

STATUS OF
MANAGEMENT IMPROVEMENT/ACCOUNTABILITY AND MANAGER
DEVELOPMENT IN IOWA STATE GOVERNMENT

- A. *Management approaches that we have put into effect in recent years to improve accountability and results in day-to-day operations of state government.*
1. Results oriented management approach (management by objectives and results).
 2. Program budgeting.
 3. Employee performance appraisal system (based on work results) for accountability of employees.
 4. Improved personnel management using merit principles, and a new employee relations division.
 5. Initiation of management/supervisor training and development.
- B. *Accountability depends a great deal on the caliber and motivation of managers and supervisors.*
1. State administrators are becoming increasingly professional.
 2. Managers are given training to help them improve their skills to manage and to supervise employees effectively.
 3. Managers are expected to "manage"--to plan for results consistent with legislative and executive policies and to reach those results.
 4. We need to recognize and reward good management.
 5. We are building management teams at all levels.
- C. *Current Management Training and Development is related to improved management approaches, but it is not as well organized and systematic as it should be.*
1. About 800 managers and supervisors a year receive training provided by the Governor's Policy Committee and the Institute of Public Affairs of The University of Iowa.
 2. Other kinds of management training are provided, primarily by major departments; but a centralized record of this training is not kept so we do not know how much of this there is.
 3. Training workshops are taken pot luck, rather than being sequential.
 4. Training is not tied formally to management development.
- D. *We are in the process of setting up a management training/development system.*
1. A management training board, comprised primarily of department heads, will set policy and plans for the system.
 2. A state training administrator is being hired to administer the system. This position will be financed by a U.S. Intergovernmental Personnel Act grant and \$15,000 from several larger state departments. This grant was not available when the request for financing this position was made to the 1979 legislature.
 3. The money to set up this position and to install the management training system is a small, but highly significant, investment in state government managers/supervisors and in state government accountability.

REPORT OF THE EDUCATIONAL LEAVE SUBCOMMITTEE

to the

LEGISLATIVE COUNCIL

September 5, 1979

The Educational Leave Subcommittee met at 2:00 p.m. September 4, 1979. The Subcommittee heard a presentation by representatives from the Comptroller's Office on the results of a survey of the rules and policies of state agencies regarding educational leave. The Legislative Service Bureau also discussed the results of its survey of Educational Leave statutes and policies of other states.

The subcommittee members identified several primary issues which they agreed should be resolved in any rewrite of the present educational leave statute including the following:

To what extent

1. should educational leave be used to train an employee to perform a completely different job function within an agency? (As opposed to enhancing the employee's ability to perform his or her present job.)
2. What types of educational opportunities should be covered under an educational leave program?
3. What should be the status of collective bargaining agreements vis a vis the statute?
4. The differences between educational leave and educational assistance need to be distinguished and programs and policies suitable to each developed.

The Subcommittee directed the staff to begin preparing a rough draft for discussion at the next meeting. The draft will provide for uniform rules and administration of the program by the comptroller as appropriate with alternatives regarding the definitions of educational leave and educational assistance and the extent of support under each program. The Subcommittee also felt that an annual report by state agencies on the indirect and direct costs of the educational leave program would be useful in evaluating the cost effectiveness of the program.

Senator Willard R. Hansen,
Chairperson

R E P O R T
of the
ADMINISTRATION COMMITTEE
to the
LEGISLATIVE COUNCIL

The Administration Committee met at 10:00 a.m. Wednesday, September 5, 1979. The Committee received a report from the Space Subcommittee regarding the relocation of Legislative Fiscal Bureau staff currently occupying the Fiscal Director's Conference Room, office space to be assigned to Administrative Rules Review Committee staff and long term plans to increase the amount of space available to the General Assembly. The Committee discussed with Mr. Stan McCausland, Director of General Services, the possibility of moving all fiscal activities of the General Assembly including offices for the Legislative Fiscal Bureau and meeting rooms and office space for the Appropriations Subcommittees to the currently vacant second floor of the Lucas Building. The Committee decided to pursue this option at their next meeting which is to include a thorough discussion with Mr. McCausland of various construction and remodeling projects that have been proposed for the capitol complex including activities and recommendations of the Capitol Planning Commission.

The Committee also heard and deferred action on a request by Chief Clerk David Wray that the budget ceiling for the contract with Hansen Lind Meyer for remodeling of first floor space formerly occupied by the Attorney General be raised from \$5,000 to \$10,000 and that the hourly rate for architectural services be increased from \$31.50 to \$44.00. The Committee deferred action on this request and plans to meet with the architects at its next meeting.

The Committee received a report from Fiscal Director Gerry Rankin regarding the costs of moving his employees from the Fiscal Director's Conference Room, a copy of which is attached.

The Administration Committee makes the following recommendations to the Legislative Council:

1. That the Legislative Council authorize the relocation of the staff of the Legislative Fiscal Bureau currently officed in the Fiscal Director's Conference room in other quarters as arranged between Mr. Rankin and Mr. McCausland. The staff to be moved will be limited to the program evaluation division and computer services and the space will be vacated by December 1, 1979.
2. That the Legislative Council authorize the expenditure of \$40,100 in Fiscal Year 1980 and \$15,900 in Fiscal Year 1981 for the relocation of Fiscal Bureau staff pursuant to recommendation one and as outlined in the attached proposal by Mr. Rankin.

3. That the Legislative Council authorize the Administration Committee to examine the feasibility of moving within the next year the remaining staff of the Fiscal Bureau to appropriate space as may be available in the Lucas Building. The space must also include meeting and other facilities for the appropriations subcommittees. The Committee also recommends that the study include the feasibility of closing the legislative dining room and providing alternative dining facilities elsewhere in the complex with the intent that the additional space be available for legislative business.
4. That the Legislative Council relocate the Administrative Rules Review Committee staff in the southeast corner of the area on the first floor of the Capitol Building formerly occupied by the Attorney General.

Calvin O. Hultman,
Chairperson

REPORT OF THE
LEGISLATIVE FISCAL COMMITTEE
TO THE
LEGISLATIVE COUNCIL

September 5, 1979

The Legislative Fiscal Committee met in Room 22, September 5, 1979.
Members present were:

Representative Richard Welden, Co-chairperson
Senator John Murray, Co-chairperson
Senator William Palmer
Senator Ray Taylor
Representative Gregory Cusack
Representative Roger Halvorson
Representative James West

Thom Freyer introduced new members of the staff and then presented an up date on program evaluation. His presentation included forms which will be used in program evaluation.

The Chairman of the Fiscal Committee, Representative Welden, appointed a subcommittee consisting of Senator William Palmer and Representative James West to meet with the director of the Fiscal Bureau and the State Comptroller concerning the Legislative Computer Information System. That committee and the Fiscal Director had met with the State Comptroller and reported to the Fiscal Committee that a plan has been worked out whereby a data base management system would be procured and a computer information system established using staff personnel rather than a consultant. The Fiscal Committee discussed the proposal and at the suggestion of the subcommittee, Representative Halvorson made the following motion:

That the Chairman appoint a subcommittee to study the membership and duties of the Fiscal Committee and to make a recommendation changing that membership to include representation of the Ways and Means Committee and to broaden the duties to include legislative management of the computer information system. (The objective of the motion is to have a group from the Legislature representing the legislative point of view on what should be included in the data base to benefit legislative committees.)

The motion passed unanimously.