

2003 INNOVATIONS AWARDS PROGRAM
Application Form

1. Program Name – Parks Subcontracting Process
2. Administering Agency – Ohio Department of Natural Resources – Division of Parks and Recreation
3. Contact Person (Name & Title) - Shelly Ward, Labor Relations Officer
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8. Please provide a two-sentence description of the program. – Through a joint labor-management process, ODNR and the Ohio Civil Service Employees Association (OCSEA) developed a joint process to determine when work is more economical and efficient to contract out or utilize existing staff. The current labor agreement provides that management must provide the union a reasonable opportunity to demonstrate that they can do the work prior to contracting out, but no parameters existed as to how that would be accomplished.
9. How long has this program been operational (month and year)? Late 2000, early 2001
10. Why was the program created? (What problem[s] or issue[s] was it designed to address?) – Union contract language which provided the union the opportunity to demonstrate that they could do the work more efficiently generated multiple grievances in the Ohio Department of Natural Resources, Division of Parks and Recreation. (Please see attached document.)
11. Describe the specific activities and operations of the program in chronological order.
 - 1994- – new contract language implemented
 - 1998 – contract language strengthened
 - 1998-1999 – over 20 grievances filed by the union
 - June through December, 1999 – Began discussions with the OCSEA to seek resolution. Established a labor-management committee. Committee participated in joint labor-management cooperative training including the interest-based

problem solving process. Training was paid for through a joint labor-management workforce development fund established pursuant to the labor-agreement.

- February, 2000 – Joint communication to Park managers and union employees regarding the creation of a labor-management subcommittee.
- January through December, 2000 – utilized neutral facilitators who assisted the team in developing a mission statement, identified mutual interests, identified potential issues/concerns, generated potential solutions, established selection criteria, selected test pilots, completed test pilots, developed written guidelines, finalized forms and instructions, developed implementation strategy.
- January 2001 – April 2001 – Implemented roll out. Labor and Management team members presented information to both management and union employees at across the state.

12. Why is the program a new and creative approach or method? Until we developed this process, management had no way to really evaluate a union bid. Additionally, the Union did not know how to prepare a bid. The parties knew they had an obligation to comply with the language, but neither had a process. The process developed utilizes an avoidable cost model that the parties may use. This type of costing model is designed to allow the user to think through all the costs associated with performing work in-house and then determine which costs can be avoided in order to determine if any true savings occur by contracting out the work to a private entity.

13. What were the program's start-up costs? (Provide detail about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.) Indirect costs of 8 employees salaries and lost work production during the development and implementation stages.

14. What are the program's annual operational costs? None

15. How is the program funded? N/A

16. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number. Contract between State of Ohio and OCSEA, Article 39. <http://www.state.oh.us/das/dhr/ocsea/01art39.htm>

17. What equipment, technology and software are used to operate and administer this program? N/A

18. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address and telephone number. Unsure

19. Are you aware of similar programs in other states? If YES, which ones and how does this program differ? Unsure

20. Has the program been fully implemented? If NO, what actions remain to be taken?
Yes

21. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples. Overall, very successful. Grievances on this issue were completely eliminated on this topic. Park management and their employees jointly decide how work projects will be completed. **Please see attached documentation for in depth detail.**

22. How has the program grown and/or changed since its inception? N/A

23. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program? Unsure.

**Attachments: Executive Summary and Case Study
Subcontracting Process Overview
Avoidable Cost Model Overview, Instructions, and Forms**

Add space as appropriate to this form. When complete, return to:

CSG Innovations Awards 2003

The Council of State Governments

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DEADLINE: All original applications must be postmarked or e-mailed by April 11, 2003, to be considered for an Innovations Award for 2003.