended to correct and improve performance or behavior” that do “not affect current base pay, status, or tenure.” (R-6-8). Corrective actions include statements regarding the areas for improvement, the actions to take, the time frame, and consequences for failure to correct behavior.

Disciplinary Actions

Disciplinary actions can be taken against an employee for (1) failure to perform competently, (2) willful misconduct or violation of department rules or law, (3) false statements of fact during the application process for state positions, (4) willful failure to perform, including failure to plan or evaluate performance in a timely manner or inability to perform, (5) final conviction of a felony or other offense of moral turpitude, and (6) final conviction of an offense of a Department of Human Services’ employee subject to statutory provisions. Disciplinary actions may include a reduction of base pay, demotion, dismissal, and suspension without pay (R-6-9).

Thirty-six survey respondents (68%) reported that 70 written grievances were filed during FY2002-03, and 527 corrective actions were administered. Disciplinary actions were administered for failure to meet standards of efficient service (61), willful misconduct (71), willful failure or inability to do the job (53), and final conviction of a felony (1).

Separations

Reasons used in the EMPL system for leaving state employment are categorized by death, retirement, voluntary, and involuntary.

Voluntary separations include the following:

- Accepted a job outside the state personnel system
- Deemed to have resigned
- Did not report for work
- Dissatisfied with pay or working conditions
- No reason given
- Personal reasons
- Relocation
- Returned to school
-

Involuntary separations include:

- Change in administration
- Conflict of interest
- Disciplinary termination
- Exhausted all paid leave
- Failed training class
- Layoff
- Military

The survey asked departments to expand on these reasons and give their 'perception' of why people leave state government. Respondents could choose all that apply. Thirty-six departments responded and the results are in the table below.

Other Reasons for Leaving State Government	Number of Responses
Retirement	24
Change in Family Situation	21
Benefit Costs	19
Lack of Promotional Opportunities	19
Frustration with Bureaucracy	12
Poor Supervision	10

Layoffs

Board Rule R-7-7 states that layoffs can occur only because of lack of funds, lack of work, or reorganization. As a result of a layoff, employees may be separated from state employment, may be placed in a different position within their own department, may accept a position in a different department, or may accept an incentive instead of being laid off. There were 30 survey respondents to the questions on abolished positions. There were 426 separations due to abolished positions (layoffs) for FY2002-03. Separation incentives were provided to 178 of these individuals in lieu of layoff. Of the remaining 248 individuals, 170 were actually separated from state employment, 69 were placed within their own department, and 9 accepted a position with another department. A total of nine laid off employees were reappointed from the department's reemployment list.

Exit Interviews

Twenty-four of the 36 departments responding to the survey conducted a total of 297 detailed exit interviews. The following are the seven most commonly stated reasons for the use of exit interviews:

- Review patterns and potential problems for management consideration regarding work environment adjustments
- Assess and improve departmental job efficiency and communication
- Provide feedback to managers and supervisors regarding patterns in specific work units
- Explain COBRA and other benefits available to separating employees
- Identify training and retention issues
- Provide information to improve employees' work experience, and
- Obtain all equipment in employee's possession and terminate computer access.

Section VIII – Employee Benefits

The State of Colorado offers a comprehensive portfolio of benefits to its statewide workforce, including medical, dental, life, short-term disability, flexible spending awards, and tax-deferred retirement options. Each department has at least one individual responsible for the administration of benefits plans for their employees. This is a new section added to the survey to obtain information on communication between the responding department and DHR's Benefits Unit and between the responding department and their employees. In addition, concerns about confidentiality of materials under HIPAA (Health Insurance Portability and Accountability Act of 1996) are addressed in two questions.

Twenty-eight departments responded to the survey. Twenty-seven of these departments notify the Benefits Unit if the individual responsible for benefit programs have changed. All the responding departments provide benefits orientation within 14 days of hire, communicate changes to benefits programs to all employees, require documentation to support mid-year change requests, and safeguard access to employees' Personal Health Information (PHI). All the responding departments reported having employee PHI stored in separate files in locked files or cabinets and many of these are in a secured room.

Section IX - Risk Management

The Risk Management Unit provides insurance coverage for state buildings and their contents, boilers and machinery, aircraft, and for employee fidelity, liability claims and workers' compensation. It also offers comprehensive safety and loss control programs and resources including consulting services and training.

This year is the first year for requesting the information in this section of the survey. The questions in this section cover staffing for certain risk management services, the risk management policies and plans that are in place, and the types of training that are offered in the departments.

Twenty-eight departments responded to this section of the survey. Twenty-one of these departments have one manager dedicated to the oversight of risk management issues. All of the departments have a designated and trained person to handle their Workers' Compensation claims and sixteen responding departments have a Hazardous Materials Liaison.

The table below shows how many of the responding departments have the plan, program, or policy specified:

Policy/Plan/Program	Number of Departments	
	Yes	No
Disaster Recovery Plan	19	9
Written Ergonomics Program	1	27
Written Workplace Violence policy	21	7
Written Sexual Harassment Policy	28	0
Written Use of State Vehicles Policy	18	10

The table below shows how many of the 28 departments responding to the survey provide training on the policies indicated. One institution of higher education responding "No" indicated that it used to provide the training but the risk management function and training is now centralized at the system level and the campus no longer provides the training. Another comment noted that smaller agencies are at a disadvantage in that they typically do not have internal training staff or funds to obtain the training.

Policy Training	Number of Departments	
	Yes	No
Substance Abuse	10	18
Workplace Violence	8	20
ADA	7	21
Sexual Harassment	16	12

Seventeen of the 28 responding departments have formal Safety Committees. Nine of the 28 responding departments do no safety training at all. The remaining 19 departments do train in one or more of the specified safety subjects shown below.

Type of Training	Number of Departments	
	Yes	No
Hazardous Materials handling	15	13
Personal Protective Equipment	11	17
Lock-out/Tag-out	7	21
Confined Space	6	22
Blood-borne Pathogens	11	17
Forklift Operations	5	23
Back Injury Prevention	9	19
Preventing slips, trips, and falls	9	19