

## Notes for the Joint Legislative Management Committee

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### Theme: Management structure sets the tone for a workplace

1. In my opinion, JFO works well now because our Chief Fiscal Officer has a vision and good sense about how to manage the staff to serve the needs of the Legislature; another person in that role is not guaranteed to have a similarly good vision and management style
2. A trade-off between flexibility and rules or ad hoc decisions and uniformity always exists; it's important to strike a balance; I believe Option C holds the most promise
3. A variety of workplace experiences from my past might inform the discussion

a. CBO (250 employees): analyst/supervisor almost 15 years

Like Option C: Director of CBO held weekly meetings with ~10 division directors to coordinate work and raise issues of common interest; supportive and collegial environment; special circumstances received special attention; analysts and managers felt part of the team and appreciated help when needed

Hiring decisions primarily rested with division directors; annual personnel review was seen as a constructive conversation; the HR office provided much appreciated support in training on non-discrimination, advertising job openings, collecting applications, sending out acceptance/rejection letters, reimbursing travel expenses, and the like

b. Social Security Administration, Office of Policy (~200 employees): supervisor 7 years

Like Option A: Deputy Commissioner for Policy held infrequent meetings with 3 associate commissioners and ~6 division directors; highly bureaucratic with too much regimentation and insufficient communication; decisions of import sometimes seemed arbitrary and not well-informed because supervisors did not understand them; the structure did not encourage staff to do their best work; little flexibility existed within divisions

Hiring recommendations came from division managers, but the ultimate decision was made by the deputy commissioner (sometimes unexplained); job applications went through the large bureaucracy with its myriad rules that did not always cater well to different areas of expertise

4. Communication and cooperation in a supportive environment are key
  - a. Support for managers from a centralized HR office can reduce the burden of payroll, hiring, compliance, and the like; because staff across different offices talk and compare notes, some overall personnel policies would be beneficial
  - b. If built into the job description, facilitating communication and cooperation between staff and the Legislative Management Committee to better serve the needs of the Legislature can be an important responsibility of the Director of the new Legislative Management Office (Option C); the Director can also ease the management burden on members of the Legislative Management Committee
  - c. If a new Research Services Office is established, I believe it should serve both JFO and the Legislative Services Office and sit under the Legislative Management Office in Option C; during the session, both offices are bombarded with requests for information about myriad topics; having research staff available to both offices would best serve the Legislature
  - d. Some flexibility in office-specific areas can be extremely useful and much appreciated by both staff and managers
  - e. In sum, I much prefer the CBO/Option C approach that allows for some flexibility for managers within a supportive and collaborative environment