

STATE OF WISCONSIN
CLASSIFICATION SPECIFICATION

DIRECTOR OF THE STATE EMPLOYEE ENGAGEMENT AND RETENTION
OFFICE

I. INTRODUCTION

A. Purpose of This Classification Specification

This classification specification is the basic authority under s. ER 2.04, Wis. Adm. Code, for making classification decisions relative to a single professional position which reports directly to the Secretary at the Department of Administration and functions as the enterprise Director for statewide organizational development initiatives including: strategic and human process components to enhance the environment, state employee engagement, and retention. This classification specification will not specifically identify every eventuality or combination of duties and responsibilities of positions that currently exist, or those that result from changing program emphasis in the future. Rather, it is designed to serve as a framework for classification decision-making in this occupational area.

Classification decisions must be based on the “best fit” of the duties within the existing classification structure. The “best fit” is determined by the majority (i.e., more than 50%) of the work assigned to and performed by the position when compared to the class concepts and definition of this specification or through other methods of position analysis. Position analysis defines the nature and character of the work through the use of any or all of the following: definition statements; listing of areas of specialization; representative examples of work performed; allocation patterns of representative positions; job evaluation guide charts, standards or factors; statements of inclusion and exclusion; licensure or certification requirements; and other such information necessary to facilitate the assignment of positions to the appropriate classification.

B. Inclusions

This classification encompasses a singular professional management position located within the Department of Administration to provide oversight and direction of statewide organizational development initiatives including: strategic and human process components to enhance the environment, state employee engagement, and retention. for all state agencies. The position will serve as a change management manager for these efforts undertaken across the enterprise.

The position may act on behalf of the Department of Administration Secretary in matters related to a variety of organizational development initiatives, including the ability to commit and/or shift resources to meet program goals and improve enterprise environment; this would require maintaining close liaison with Agency Organizational Development Officers at other agencies, management, legal staff, personnel services, training, functions within or across department or agency lines. Positions may supervise positions in other classifications, not in a human resource function, in support of a department’s workforce planning efforts, although supervisory responsibilities are not necessary in order for a position to be classified as a Director of the State Employee Engagement and Retention Office. This position must meet the definition of management, as defined in s. 111.81(13), Wis. Stats.

C. Exclusions

Excluded from this classification are the following types of positions:

1. Position which, do not meet the definition of management, as defined in s. 111.81(13), Wis. Stats., as administered and interpreted by the Wisconsin Employment Relations Commission;
2. Positions which are engaged in the provision of employee assistance activities a majority of the time, and are more appropriately classified as Employee Assistance Specialist, or Employee Assistance Officer;
3. Positions located in a centralized human resource office as part of a non-shared services agency, or within the Division of Personnel Management, that support an agency's human resource functions that are more appropriately classified within the Human Resource Program Officer, Human Resource Manager, Executive Human Resource Manager; and,
4. All other positions that are more appropriately identified by other classification specifications.

D. Entrance Into This Classification

Employees enter positions within this classification by competition.

E. Definition of Terms Used in this Classification Specification

Enterprise: encompasses all agencies and offices within the executive branch of the State of Wisconsin, excluding the University Systems.

Human Process: is a deliberate effort to improve the effectiveness of organizational dynamics.

Major state agency: An agency consisting of more than 1500 full-time permanent or seasonal positions.

Large state agency: An agency consisting of 500 to 1,500 full-time permanent or seasonal positions.

Medium state agency: An agency consisting of 100-499 full-time permanent or seasonal positions.

Office: A bureau formally created, and approved, through all required administrative procedures and attached directly to an agency's secretary's office, or equivalent, and reporting directly to the secretary, deputy secretary, assistant deputy secretary, or statutory equivalents (e.g., president, executive assistant).

Organizational Development: Organization development (OD) is an effort that focuses on improving an organization's capability through the alignment of strategy, structure, people, rewards, metrics, and management processes. It is a science-backed, interdisciplinary field rooted in psychology, culture, innovation, social sciences, adult education, human resource

management, change management, organization behavior, and research analysis and design, among others.

Small state agency: An agency consisting of 51 to 99 full time permanent or seasonal positions.

Very small state agency: An agency consisting of 50, or fewer full time permanent or seasonal positions.

II. DEFINITION

DIRECTOR OF THE STATE EMPLOYEE ENGAGEMENT AND RETENTION OFFICE

This is a single position at the Department of Administration that will serve as the enterprise director of the State Employee Engagement and Retention Office (SERRO) and will report to the Department of Administration Secretary. This position will oversee the organizational development initiatives across the enterprise to improve a variety of strategic and human process goals including, but not limited to: retention, mentorship, and engagement of the State workforce. This position will oversee the development of available programs and methods for agencies to utilize through organizational development practices which includes the development of policies, tools, standards, procedures, surveys, and program evaluation across the enterprise. The position will serve as a change manager for organizational development efforts undertaken across the enterprise.

This position will maintain close liaison with various agency management executives, human resource staff, and the Governor's office.

This position may also, for less than the majority of the time, partner with the Division of Personnel Management to analyze workforce demographics, trends, and planning, but will not have the primary responsibility for completing or approving internal workforce trends and analyses related to the civil service merit recruitment and selection process as overseen by the Bureau of Merit, Recruitment, and Selection. Positions may supervise and may direct an office in support of workforce planning.

This position will not perform work under the authority and control of a Human Resources Director that has been delegated from the Administrator of the Division of Personnel Management or the Director of the Bureau of Merit Recruitment and Selection.

III. QUALIFICATIONS

The qualifications required for these positions will be determined at the time of recruitment. Such determinations will be made based on an analysis of the goals and worker activities performed and by an identification of the education, training, work, or other life experience which would provide reasonable assurance that the knowledge and skills required upon appointment have been acquired.

IV. ADMINISTRATIVE INFORMATION

This classification was original created effective February 11, 2024, in bulletin DPM-0618-CC/SC to perform as the enterprises Director of the State Employee Engagement and Retention Office.