

I. Functional Area Workflows Identified in Phase I

- Evaluation Processing
- Investigations
- Threats against Employees
- Absence Management - Family/Medical/Military Leave/Workers Comp
- Supervision/Leadership
- Recruitment/Hiring
- Individual Allocations
- Training
- Strategic Planning
- Discipline

II. Summary of Phase II Business Process changes (*\* add rows as needed*)

Workflow	Change Recommendation	Needs Assessment*
<p>Workflow Name</p> <p>Evaluation Processing</p>	<ul style="list-style-type: none"> <li>• Bullet list of significant change recommendations with 1 sentence explaining the change</li> <li>• Agency administrative staff to process paperless evaluations with reduced IRIS fields after receiving the necessary training and authority. <i>This will reduce the time in processing evaluations and other HR functions to be completed.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Indicate (New) or (Update), statement of need and 1 sentence describing the recommendation</li> <li>• (New) – Paperless evaluation that uses DocuSign: <i>Current paper evaluations requires multiple review and transmittal for approval signatures; HR does not have to be the final signature if reviewed evaluation is ready for approval.</i></li> </ul>
<p>Investigations</p>	<ul style="list-style-type: none"> <li>• Create Investigations Unit for Complex and General Issues. <i>This will allow HR more time for strategic proactive HRBP functions.</i></li> </ul>	<ul style="list-style-type: none"> <li>• (New) - Staffing and training will be needed</li> <li>• (New) – Case management and resource database: <i>This will serve as a consistent HR wide case tracking and proficiency development tool.</i></li> </ul>
<p>Threats against Employees</p>	<ul style="list-style-type: none"> <li>• HR Manager makes employee removal decision with appropriate training and delegation of authority. <i>This</i></li> </ul>	<ul style="list-style-type: none"> <li>• (New) – Investigations Unit: <i>This unit to assess threat and follow up with appropriate investigation.</i></li> </ul>

	<i>allows for a consistent timely response coordinated with DOPLR guidance and criteria</i>	
Absence Management - Family/Medical/Military Leave/Workers Comp	<ul style="list-style-type: none"> <li>• <b>Create a Workforce Services Administration Service (WSASC) Center.</b> <i>This will allow more consistent coordination with the employee and Health Care Providers or responsive entity for absence management.</i></li> <li>• <b>Training for supervisors on Leave Entitlement</b></li> <li>• <b>Need for separate processes.</b> <i>Light duty, Fit-for-Duty, ADA process flow, revised conditional leave notification, invocation letter to improve provider and employee responsiveness.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>(New) – Staffing and training will be needed for new absence management unit (WSASC).</b></li> <li>• <b>(New) – Absence Management unit reporting structure:</b> <i>Allows HRBP to receive regular reporting from WSASC to strategic plan to support business operations or goals.</i></li> </ul>
Supervision and Leadership	<ul style="list-style-type: none"> <li>• <b>Case management tracking software/database.</b> <i>This will allow the HRPB to more strategically plan, have consistency in guidance/responses and receive automated feedback from supervisor/employee on effectiveness.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>(New) – Case Management database and automated feedback reporting.</b></li> </ul>
Recruitment and Hiring	<ul style="list-style-type: none"> <li>• <b>Create a Special Recruitment Unit and a General Recruitment Unit.</b> <i>This will allow strategic recruitment person working with HRBP for workforce planning and a recruitment educator for the hiring manager for more successful recruitment and planning based on competency based MQs.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>(New) – Staffing and training will be needed for new recruitment units.</b> <i>This unit can develop effective recruitment strategies, interview questions and work with the HRBP for employee retention.</i></li> </ul>
Individual Allocations	<ul style="list-style-type: none"> <li>• <b>Improved agency needs analysis using an annual survey through the Talent Process Administration Service Center (Classification now).</b> <i>This SC will allow the HRPBs to assess potential agency surveyed needs 12 months in</i></li> </ul>	

	<i>advance and prioritize PD processing with OMB more efficiently.</i>	
<b>Training</b>	<ul style="list-style-type: none"> <li>• <b>Effective HR training and coaching/mentorship of HR staff.</b> <i>This will help build consistent training and proficiency development for HR staff, including a mentor to guide for employee retention and career growth.</i></li> <li>• <b>Development of virtual employee training with proficiency developing webinars and coaching feedback database.</b> <i>See the Training work group for specific details on training and career learning tracks.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>(Update) - Development of a comprehensive HR training program to include HRBP and mentorship roles.</b></li> <li>• <b>(New) – Creation of a new Training &amp; Development Intranet with self-paced Training Tracks and Coaching Tools:</b> <i>This provides supervisors and employees to develop effective coaching plans and surveys their results which will be available to HRBPs for organizational workforce planning and employee retention.</i></li> </ul>
<b>Strategic Planning</b>	<ul style="list-style-type: none"> <li>• <b>Training for all of HR in strategic planning and coaching implementation.</b> <i>This will help change the culture from reactive HR to more strategically planning proactive HR.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>(New) – Creating of strategic planning training tracks.</b> <i>This should include team building, conflict resolution, change management, workforce planning and building a culture of process improvement.</i></li> </ul>
<b>Discipline</b>	<ul style="list-style-type: none"> <li>• <b>LR and HR work more interactively on the Investigations process.</b> <i>This will allow for consistent pre/post investigations planning and preapproved R&amp;Rs which will all more time for HRM and HRBPs to strategically plan proactively.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>(Update) Create a case management and resource database:</b> <i>This will lead to efficiency in developing R&amp;Rs and timely responses with HR staff to build their proficiency.</i></li> </ul>

\*Significant needs noted that apply to more than one workflow update should only be listed once

### Work We Should Stop Performing

*Simple list of functions/tasks recommended to stop being performed in this functional area*

- Inefficient processes in each of the identified functions
- Identified work that will more effectively be preformed by work groups

### ADDED FUTURE STATE HR FUNCTIONAL AREAS

- *Bullet list of functional areas recommended to be taken on by this workgroup*
- *Please see the attached recommended process improvements and work flows for each identified functional areas listed above.*

## INTERNAL LIAISON

Does this function need a liaison in another area of the Division of Personnel and/or in the Department? If so, list here

- HRBPs are essential for workforce optimization, change management and strategic planning for the recommended process and workflow improvements.

## SYSTEM & DATABASE REQUIREMENTS

- Bullet list of system/database needs to carry out the recommended changes
  - Case management and resource database for
    - Investigations Unit
    - HR/LR for Discipline
    - Absence Management Unit
  - Training Learning Management System and/or Intranet SharePoint site

## Sustained Benefits of the Proposal

- Bullet list of benefits/efficiencies gained from the recommendations
  - DOPLR wide consistency in training, proficiency development, coaching, mentoring and work product
  - Strategic reporting data to assist HRBPs in organizational planning and workforce optimization
  - More effective real time training that is focused on application and career development for employee retention
  - More engagement in the personal change that proceeds the organizational change as we transform HR

[ER Work Group Process Flows and Recommendations](#)