

Report on Department Policy

Department: Department of Parks, Heritage, and Tourism

Secretary: Secretary Stacy Hurst

The primary purpose of this report is to review existing policies and prompt an analysis of the opportunities for the integration of division policies within your department for standardization. An analysis of *policies* should consider all relevant factors including outdated processes, duplication across divisions, unique requirements, and opportunities for standardization. This analysis should take a holistic approach for developing action plans to deliver efficiency and effectiveness improvements while maintaining standardization across the Department.

Policy Integration Project

- 1.1. Provide a brief description of integration opportunities across divisions for policy standardization at the department level where practicable. What is the action plan for integrating policies? What are the benefits?

Opportunities:

The primary opportunity for aligning policies across the entire Department will be updating and consolidating the employee handbooks for the Division of Arkansas Heritage and the Divisions of Parks and Tourism. As previously distinct agencies, both have robust policies and procedures in place for the entire range of personnel and operational issues a division must address. The goal of this alignment will be consistency for all Department employees, clarity and readability in form, and ease of accessibility for all employees needing the information.

ADPHT will work to align two additional types of policies and procedures. First, teams that are realigned under a shared services model will evaluate and update their procedures to ensure continuity in execution of their work processes. These will be updated on a rolling basis consistent with the realignment of those teams/functions. Second, certain policies or policy directives in place for one division that may be reasonably expanded to apply to the entire Department will be updated. For example, State Parks has proposed an update to the policy for employee use of camping facilities within parks at a free or reduced rate. This provides a common benefit to all Department employees under similar conditions.

Action Plan:

- *Fall 2019 – (On-Going):* Shared Service Team policy updates and ad hoc updates of division procedures with applicability to the entire Department
- *Fall 2019:* ADPHT establishes Handbook Review Team
- *Winter – Spring 2019:* Handbook Review Team meets to review and develop final recommendations to Management
- *Spring 2019:* ADPHT Management approves updated Employee Handbook

Benefits:

Benefits from this review and update of policies will include, but are not limited to: clarity of expectations, continuity between and among teams enabling greater interaction and improved communication, improved cohesion within the Department, and greater efficiency.

- 1.2. What steps will you take to gather the necessary information to determine whether division policies can be integrated? Address any key division requirements preventing policy integration if applicable.

ADPHT's leadership team and HR professionals immediately identified the Employee Handbook as the primary vehicle for updating and synthesizing agency-wide policies. Because of the scope of the handbooks and the range of polices involved, a team comprised of HR professionals, the General Counsel, and the Chief of Staff was established. This ensured the subject matter experts as well as leadership were able to review and provide input in a team-based process. The HR staff also discussed certain topics with OPM and colleagues in other Departments.

Other policies to be updated will be identified by a combination of Department leadership and/or ADPHT's Transformation Action Team (TAT). The TAT has helped identify areas where adopting a shared services model will improve effectiveness and efficiency. Leadership for these identified teams recognize the need to update and align policies and procedures on the team level. For example, the Finance and Accounting functions have been aligned in a recently completed organizational update. These realigned teams will update procedures such as routing processes that need to reflect their new structure.

At this time, no requirements preventing policy integration have been identified. Policies exclusive to certain divisions will remain unique and limited to those divisions (e.g. law enforcement policies for State Parks). The process will likely take several months for full review and implementation to be completed.

- 1.3. Are there any anticipated costs associated with revising and standardizing policies? Does your current budget have sufficient funds to cover all anticipated costs?

At this time, there are no new anticipated costs. Staff time will be used on performing reviews and updates. Likewise, there will be training on updated handbooks, but training and/or notifications of updated policy are normal procedures and should not be considered additional work or have additional cost. The Parks and Tourism Divisions typically distribute a bound copy of the handbook to certain employees annually, but that printing has been postponed until the new handbook is finalized to avoid duplicative costs.

- 1.4. What is the implementation timeline and key action steps for this policy roll-out? How will you communicate this timeline and policy roll-out to division stakeholders?

Timeline:

See 1.1 Action Plan.

Communication and Rollout

The updated Employee Handbook will be made available to all staff within ADPHT following final management approval. Electronic copies will be provided in shared folders and/or employee portals. Hard copies will be provided to remote locations or upon request. This information will come from either the Chief of Staff or the HR sections. Division Leadership

will be briefed on and likely review the proposed handbook before distribute, and HR staff will be made available to answer any questions.

1.5. How could the Department of Transformation and Shared Services provide support to your Department?

If there are specific policies where TSS desires a uniform approach or specific language in policies for all Departments, it would be helpful for TSS to communicate those policies and a potential timeline for when the information/language can be provided if it is not already finalized. ADPHT can proceed with their reviews as proposed in this report and can update the handbook/policies to reflect input from TSS when it becomes available.

Additional thoughts/comments: