

I. Functional Area Workflows Identified in Phase I

- PEI Reports
- Complaint Process
- Labor Management Committees
- Information Requests
- Information Review
- Grievance Response
- Settlement
- CBA Amendments
- Arbitration
- ALRA
- Contract Negotiations
- Guidance

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

| Workflow | Change Recommendation | Needs Assessment* |
|------------------------------|---|--|
| Workflow Name PEI Reports | <ul style="list-style-type: none"> ● Bullet list of significant change recommendations with 1 sentence explaining the change ● LR will no longer assign or review PEI reports for finalization: <i>This function is time consuming and is not true LR work.</i> | <ul style="list-style-type: none"> ● Indicate (New) or (Update), statement of need and 1 sentence describing the recommendation ● <i>Need an investigative unit. Will require redeployment of staff.</i> |
| Complaint Process | <ul style="list-style-type: none"> ● No change, remain with LR. | <ul style="list-style-type: none"> ● <i>N/A</i> |
| Labor Management Committees | <ul style="list-style-type: none"> ● No change, remain with LR. | <ul style="list-style-type: none"> ● <i>Bargain into CBAs in a way that makes sense, review CBAs for LMCs and remove those that are unnecessary/obsolete.</i> |
| Information Requests | <ul style="list-style-type: none"> ● Need a review of what makes sense to go to EPIC. | <ul style="list-style-type: none"> ● <i>Requires further analysis</i> |
| Information Review | <ul style="list-style-type: none"> ● No change to workflow. <i>Training is needed for HR staff</i> | <ul style="list-style-type: none"> ● <i>Record keeping training for supervisors and HR.</i> ● <i>Need Adobe redacting tool.</i> |
| Grievance Response | <ul style="list-style-type: none"> ● No change to workflow. <i>Training is needed for HR staff as too much of the education is falling to LR.</i> | <ul style="list-style-type: none"> ● <i>Issue/grievance log on a shared drive for all HR/LR .</i> ● <i>Need an HR Trainer position.</i> |

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| Settlement (Includes arbitration process) | <ul style="list-style-type: none"> No change to workflow. Training needed for HR staff, possible settlement review process overhaul. | <ul style="list-style-type: none"> LR staff to include HR staff in more arbitrations. |
| CBA Amendments | <ul style="list-style-type: none"> Internal review process. | <ul style="list-style-type: none"> Checklist to ensure all necessary parties reviewed? |
| Arbitration | <ul style="list-style-type: none"> No change to workflow. | <ul style="list-style-type: none"> LR staff to include HR staff in more arbitrations. |
| ALRA | <ul style="list-style-type: none"> No change to workflow. | <ul style="list-style-type: none"> Process controlled in large part by ALRA regulations |
| Contract Negotiations | <ul style="list-style-type: none"> More structure upfront prior to bargaining. | <ul style="list-style-type: none"> Establish meetings to determine priorities and strategy |
| Guidance | <ul style="list-style-type: none"> No change to workflow. Need a system for capturing advice. Bring back the APT (Payroll/HR/LR/Finance group) | <ul style="list-style-type: none"> Searchable electronic system to review/track/store guidance like OPD? Resurrect the APT meetings. |

*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

- Stop receiving, assigning and reviewing Performance Evaluation Investigations.

ADDED FUTURE STATE HR FUNCTIONAL AREAS

- Bullet list of functional areas recommended to be taken on by this workgroup
- Training of HR staff in specific LR areas.

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

These are the HRBPs. HRBPs should be involved and represent the department in that liaison role and consult with the LR COE.

SYSTEM & DATABASE REQUIREMENTS

- Bullet list of system/database needs to carryout the recommended changes
- Adobe redacting software
- Searchable database to review/track/store guidance history (like OPD).

Sustained Benefits of the Proposal

- Bullet list of benefits/efficiencies gained from the recommendations
- Removing PEI reports would provide the LRA with more time to focus on other LR duties. By relocating this work to an Investigations Unit, it would provide the opportunity for lower level Investigators to develop investigation knowledge and skills.

- There seems to be an issue with dated, unvetted and/or conflicting guidance. An HRM may have a dated email that they received years ago that they use as guidance. That guidance may be dated, may not have been vetted and is consequently, incorrect. A system, like OPD, that could show steps of approval for the correct answer to questions would be an invaluable resource to both HR and LR staff.