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*)

<table>
<thead>
<tr>
<th>Workflow Name</th>
<th>Change Recommendation</th>
<th>Needs Assessment</th>
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<tbody>
<tr>
<td>Evaluation Processing</td>
<td>• Bullet list of significant change recommendations with 1 sentence explaining the change</td>
<td>• Indicate (New) or (Update), statement of need and 1 sentence describing the recommendation</td>
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<td></td>
<td>• Agency administrative staff to process paperless evaluations with reduced IRIS fields after receiving the necessary training and authority. This will reduce the time in processing evaluations and other HR functions to be completed.</td>
<td>• (New) – Paperless evaluation that uses DocuSign: 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.</td>
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<tr>
<td>Investigations</td>
<td>• Create Investigations Unit for Complex and General Issues. This will allow HR more time for strategic proactive HRBP functions.</td>
<td>• (New) - Staffing and training will be needed</td>
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<td>• (New) – Case management and resource database: This will serve as a consistent HR wide case tracking and proficiency development tool.</td>
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<tr>
<td>Threats against Employees</td>
<td>• HR Manager makes employee removal decision with appropriate training and delegation of authority. This</td>
<td>• (New) – Investigations Unit: This unit to assess threat and follow up with appropriate investigation.</td>
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<tr>
<th>Topic</th>
<th>Actions</th>
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| Absence Management – Family/Medical/Military Leave/Workers Comp | • Create a Workforce Services Administration Service (WSASC) Center. This will allow more consistent coordination with the employee and Health Care Providers or responsive entity for absence management.  
• Training for supervisors on Leave Entitlement  
• Need for separate processes. Light duty, Fit-for-Duty, ADA process flow, revised conditional leave notification, invocation letter to improve provider and employee responsiveness. |
|                                            | • (New) – Staffing and training will be needed for new absence management unit (WSASC).  
• (New) – Absence Management unit reporting structure: Allows HRBP to receive regular reporting from WSASC to strategic plan to support business operations or goals. |
| Supervision and Leadership                 | • Case management tracking software/database. This will allow the HRPB to more strategically plan, have consistency in guidance/responses and receive automated feedback from supervisor/employee on effectiveness. |
|                                            | • (New) – Case Management database and automated feedback reporting.                                                                  |
| Recruitment and Hiring                     | • Create a Special Recruitment Unit and a General Recruitment Unit. 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. |
|                                            | • (New) – Staffing and training will be needed for new recruitment units. This unit can develop effective recruitment strategies, interview questions and work with the HRBP for employee retention. |
| Individual Allocations                     | • Improved agency needs analysis using an annual survey through the Talent Process Administration Service Center (Classification now). This SC will allow the HRPBs to assess potential agency surveyed needs 12 months in |
### PHASE II REPORT – EMPLOYEE RELATIONS WORK GROUP

**Training**

- Effective HR training and coaching/mentorship of HR staff. This will help build consistent training and proficiency development for HR staff, including a mentor to guide for employee retention and career growth.
- Development of virtual employee training with proficiency developing webinars and coaching feedback database. See the Training work group for specific details on training and career learning tracks.

- (Update) - Development of a comprehensive HR training program to include HRBP and mentorship roles.
- (New) – Creation of a new Training & Development Intranet with self-paced Training Tracks and Coaching Tools: 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.

**Strategic Planning**

- Training for all of HR in strategic planning and coaching implementation. This will help change the culture from reactive HR to more strategically planning proactive HR.

- (New) – Creating of strategic planning training tracks. This should include team building, conflict resolution, change management, workforce planning and building a culture of process improvement.

**Discipline**

- LR and HR work more interactively on the Investigations process. This will allow for consistent pre/post investigations planning and preapproved R&Rs which will all more time for HRM and HRBPs to strategically plan proactively.

- (Update) Create a case management and resource database: This will lead to efficiency in developing R&Rs and timely responses with HR staff to build their proficiency.

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*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