

Appendix D
Human Resources Business Area



King County, State of Washington
Quantifiable Business Case
Human Resources Focus Group Session 1



Business Area: Human Resources

Business Function: HR Planning, Selection & Placement

Date: February 5, 2004

Time: 8:30 AM to 12:30 PM

Location: Key Tower, Vashon N & S

Agenda



- I. Introduction**
- II. Business Processes Review**
- III. Performance Measures Review**
- IV. Critical Success Factors**
- V. Next Steps**

I. Introduction



A. Quantifiable Business Case Project

The Quantifiable Business Case project will review King County's current business operations model focusing on the Human Resources, Payroll, Financials and Budget business areas. A business operations model includes organizational structure, business processes, work flow and associated costs. The results of the review will be analyzed with an eye toward determining opportunities to increase business process efficiencies and effectiveness, and a business case will be constructed for an improved business operations model based on cost, benefit and risk.

B. Focus Group Session Approach

Attendees of the focus group session will be subject matter experts selected by the county for their knowledge and experience in the business function or functions to be addressed. Session activities will include validation and refinement of the high-level business process diagrams/charts and performance measures included in this document, as well as discussion of business function and overall project success factors.

C. HR Planning, Selection & Placement Business Function

The Human Resources business function to be reviewed during this focus group session is HR Planning, Selection & Placement. The goal of this business function is to place the right person in the right job at the right time so that people are positioned to perform their work at optimal productivity level.

II. Business Processes Review



A. Terminology

- **Business Function.** Refers to a high level grouping of business processes designed to meet a specific business objective.
- **Business Process.** A discrete set of activities within a business function.

B. Confirmation of Current Business Processes and Opportunities

The following pages contain work flow diagrams for the business function(s) being addressed by this focus group session. Depending upon the complexity of the business function, a single diagram may be presented with each component indicating a business process, or multiple diagrams may be presented with each indicating a business process and each diagram component indicating a sub-process. The diagrams are followed by charts which provide detail about the processes displayed in the diagram or diagrams.

Both the diagrams and charts are at a high-level of detail. It is not within the scope of this project to document the county's current business functions/processes at a fine level of detail.

The focus group session will review the diagram(s) and charts to validate and refine the high-level business function/processes to ensure that an accurate model of the current business function(s) is depicted. As well, opportunities for improvement will be developed and documented. Attendees are encouraged to review the diagrams/charts prior to attending the session.

HR Planning, Selection & Placement Workforce Management & Succession

Quantifiable Business Case Project
Dye Management Group, Inc.

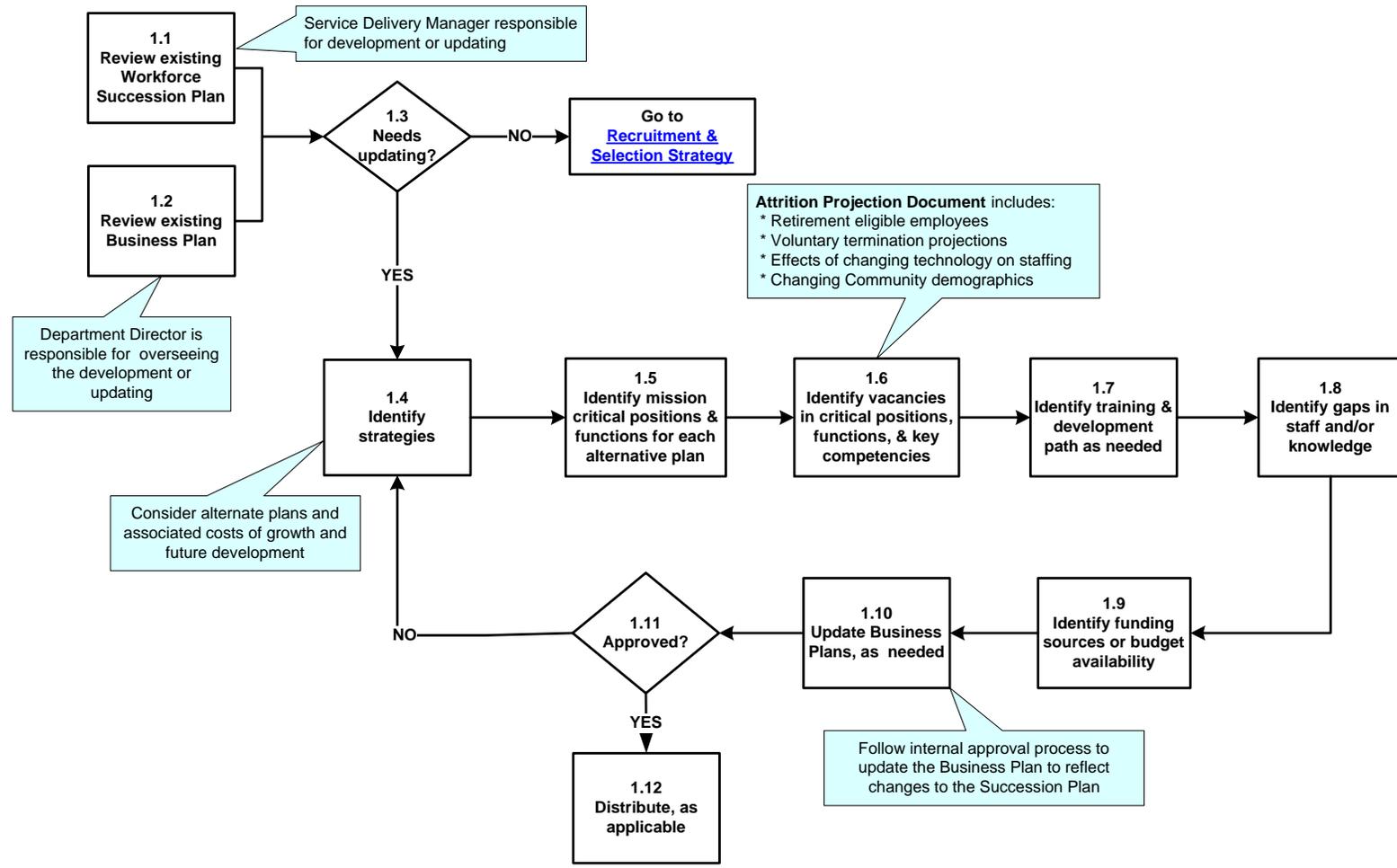


Chart Source: HR Unification Program

HR Planning, Selection & Placement Job Review

Quantifiable Business Case Project
Dye Management Group, Inc.

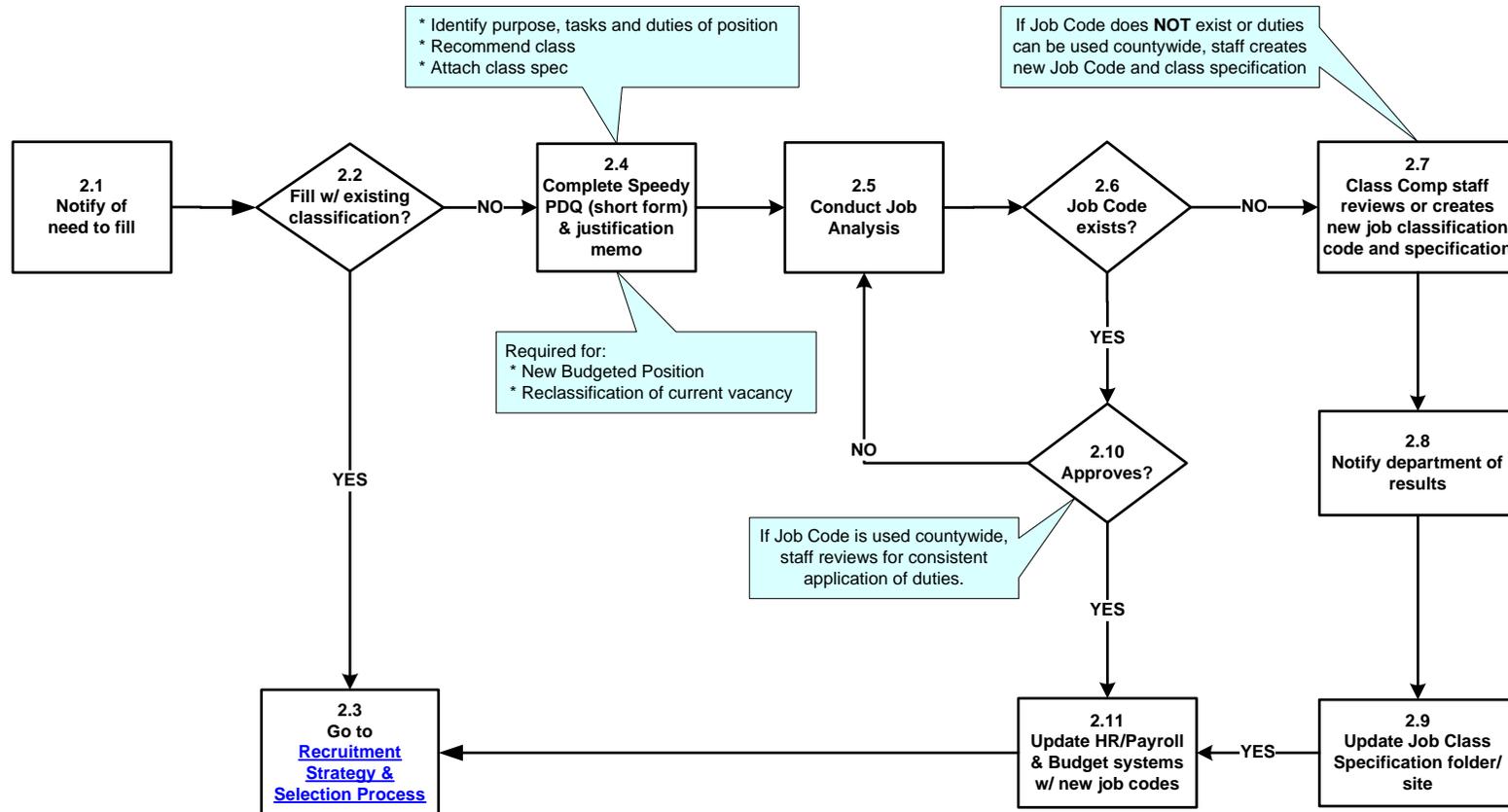


Chart Source: HR Unification Program

HR Planning, Selection & Placement Recruitment & Selection Strategy

Quantifiable Business Case Project
Dye Management Group, Inc.

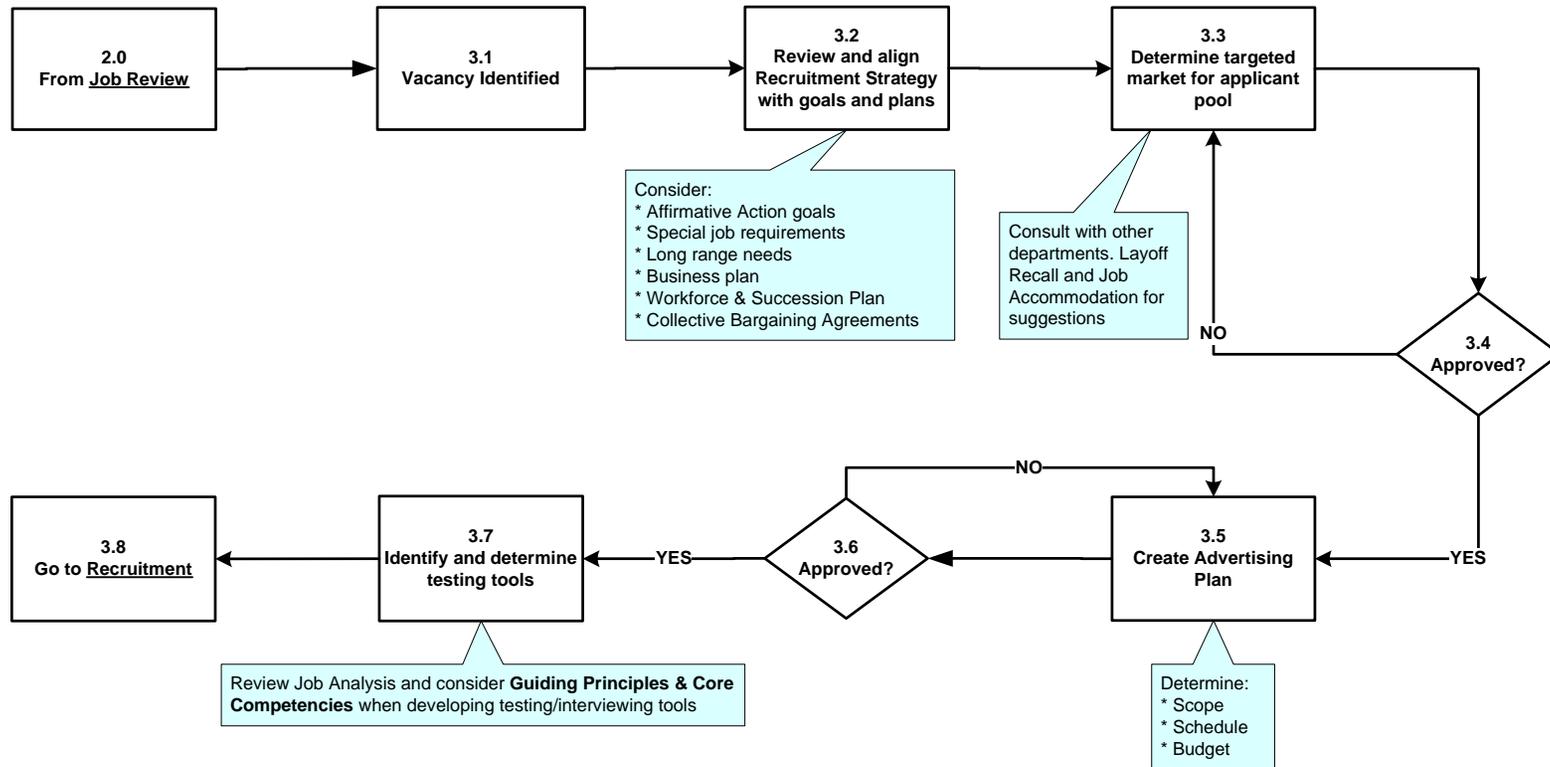


Chart Source: HR Unification Program

HR Planning, Selection & Placement

Selection (1 of 2)

Quantifiable Business Case Project
Dye Management Group, Inc.

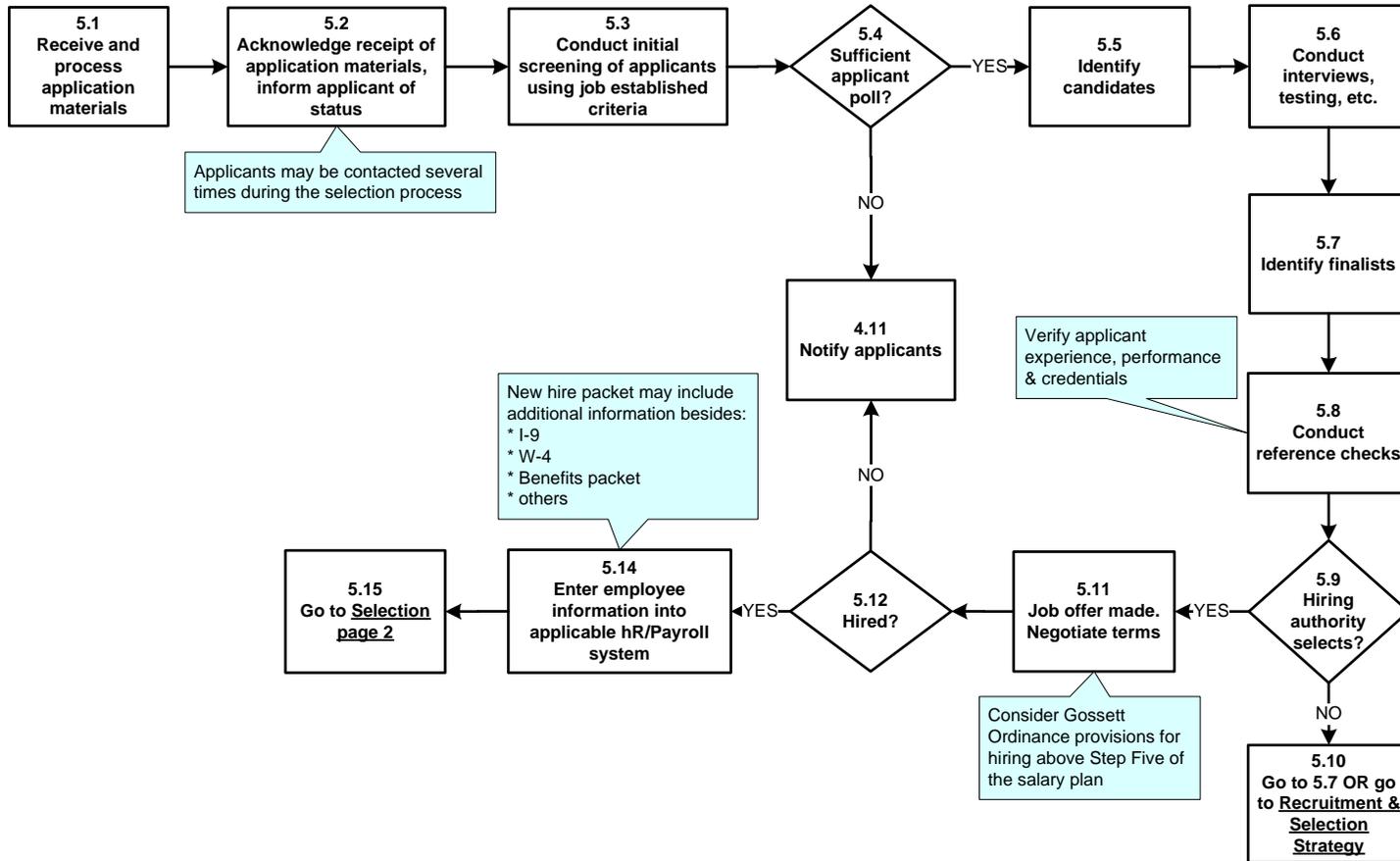


Chart Source: HR Unification Program

HR Planning, Selection & Placement

Selection (2 of 2)

Quantifiable Business Case Project
Dye Management Group, Inc.

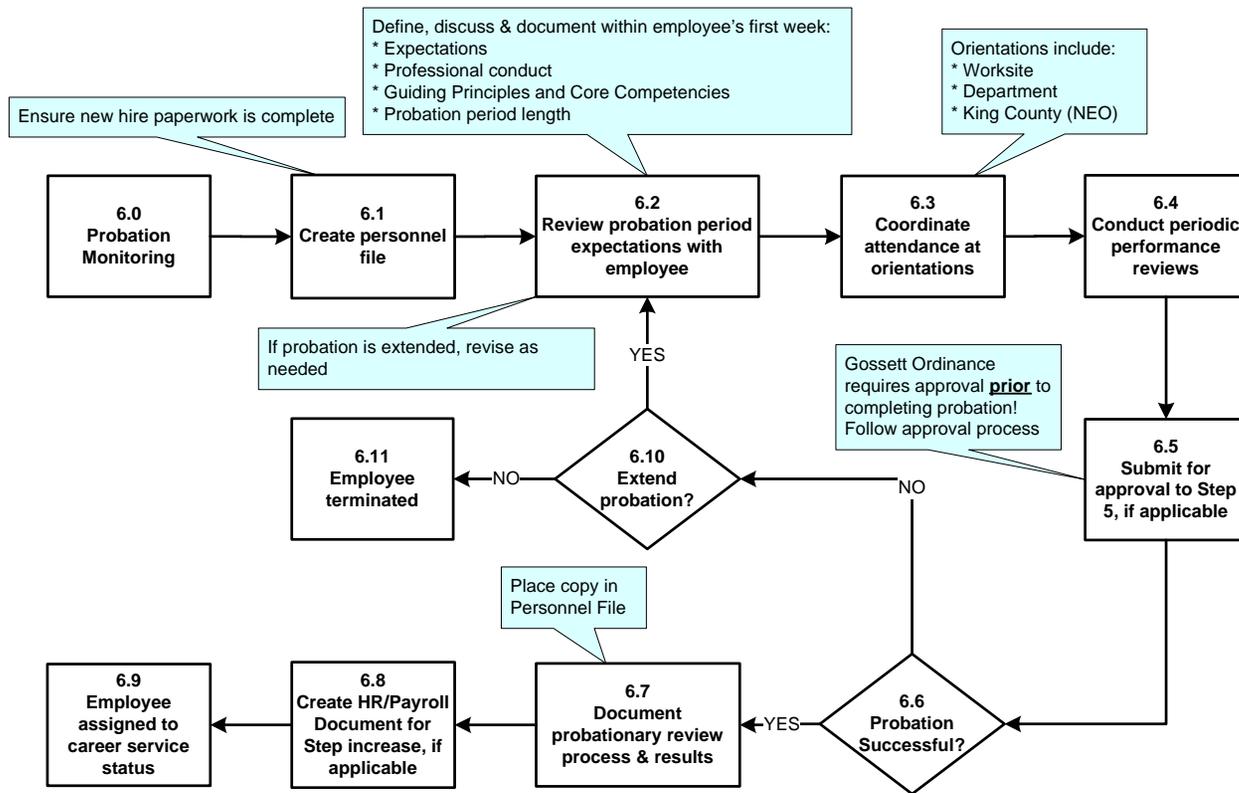


Chart Source: HR Unification Program

HR Planning, Selection and Placement

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
<p>Workforce Management and Succession</p>	<ul style="list-style-type: none"> • Existing Workforce Succession Plan • Perceived and/or forecast needs in mission critical positions and functions 	<ul style="list-style-type: none"> • Result of strategy identification effort considering various options to meet identified needs • Identification of mission critical positions and functions for each strategy alternative • Identification of vacancies in critical positions, functions and key competencies • Attrition Projection Document identifying retirement eligible employees, voluntary termination projections effects of changing technology on staffing, changing community demographics, and other factors for consideration • Identification of training and development path for each strategy alternative 	<ul style="list-style-type: none"> • Manual 	<ul style="list-style-type: none"> • HR Service Delivery Manager • HRD Manager • Department HR staff • Hiring authority • Department Director • Labor EE Relations Safety • OD • Communications • HR Cabinet • Department Budget Office 	<ul style="list-style-type: none"> • This is an ongoing process and varies from agency to agency. • Public Health does it for 6-8 months out. • Sheriff's Dept. does frequent testing for promotions and new recruits. • Agencies are more reactive than proactive. 	<p>Gaps and Issues</p> <ul style="list-style-type: none"> • Majority of the agencies are not currently doing succession planning for other than immediate needs • Political limitations constrict decisions to change some business processes because of hiring policies • Perceived as unimportant by executives, no appreciation for value • Frequent changes in top level agency Directors cause shifts in direction and focus • This process needs to be more flexible for technical and unique criteria for each agency • Agencies do not have resources or budget to do adequate succession planning

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"> • Identification of resources to enable Succession Plan implementation such as funding, personnel and expertise • Alignment of Workforce Succession Plan with Business Plan • Approval of changes to Business Plan to reflect changes to Succession Plan • Approval of Succession Plan 				<ul style="list-style-type: none"> • Inadequate availability of personnel information, such as, retirement and turnover statistics • Information that comes from two systems is not consistent <p>Opportunities</p> <ul style="list-style-type: none"> • A single HR/Payroll system with online capabilities • Additional resources • Access to HRD CDW (Consolidated Data Warehouse) database could provide valuable personnel statistics • Uniformity of a mentoring program throughout the county • "How To" guidelines for succession planning details such as identifying key positions, etc.

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> • Tool Box for planning is in progress for re-release in 2004 • Demographic study of county-wide workforce to be used for core group competitive open opportunities for internal promotions • Retirement reporting database including departmental input accessible online • Sharing of resources' information across agencies • Demonstrate payback for resource commitment • Have current employees create desk manuals
Job Review	<ul style="list-style-type: none"> • Position needs to be filled • Existing job classifications 	<ul style="list-style-type: none"> • PDQ short form and justification memo with purpose, tasks and duties of position and recommended class and class specifications 	<ul style="list-style-type: none"> • Manual • Department ad hoc computer systems • MSA • PeopleSoft 	<ul style="list-style-type: none"> • HR Service Delivery Manager • HRD Manager • Hiring authority • Department HR staff • Benefits Ops 	<ul style="list-style-type: none"> • The job review process can take from 2 days to 2 months • Health has history of taking from 6-8 months when union is involved 	<p>Gaps and Issues</p> <ul style="list-style-type: none"> • Currently there are 3 job code structures for the same job classifications • Agencies do not receive sufficient

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"> • Job Analysis output indicating if job code exists for position • Result of central HR Classification and Compensation review when job code does not exist • New job classification code and specification • Updated department Job Class Specification folder • Updated HR/Payroll systems with new job code • Result of review by central HR to determine consistent application of duties countywide when job code exists 		<ul style="list-style-type: none"> • Class/Comp • Communications 	<ul style="list-style-type: none"> • Goal could be set of no longer than 1 week unless union issue • Timing when taken to Personnel Board takes 6 months 	<p>feedback from HRD on requests for job classifications, or status or contact during the review process, also feel that process takes too long and appears to have no timelines or accountability</p> <ul style="list-style-type: none"> • Some agencies, departments do not feel they should need to request through HRD to classify new positions • Issues around union and non-union represented positions need to be analyzed and process defined • No defined process for correcting/re-aligning equity among positions with same job classification • Classification errors are made over time and create inconsistency in responsibilities among em-

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>ployees in the same job class</p> <ul style="list-style-type: none"> • Lack of standardized lexicon of common terms to drive Knowledge, Skills, Abilities (KSA) efforts • Lack of expertise & consistency among supervisory staff in county to determine competencies • When reclassification process fails employee takes to Personnel Board, this tends to be very litigious and complicated hearing taking up to 6 months <p>Opportunities</p> <ul style="list-style-type: none"> • Additional resources • Develop business processes for one system for consistency throughout all agencies • One HR/Payroll system would move to a consistent job coding structure

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> • Key word search of job classifications • Interim help would be an automated cross-referencing of 7-digit job code, 4-digit MSA job code and 6-digit PeopleSoft job code • Online access to job review status and expectation for completion – status reporting, request tracking • DES HRD should respond to agency regarding job review with a timeline, contact person and ongoing status of request • Define the KSA and education required for each job classification and match positions to these qualifications • Develop a checklist to determine if job can meet current and future needs • Develop a common structure

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>and definition of competencies to drive KSA and competency profiles</p> <ul style="list-style-type: none"> • Job codes available via county Intranet including additional information such as EEO code, default FLSA and exempt/non-exempt status • Develop formal processes for moving a job from union to non-union and visa versa, and for moving to union when employee doesn't want to join union • Timely updates of payroll systems with job codes • Online resource available to obtain lists of outreach resources as part of affirmative action planning • Develop standard error correction process for realigning classifications

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> • Develop process and steps with union (example Local 17) for re-classification reviews before going to Personnel Board
<p>Recruitment & Selection Strategy</p>	<ul style="list-style-type: none"> • Identified vacancy with existing or new job classification • Department's Recruitment Strategy considering Affirmative Action goals, special job requirements, long-range needs, the department's Business Plan, the department's Workforce & Succession Plan, and collective bargaining agreements • Traditional recruiting markets and suggestions from other departments, Layoff/Recall, and Job Accommodations • Job Analysis documentation and the Guiding Principles & Core Competencies document to aid in the development of test- 	<ul style="list-style-type: none"> • Result of review and alignment with department's Recruitment Strategy • Determination of appropriate recruitment markets • Approval of recruitment markets by department • The recruitment Advertising Plan which includes scope, schedule and budget • Approval of the advertising plan • Identification and/or creation of appropriate testing tools 	<ul style="list-style-type: none"> • Manual 	<ul style="list-style-type: none"> • HR Service Delivery Manager • Hiring authority 	<ul style="list-style-type: none"> • Hiring freeze process can take two weeks or more 	<p>Gaps and Issues</p> <ul style="list-style-type: none"> • Currently agencies find it challenging to attract the appropriate applicant pool • Advertisements for positions in same job classifications are not consistent • Agencies trying to plan for the future have difficulty executing the plan to find people that can maintain the archaic systems and move to the new technology with the county • Hiring freeze process takes too long, especially when immediate hire is necessary • Online resource for agencies to get lists of recruitment and

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
	<p>ing/interviewing tools</p> <ul style="list-style-type: none"> • Existing testing tools 					<p>outreach re-sources</p> <ul style="list-style-type: none"> • Response to countywide sharing of recruitment information brought out that agencies to do not want someone else's rejects <p>Opportunities</p> <ul style="list-style-type: none"> • Hiring Freeze Waiver should be abolished because approvals take time and are granted most of the time. If not, process should be moved to re-assignment process to reduce turnaround time • Lists of job accommodation and layoff/recall pool available to use as resource for strategy, including profiles of skills • Identify bargaining units that have unique replacement processes to be considered

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> • Keep reoccurring jobs classifications needed for multiple positions continuously open • Share information among agencies by utilizing PeopleSoft capabilities for information on candidates, applicant pool where appropriate (Some agencies had a problem with sharing this information or thought cross agency requirements would not be applicable) • Countywide recruitment website where applicant indicates which agencies and locations they are interested in applying for specific job classifications. (Example is the Washington State website)
Recruitment	<ul style="list-style-type: none"> • Job classification documentation 	<ul style="list-style-type: none"> • Job announcement 	<ul style="list-style-type: none"> • Manual 	<ul style="list-style-type: none"> • HR Service Delivery Manager • HRD Manager 	<ul style="list-style-type: none"> • Hiring pool resources active for 	<p>Gaps and Issues</p> <ul style="list-style-type: none"> • Job announcements

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
	<ul style="list-style-type: none"> • Job Announcement and Advertising Plan • Job markets and advertising media such as bulletin boards, Monster.Com, the county's Web site, etc. • Application materials received from applicant 	<ul style="list-style-type: none"> • Approval of job announcement • Result of review of job announcement by Job Reassignment, Layoff/Recall and the Union including possible referrals • Result of selection process if referrals are provided; finalist identification, hiring decision, documentation of why a referral was not hired along with notification of Job Reassignment and Layoff/Recall, and entry of newly hired referral into HR/Payroll system • Posted and advertised job announcement • Logged applicant materials • Applicant notifications on status of application 	<ul style="list-style-type: none"> • Department ad hoc computer systems • MSA • PeopleSoft 	<ul style="list-style-type: none"> • Hiring authority • Department Director • Department HR staff • PAO 	<p>about a year, but obsolete earlier</p> <ul style="list-style-type: none"> • Jobs are posted on Web site twice a week 	<ul style="list-style-type: none"> • need to consistent for KSA needed to get the right people into the interviews • Often the recruitment extends to multiple attempts to attract the right people • Reopening recruitment because the wrong people apply • Job are only posted twice a week • Cannot pay the crafts people • Downsizing has combined jobs and insufficient training causes errors in recruiting • Need more training on PeopleSoft Applicant Tracking (learning curve is significant) • All positions should not require county application, could require a resume

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>and cover letter when appropriate</p> <ul style="list-style-type: none"> • “One size fits all” online job application is not effective for the variety of jobs to be filled <p>Opportunities</p> <ul style="list-style-type: none"> • Use of PeopleSoft by all departments for applicant tracking • Employment and diversity tool box being developed including checklist of all items needed to execute a job posting and management classes on hiring • Applicant pool for positions that needs filling on a reoccurring basis • Provide alternative online job application formats appropriate to the job type being filled. • Jobs should be posted online daily with close date to pull automatically

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
Selection	<ul style="list-style-type: none"> • Job Announcement • Application materials received from applicant • Existing benefits and other employee compensation package materials • Guiding Principles and Core Competencies document • Probationary rules and procedures • Gossett Requirements 	<ul style="list-style-type: none"> • Applicant notifications on status of application • Result of initial screening of applicants to determine if applicant pool is sufficient • Identification of viable candidates • Results of interviews and testing • Finalist identification • Results of reference checks • Hiring decision • Job offer and negotiation • Entry of newly hired employee into HR/Payroll system • Construction and delivery of new hire packet including I-9, W-4, and benefits packet • Creation of Personnel File • Documentation of discussing expectations, professional conduct, Guiding Principles and Core Competencies and probation period 	<ul style="list-style-type: none"> • Manual • Department ad hoc computer systems • MSA • PeopleSoft 	<ul style="list-style-type: none"> • HR Service Delivery Manager • HRD Manager • Hiring authority • Department Director • Department HR staff • Labor EE Relations Safety • Benefits Ops 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • Lack of training managers for selection procedures • Inconsistent processes within same classification <p>Opportunities</p> <ul style="list-style-type: none"> • Automated workflow management • Training of managers for consistent development of valid and effective selection tools • System checklist that is intuitive with job code, union code, etc. and generate checklist for selection panel • Develop web based training manual for recruitment and selection for managers and supervisors • Requested salary link to complete request to hire above base rate

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<p>length with new employee</p> <ul style="list-style-type: none"> • Employee orientation • Performance reviews during probationary period • Step increase approval by central if step 5 or above • Documentation of probationary results for Personnel Folder • HR/Payroll step increase document • Updates to HR/Payroll systems 				<p>and route for approval</p> <ul style="list-style-type: none"> • Create template for job offer that pulls in name, address, approved salary, etc. to generate offer letter • Develop automated new employee checklist with orientation schedule, information sent for ID badge, key card for building. Have tracking system for new employee orientation with tracking complete with approvals • Suggestion to eliminate Gossett requirements that demand approval of KC council and executives. This is a change to an Ordinance • System automated probationary performance review keyed off hire date generated to supervisor

III. Performance Measures Review



The focus group session will review the following chart. The Business Goals and Improvement Opportunities are from the county’s Vision and Goals statement. Possible Benefits and Measures have been added. The objective of the review is to validate, refine and enhance the Benefits and Measures. Attendees are encouraged to review the chart prior to attending the session.

Business Area	King County Business Goal	Improvement Opportunity	Benefit	Measure
Human Resources	Comply with labor agreements, as well as federal, state and county laws	Identify and resolve situations where HR business processes and supporting technical infrastructure has not kept up with laws and labor agreements	<ul style="list-style-type: none"> Avoidance of possible legal complications of non-performance 	<ul style="list-style-type: none"> Number of related lawsuits Number of related labor disputes Number of audit deficiencies
Human Resources	Provide employees, retirees and fiduciaries direct and secure access, as appropriate, to personnel, payroll, time and attendance, benefit, and retirement information	Direct-access, possibly Web-based, personal HR data query capabilities for employees, retirees and fiduciaries	<ul style="list-style-type: none"> Increased county employee, retiree and fiduciary satisfaction 	<ul style="list-style-type: none"> Number of website hits Processing time Time spent performing strategic rather than administrative activities
Human Resources	Improve human resource management to include: position management, recruitment, training administration, competency management, career planning for manager level and higher, succession planning for key employees, labor issues, class/comp/labor contract implementation, and contract and temporary labor management tracking	Redesign HR functional processes based on improving efficiency, and implement appropriate technical infrastructure to support the redesigned model	<ul style="list-style-type: none"> Increased county employee satisfaction Increased HR professional satisfaction Increased level of service Consistent and innovative processes Improved data accuracy Consolidation to a single HR system 	<ul style="list-style-type: none"> Number of complaints Size of technology infrastructure Time spent performing strategic rather than administrative activities Processing time

Business Area	King County Business Goal	Improvement Opportunity	Benefit	Measure
			<ul style="list-style-type: none"> • Increased county and HR management satisfaction • More efficient management decision-making • Reduced reporting and analysis per employee 	
Human Resources	Provide secure access to and maintenance of HR related information by supervisors and managers to meet their management decision-making activities	Direct-access, possibly Web-based, employee human resource data query/update capabilities for supervisors and managers	<ul style="list-style-type: none"> • Increased county management satisfaction • More efficient county management decision-making 	<ul style="list-style-type: none"> • Processing time • Time spent performing strategic rather than administrative activities
Human Resources	Empower employees to secure access and maintain their own HR information where appropriate	Direct-access, possibly Web-based, personal human resource data query/update capabilities for employees	<ul style="list-style-type: none"> • Increased county employee satisfaction • 	<ul style="list-style-type: none"> • Processing time • Time spent performing strategic rather than administrative activities
Human Resources	Increase effectiveness in the delivery of human resource activities resulting in reduced processing time	Resolve situations where HR business processes and supporting technical infrastructure work against effective service delivery	<ul style="list-style-type: none"> • Increased county employee satisfaction • Reduced HR activity turnaround time 	<ul style="list-style-type: none"> • Number of employees processed • Processing time • Time spent performing strategic rather than administrative activities

IV. Critical Success Factors



In an open discussion, focus group attendees will be requested to respond to the questions included below. Attendees are encouraged to determine their perceptions prior to the session.

A. What are the top three opportunities for improvement in the HR Planning, Selection and Placement business function? What are the obstacles to successfully achieving these objectives?

Answer:

- One Payroll system providing the ability to have unified HR tracking, auditing, reporting and information available online. Obstacles to achieving this are the debate about the payroll cycles, semi-monthly versus bi-weekly, and concern that a political decision will be made without communication or consensus among departments.
- Build auditing and quality control.
- Training and education.
- Develop better business processes. Obstacle to achieving is all the homegrown systems and concerns that departments will lose their current capabilities that they have used for some time.

V. What's Next?



- Follow-up with specific individuals to clarify current business processes and opportunities, as necessary.
- Conduct a second focus group session to review updates to the current business processes resulting from feedback from the first focus group session and confirm the issues, gaps and constraints identified, review proposed business process improvements, and discuss identified high-payback business processes.

King County, State of Washington
Quantifiable Business Case
Human Resources Focus Group Session 2



Business Area: Human Resources

Business Function: HR Planning, Selection & Placement

Date: Friday, February 27, 2004

Time: 9:00 AM to 12:00 PM

Location: King Street Center, 3E/3D

Agenda



- I. Introduction**
- II. Findings From First Session**
- III. Opportunities for Improvement**
- IV. Analysis of Opportunities**

I. Findings from First Session



A. Workforce Management and Succession

- Majority of the agencies are not currently doing succession planning for other than immediate needs
- Political limitations constrict decisions to change some business processes because of hiring policies
- Perceived as unimportant by executives, no appreciation for value
- Frequent changes in top level agency Directors cause shifts in direction and focus
- This process needs to be more flexible for technical and unique criteria for each agency
- Agencies do not have resources or budget to do adequate succession planning
- Inadequate availability of personnel information, such as, retirement and turnover statistics
- Information that comes from two systems is not consistent

B. Job Review

- Currently there are 3 job code structures for the same job classifications
- Agencies do not receive sufficient feedback from HRD on requests for job classifications, or status or contact during the review process, also feel that process takes too long and appears to have no timelines or accountability
- Some agencies, departments do not feel they should need to request through HRD to classify new positions
- Issues around union and non-union represented positions need to be analyzed and process defined
- No defined process for correcting/re-aligning equity among positions with same job classification
- Classification errors are made over time and create inconsistency in responsibilities among employees in the same job class
- Lack of standardized lexicon of common terms to drive Knowledge, Skills, Abilities (KSA) efforts

- Lack of expertise and consistency among supervisory staff in county to determine competencies
- When reclassification process fails employee takes to Personnel Board, this tends to be very litigious and complicated hearing taking up to 6 months

C. Recruitment and Selection Strategy

- Currently agencies find it challenging to attract the appropriate applicant pool
- Advertisements for positions in same job classifications are not consistent
- Agencies trying to plan for the future have difficulty executing a plan to find people that can maintain the archaic systems and also move to new technology in the county
- Hiring freeze process takes too long, especially when immediate hire is necessary
- Online resource for agencies to get lists of recruitment and outreach resources
- Response to countywide sharing of recruitment information brought out that agencies to do not want someone else's perceived rejects

D. Recruitment

- Job announcements need to be consistent for KSAs needed to get the right people into the interviews
- Often the recruitment is extended multiple times to attract the right people
- Reopening recruitment because the wrong people apply
- Job are only posted twice a week
- Cannot pay the crafts people
- Downsizing has combined jobs and insufficient training causes errors in recruiting
- Need more training on PeopleSoft Applicant Tracking (learning curve is significant)
- All positions should not require county application, could require a resume and cover letter when appropriate
- "One size fits all" online job application is not effective for the variety of jobs to be filled

E. Selection

- Lack of manager training in selection procedures
- A salary link is desired to complete request to hire above base rate and route for approval

- Offer letters are generated manually
- New employee logistics are executed manually such as orientation schedule, information sent for ID badge, key card for building, etc. At times, things fall through the cracks. New employee orientation is tracked manually or not at all.
- Gossett requirements that demand approval of KC council and executives are considered by many as unnecessary and a waste of time since waivers are never denied.
- Probationary performance reviews are not performed on time

II. Opportunities for Improvement



A. Workforce Management and Succession

- A single HR/Payroll system with online capabilities
- Additional resources for workforce management and succession planning
- Access to HRD Consolidated Data Warehouse database could provide valuable personnel statistics (interim solution)
- Establish a mentoring program in context of succession planning
- Construct guidelines for succession planning
- Undertake a demographic study of countywide workforce
- Construct an online retirement reporting database (interfaced with WA State) accessible by the departments and constructed based on departmental requirements
- Develop desk manuals by functions documenting operational standards and procedures. Training, ready reference, consistency of process

B. Job Review

- Additional resources needed to do job analysis
- Develop consistent job coding structure to eliminate multiple job codes for same classification
- Provide capability for key word search of job classifications including accessible database
- Provide an automated cross-reference of job codes
- Provide online access to job review status and expectation for completion – status reporting, request tracking, timelines

C. Recruitment and Selection Strategy

- Hiring Freeze should be abolished.
- Lists of job accommodation and layoff/recall pool available to use as resource for strategy, including profiles of skills
- Identify bargaining units that have unique replacement processes to be considered

- Keep reoccurring jobs classifications across the county needed for multiple positions, continuously open
- Share information among agencies by utilizing PeopleSoft capabilities for information on candidates, applicant pool where appropriate (Some agencies had a problem with sharing this information or thought cross agency requirements would not be applicable)
- Countywide recruitment website where applicant indicates which agencies and locations they are interested in applying for specific job classifications. (Example is the Washington State website)
- Re-evaluate “rule of three” to provide more flexibility in selection for civil service positions
- Provide online resource to department to obtain lists of outreach resources as part of affirmative action planning

D. Recruitment

- Promote use of PeopleSoft by all departments for applicant tracking
- Develop employment and diversity tool box including checklist of all items needed to execute a job posting and management classes on hiring
- Provide an applicant pool for positions that need filling on a reoccurring basis
- Provide alternative online job application formats appropriate to the job type being filled.
- Post online jobs daily with close date to pull automatically

E. Selection

- Train managers for consistent excellence in the selection process
- Provide requested salary link to complete request to hire above base rate and route for approval
- Create template for job offer that pulls in name, address, approved salary, etc. to generate offer letter
- Develop automated new employee checklist with orientation schedule, information sent for ID badge, key card for building. Have tracking system for new employee orientation with tracking complete with approvals
- Eliminate provisions of the Gossett Ordinance that requires approval of KC council and executives. This is a change to an Ordinance
- Develop automated notification of six month probationary performance review keyed off hire date generated to supervisor

III. Analysis of Opportunities



The Opportunities for Improvement listed in the previous section were reviewed by the county's Human Resource Functional Lead. The review may have resulted in a combining of some opportunities or the elimination of others, for the purposes of this analysis. In addition, the analysis by focus group attendees may have had the same result.

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
Workforce Management and Succession								
Single HR/Payroll system with online capabilities	<ul style="list-style-type: none"> • Reduced process turn-around time • Consolidated employee data • Accurate data • Reduced department ad hoc systems • Improved access to information • Simplified systems landscape and support • Simplification of research (ex. lawsuits) 	<ul style="list-style-type: none"> • Process time • Costs to maintain multiple systems and data stores • Litigation costs • Department ad hoc system costs 	<ul style="list-style-type: none"> • Large culture change 	<ul style="list-style-type: none"> • People-Soft or other single HR/Payroll system across county 	<ul style="list-style-type: none"> • Data conversion • Training • Complexity of implementation • Integration with other systems • Overcoming the pain of past failures • Implementation must have strong, capable governance structure and project management • Project buy-in from stakeholders must be achieved prior to implementation initiation 	<ul style="list-style-type: none"> • Resources • Commitment to consolidate current systems • Resistance from migrating departments • Resistance from unions 	<ul style="list-style-type: none"> • Bi-weekly versus semi-monthly • Other policy issues 	<ul style="list-style-type: none"> • Ability of county to successfully manage complex implementation • Unanticipated costs • Software viability • New system may not meet the county's needs • Policy issues may not be resolved

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
Additional resources for workforce management and succession planning	<ul style="list-style-type: none"> Sufficient resources to conduct planning Better workforce, employee moral, etc. Better organization & planning capabilities 	<ul style="list-style-type: none"> Number of planning efforts conducted Time required for a planning effort 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Training Outsourcing succession planning 	<ul style="list-style-type: none"> Hiring Freeze Resources Resistance from unions 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified
Access to HRD Consolidated Data Warehouse could provide valuable personnel statistics (interim solution)	<ul style="list-style-type: none"> Improved process turn-around time Provides consolidated PeopleSoft and MSA data to support planning Reduced department ad hoc systems Better management of workforce Increased efficiencies 	<ul style="list-style-type: none"> Process time Number of department ad hoc systems 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Intranet service delivery Data access and reporting tools 	<ul style="list-style-type: none"> Training Data access security 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> Privacy laws 	<ul style="list-style-type: none"> Decreased privacy
Establish a mentoring program for succession planning assistance	<ul style="list-style-type: none"> Would provide standardized program across the county 	<ul style="list-style-type: none"> Number of mentoring efforts 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Must develop a mentor matching process 	<ul style="list-style-type: none"> Resources Resistance from unions 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Inability to recruit sufficient mentors to meet need

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> Improved workforce development 				<ul style="list-style-type: none"> Need a process to recruit mentors Consider acquiring mentors from outside sources 			
Construct guidelines ("Planning Tool Box") for succession planning	<ul style="list-style-type: none"> Reduce planning turn-around time Standardized process across the county Reduced planning issues/gaps Knowledge retention and employee skills set maintained 	<ul style="list-style-type: none"> Planning time 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Intranet service delivery 	<ul style="list-style-type: none"> Unique needs for organizations Need competitive process for mentoring services- not picking favorites Maintenance responsibilities 	<ul style="list-style-type: none"> Resources Resistance from unions 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Planning guidelines not followed Inconsistent application by departments Succession planning may be seen as favoritism If not maintained consistently, becomes obsolete
Undertake a demographic study of county-wide workforce	<ul style="list-style-type: none"> Sufficient data to support planning process Allows for Targeted recruiting Increased awareness diversity 	<ul style="list-style-type: none"> Affirmative action goals met 	<ul style="list-style-type: none"> Increased diversity in workplace 	<ul style="list-style-type: none"> Could require analysis tools 	<ul style="list-style-type: none"> Training 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> Privacy laws Discrimination laws 	<ul style="list-style-type: none"> Non-participation Could result in information to support plaintiff's case in discrimination lawsuits

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> Provides information to support addressing actual problems not perceived problems Supports Affirmative Action Plans 							
Construct an online retirement reporting database (who is eligible to retire and when) accessible by the departments and constructed based on departmental requirements	<ul style="list-style-type: none"> Provides sufficient data to support succession planning process Provides ability to forecast vacancies Improved retirement planning for employees Allows for pre-placement and turnover support 	<ul style="list-style-type: none"> Time to find replacement 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Database Intranet service delivery Data access and reporting tools 	<ul style="list-style-type: none"> Interface with DRS Security Gain knowledge from incumbents in a manner that is non-threatening Consider interfacing with WA State systems Maintenance responsibility 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> Privacy laws Discrimination laws 	<ul style="list-style-type: none"> Risk of discrimination Employees might gain the perception they are being forced out If not maintained consistently, becomes obsolete
Develop desk manuals by functions documenting operational standards and procedures	<ul style="list-style-type: none"> Reduces time to bring new employee up to speed Provides additional training method 	<ul style="list-style-type: none"> Time to train new employee Reduction in process errors 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Possible Intranet service delivery 	<ul style="list-style-type: none"> Make sure implemented in such a way to keep focus on goals and not on tasks 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> If not maintained consistently, becomes obsolete Could stifle innovation

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> • Would provide ready-reference to support day-to-day activities • Encourage process efficiencies • Encourage standardization of processes and application of policies 				<ul style="list-style-type: none"> • Maintenance responsibilities 			<ul style="list-style-type: none"> • Lawsuit risks
Job Review								
Additional resources needed to do job analysis	<ul style="list-style-type: none"> • Sufficient resources to conduct job review process 	<ul style="list-style-type: none"> • Number of job reviews conducted • Time required for a job review 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Hiring Freeze • Resources 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified
Develop consistent job coding structure to eliminate multiple job codes for same classification	<ul style="list-style-type: none"> • Reduced process turnaround time • Greatly improved efficiencies • Accuracy 	<ul style="list-style-type: none"> • Process time • Number of codes used 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Training • New method of identifying same classification covered by different bargaining units would have to be developed • Must ensure that a constraint is not created if 	<ul style="list-style-type: none"> • Resources • Resistance from labor unions 	<ul style="list-style-type: none"> • Commitment to consolidate current systems 	<ul style="list-style-type: none"> • Structure may become more complex • If not maintained consistently, becomes obsolete

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
					codes are reduced <ul style="list-style-type: none"> • Complexity due to multiple systems • Maintenance responsibility 			
Provide capability for key word search of job classifications including accessible database	<ul style="list-style-type: none"> • Reduced process turn-around time • Improved consistency • Greatly improves accuracy and efficiency in job matching • Greatly improves quality of hire • Achieves higher retention levels due to better job matching to applicants 	<ul style="list-style-type: none"> • Process time • Number of database hits 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Database • Intranet delivery • Inquiry and reporting tools 	<ul style="list-style-type: none"> • Maintenance responsibility • Requirements input from departments • Database must include definition of the KSAs and education required for each job classification and ability to match positions to these qualifications 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • If not maintained consistently, becomes obsolete
Provide an automated cross-walk of job codes	<ul style="list-style-type: none"> • Reduced process turn-around time • Consistency in coding 	<ul style="list-style-type: none"> • Process time 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Database • Intranet service delivery • Inquiry and reporting tools 	<ul style="list-style-type: none"> • Maintenance responsibility • Requirements input from departments 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • If not maintained consistently, becomes obsolete

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> • Easy access to information across systems 							
<p>Provide online access to job review status and expectation for completion – status reporting, request tracking, timelines</p>	<ul style="list-style-type: none"> • Reduced customer frustration • Accountability • Efficiency • More accessible information as to status of outstanding issues • Wasted time calling somebody eliminated 	<ul style="list-style-type: none"> • Improved customer satisfaction (through survey scores) • Number of system inquiries 	<ul style="list-style-type: none"> • Ability to identify bottlenecks and engage in process improvements where necessary 	<ul style="list-style-type: none"> • Database • Intranet service delivery • Inquiry and reporting tools 	<ul style="list-style-type: none"> • Maintenance responsibility • Limited access • Training • Baseline survey needed 	<ul style="list-style-type: none"> • Resources • Organizational culture which places no premium on accountability • Resistance from represented employees who may balk at having accountability out there for all to see. • Resistance from unions 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified
Recruitment and Selection Strategy								
<p>Hiring Freeze should be abolished</p>	<ul style="list-style-type: none"> • Elimination of ineffective process • Reduced process turn-around time. Time currently spent adding no value to the hiring process 	<ul style="list-style-type: none"> • Process time 	<ul style="list-style-type: none"> • None Identified 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Hiring Freeze 	<ul style="list-style-type: none"> • Reassignment policies • Lay-off/Recall Program policies 	<ul style="list-style-type: none"> • Public perception that the county is not taking budget short-falls seriously

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<p>could be devoted to productive endeavors</p> <ul style="list-style-type: none"> Streamlined hiring process 							
Lists of job accommodation and layoff/recall pool available to use as resource for strategy, including profiles of skills	<ul style="list-style-type: none"> Reduced process turn-around time Improved process efficiency Improved access to information for planning purposes 	<ul style="list-style-type: none"> Process time Number of placements from the list 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Database Intranet service delivery Inquiry and reporting tools 	<ul style="list-style-type: none"> Maintenance responsibility 	<ul style="list-style-type: none"> Resources Lack of commitment to hire and train referrals from Reassignment and Lay-off/Recall Program 	<ul style="list-style-type: none"> Privacy Laws 	<ul style="list-style-type: none"> If not maintained consistently, becomes obsolete
Identify bargaining units that have unique replacement processes to be considered	<ul style="list-style-type: none"> Reduced process turn-around time Uniform interpretation of contact provisions 	<ul style="list-style-type: none"> Process time Number of grievances 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Bargaining agreements need to be reviewed by labor negotiators and HR staff 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified
Keep reoccurring jobs classifications across the county needed for multiple positions, continuously open	<ul style="list-style-type: none"> Reduced process turn-around time Improved process efficiency Provides common access to candidates 	<ul style="list-style-type: none"> Process time Cost of advertising announcements across county 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Database Intranet service delivery Inquiry and reporting tools 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Resources Resistance from unions Resistance from management 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Homogenation of job skills

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> Improved accuracy Shared cost of advertising announcements in local and national publications among Departments 							
Share information among agencies by utilizing PeopleSoft capabilities for information on candidates, applicant pool where appropriate	<ul style="list-style-type: none"> Reduced process turnaround time Improved access to information Improved process efficiency 	<ul style="list-style-type: none"> Process time 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> PeopleSoft or other single HR/Payroll system across county Intranet service delivery 	<ul style="list-style-type: none"> Need to restrict information access - security Training 	<ul style="list-style-type: none"> Resources Commitment to consolidate current systems Resistance from departments 	<ul style="list-style-type: none"> Privacy laws 	<ul style="list-style-type: none"> Departments could lose quality applicants to another Department
Countywide recruitment website where applicant indicates which agencies and locations they are interested in applying for specific job classifications. (Example is the Washington State website)	<ul style="list-style-type: none"> Greater access to information Greater clarity on expectations and/or requirements of applicants Reduced process turnaround time Larger applicant pool 	<ul style="list-style-type: none"> Number of hits Improved customer satisfaction (through survey scores) 	<ul style="list-style-type: none"> None Identified 	<ul style="list-style-type: none"> Web site Internet service delivery 	<ul style="list-style-type: none"> Need baseline survey 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None Identified 	<ul style="list-style-type: none"> Likely will get applicants that do not have necessary education, skills, or licenses for specific job classifications

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
Re-evaluate "rule of three" to provide more flexibility in selection for civil service positions	<ul style="list-style-type: none"> Greater flexibility to hire the best candidates Greater accountability to hire the most qualified candidates for specific positions Larger applicant pool 	<ul style="list-style-type: none"> # of placements from what would not have been included in the rule of 3 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Need to establish guidelines / protocols on how to determine who is the most qualified candidate Longer processing time to consider additional candidates 	<ul style="list-style-type: none"> Resources Political issue 	<ul style="list-style-type: none"> State Law 	<ul style="list-style-type: none"> Possible increased litigation from candidates
Provide online resource to department to obtain lists of outreach resources as part of affirmative action planning	<ul style="list-style-type: none"> Encourages greater diversity in the organizations Accountability to the affirmative action plans Supports targeted recruiting 	<ul style="list-style-type: none"> Number of placements within the parameters of the affirmative action plan Number of affirmative action goals met 	<ul style="list-style-type: none"> Diversity in workforce 	<ul style="list-style-type: none"> Database Intranet service delivery Inquiry and reporting tools 	<ul style="list-style-type: none"> Maintenance responsibility 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified
Recruitment								
Mandatory use of PeopleSoft or other HR/Payroll system by all departments for applicant tracking	<ul style="list-style-type: none"> Reduced process turn-around time Improved efficiency of tracking-one stop shopping 	<ul style="list-style-type: none"> Process time Number of applicants tracked Number of department ad hoc systems 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> PeopleSoft Applicant Tracking module 	<ul style="list-style-type: none"> Should data be migrated from other systems, or prospective only? Training 	<ul style="list-style-type: none"> Resources Commitment to use applicant tracking module 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Incomplete/inaccurate applicant data entered into tracking system

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> • Reduced department ad hoc systems • Improved consistency • Improved accessibility to data 							
<p>Develop employment and diversity tool box including checklist of all items needed to execute a job posting and management classes on hiring</p>	<ul style="list-style-type: none"> • Reduced process turn-around time • Would encourage greater diversity in workplace • Reduced department ad hoc systems • Could instill accountability to affirmative action plans • Expedites • Improved consistency in process 	<ul style="list-style-type: none"> • Number of diversity placements • time between posting & placement of appropriate applicants • Number of Departmental ad hoc systems 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Database • Intranet service delivery • Inquiry and reporting tools 	<ul style="list-style-type: none"> • Training • Requirements input from departments 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Commitment by all departments to utilize fully
<p>Provide an applicant pool for positions that need filling on a reoccurring basis</p>	<ul style="list-style-type: none"> • Reduced process turn-around time • Streamlined process for locating quali- 	<ul style="list-style-type: none"> • Process time • Number of competitive applications received 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Database • Intranet service delivery • Inquiry 	<ul style="list-style-type: none"> • Must determine how long applicants remain in pool 	<ul style="list-style-type: none"> • Resources • Resistance from unions 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • All departments may not use/ provide access to their candidates who would qualify

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	fied applicants <ul style="list-style-type: none"> • More competitive applicant pool for targeted job classifications 			and reporting tools	before dropped if not placed <ul style="list-style-type: none"> • Maintenance responsibility • Training • Coordinate job postings with advertisements in local and national publications 			for the pool. They might want to keep the 'best' for themselves <ul style="list-style-type: none"> • If not maintained consistently, becomes obsolete
Provide alternative online job application formats appropriate to the job type being filled.	<ul style="list-style-type: none"> • Applications appropriate for job listed • Elimination of unnecessary information • Provides ability to obtain screening information not necessarily captured in the current application but necessary to specific position types • Attraction of more specifically targeted pool of candidates 	<ul style="list-style-type: none"> • Number of applications received online • # of applicants who move from the application to the 1st level screening stage based on application data • Improved customer satisfaction (through survey scores) 	<ul style="list-style-type: none"> • Highly skilled workforce • Culture change 	<ul style="list-style-type: none"> • Modification to current online job application technical infrastructure 	<ul style="list-style-type: none"> • Training • Maintenance responsibility • Review of alternative job application formats by PAO for approval as to form • Baseline survey needed 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • Alternative formats must be accessible to all applicants (ADA) 	<ul style="list-style-type: none"> • Loss of qualified candidates without access to computer

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> Promotes more competitive employment pool 							
Post online jobs daily with close date to pull automatically	<ul style="list-style-type: none"> Improved time to posting More timely receipt of applications to get process started 	<ul style="list-style-type: none"> Number of jobs posted Number of jobs automatically pulled Number of applications received Improved customer satisfaction (through survey scores) 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Coordination of posting of job bulletins with advertisements placed in local and national publications Need baseline survey 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified
Selection								
Train managers for consistent excellence in the selection process	<ul style="list-style-type: none"> Reduced process turn-around time More effective selection process Supports more closely alignment match of applicant to job Improves consistency in selection process 	<ul style="list-style-type: none"> Process time Length of employee retention 	<ul style="list-style-type: none"> Better management of workforce 	<ul style="list-style-type: none"> Possible Intranet service delivery of training 	<ul style="list-style-type: none"> Training 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Managers may avoid training or not comply with training taken

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> Improves retention due to better matches in selection process 							
Provide re-requested salary link to complete request to hire above base rate and route for approval	<ul style="list-style-type: none"> Reduced process turn-around time 	<ul style="list-style-type: none"> Process time 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> May be high cost for potential value 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified
Create template for job offer that pulls in name, address, approved salary, etc. to generate offer letter	<ul style="list-style-type: none"> Reduced process turn-around time Improved consistency Improved accuracy Improved ability to meet legal requirements 	<ul style="list-style-type: none"> Process time Number of letters generated 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> New system Intranet service delivery 	<ul style="list-style-type: none"> Training Requirements include department input 	<ul style="list-style-type: none"> Resources Resistance from departments 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified
Develop automated new employee checklist with orientation schedule, information sent for ID badge, key card for building. Have tracking system for new employee orientation with tracking complete with approvals	<ul style="list-style-type: none"> Reduced process turn-around time Elimination of department ad hoc systems Improved consistency in bringing new employees on board 	<ul style="list-style-type: none"> Process time Number of department ad hoc systems eliminated 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> New system Intranet service delivery 	<ul style="list-style-type: none"> Training Maintenance responsibility Requirements to include department input 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> • Thoroughness in training new employees on the basics of their environment / expectations 							
<p>Eliminate provisions of the Gossett Ordinance that requires approval of KC council and executives. This is a change to an Ordinance</p>	<ul style="list-style-type: none"> • Elimination of ineffective process 	<ul style="list-style-type: none"> • Process time 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Determine if there is any relative value of these restrictions 	<ul style="list-style-type: none"> • Resistance from Council • Political Issue 	<ul style="list-style-type: none"> • County Ordinance change required 	<ul style="list-style-type: none"> • None identified
<p>Develop automated notification of six month probationary performance review keyed off hire date generated to supervisor</p>	<ul style="list-style-type: none"> • Reduced process turn-around time • Encourages accountability • Reduce department ad hoc systems • Eliminate late or missed performance reviews 	<ul style="list-style-type: none"> • Process time • Departmental ad hoc systems eliminated • Number of probationary reviews completed on time 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • New system • Intranet service delivery 	<ul style="list-style-type: none"> • Training 	<ul style="list-style-type: none"> • Resources • Resistance from supervisors 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified

King County, State of Washington
Quantifiable Business Case
Human Resources Focus Group Session 1



Business Area: Human Resources

Business Function: Compensation and Benefits

Date: February 9, 2004

Time: 8:30 AM to 12:30 PM

Location: King Street Center, 3E

Agenda



- I. Introduction**
- II. Business Processes**
- III. Performance Measures Review**
- IV. Critical Success Factors**
- V. Next Steps**

I. Introduction



A. Quantifiable Business Case Project

The Quantifiable Business Case project will review King County's current business operations model focusing on the Human Resources, Payroll, Financials and Budget business areas. A business operations model includes organizational structure, business processes, work flow and associated costs. The results of the review will be analyzed with an eye toward determining opportunities to increase business process efficiencies and effectiveness, and a business case will be constructed for an improved business operations model based on cost, benefit and risk.

B. Focus Group Session Approach

Attendees of the focus group session will be subject matter experts selected by the county for their knowledge and experience in the business function or functions to be addressed. Session activities will include validation and refinement of the high-level business process diagrams/charts and performance measures included in this document, as well as discussion of business function and overall project success factors.

C. Business Function Focus

The Human Resources business function to be reviewed during this focus group session is Compensation & Benefits. The goal of this business function is to provide tangible rewards within the county's means so that the county can attract and retain qualified, willing, and able employees, and apply those rewards in a fair, legal, consistent, and accurate manner across all county departments.

II. Business Process Review



A. Terminology

- **Business Function.** Refers to a high level grouping of business processes designed to meet a specific business objective.
- **Business Process.** A discrete set of activities within a business function.

B. Validation and Refinement of Current Business Processes

The following pages contain work flow diagrams for the business function(s) being addressed by this focus group session. Depending upon the complexity of the business function, a single diagram may be presented with each component indicating a business process, or multiple diagrams may be presented with each indicating a business process and each diagram component indicating a sub-process. The diagrams are followed by charts which provide detail about the processes displayed in the diagram or diagrams.

Both the diagrams and charts are at a high-level of detail. It is not within the scope of this project to document the county's current business functions/processes at a fine level of detail.

The focus group session will review the diagram(s) and charts to validate and refine the high-level business function/processes to ensure that an accurate model of the current business function(s) is depicted. As well, opportunities for improvement will be developed and documented. Attendees are encouraged to review the diagrams/charts prior to attending the session.

Compensation and Benefits Classification System Development

Quantifiable Business Case Project
Dye Management Group, Inc.

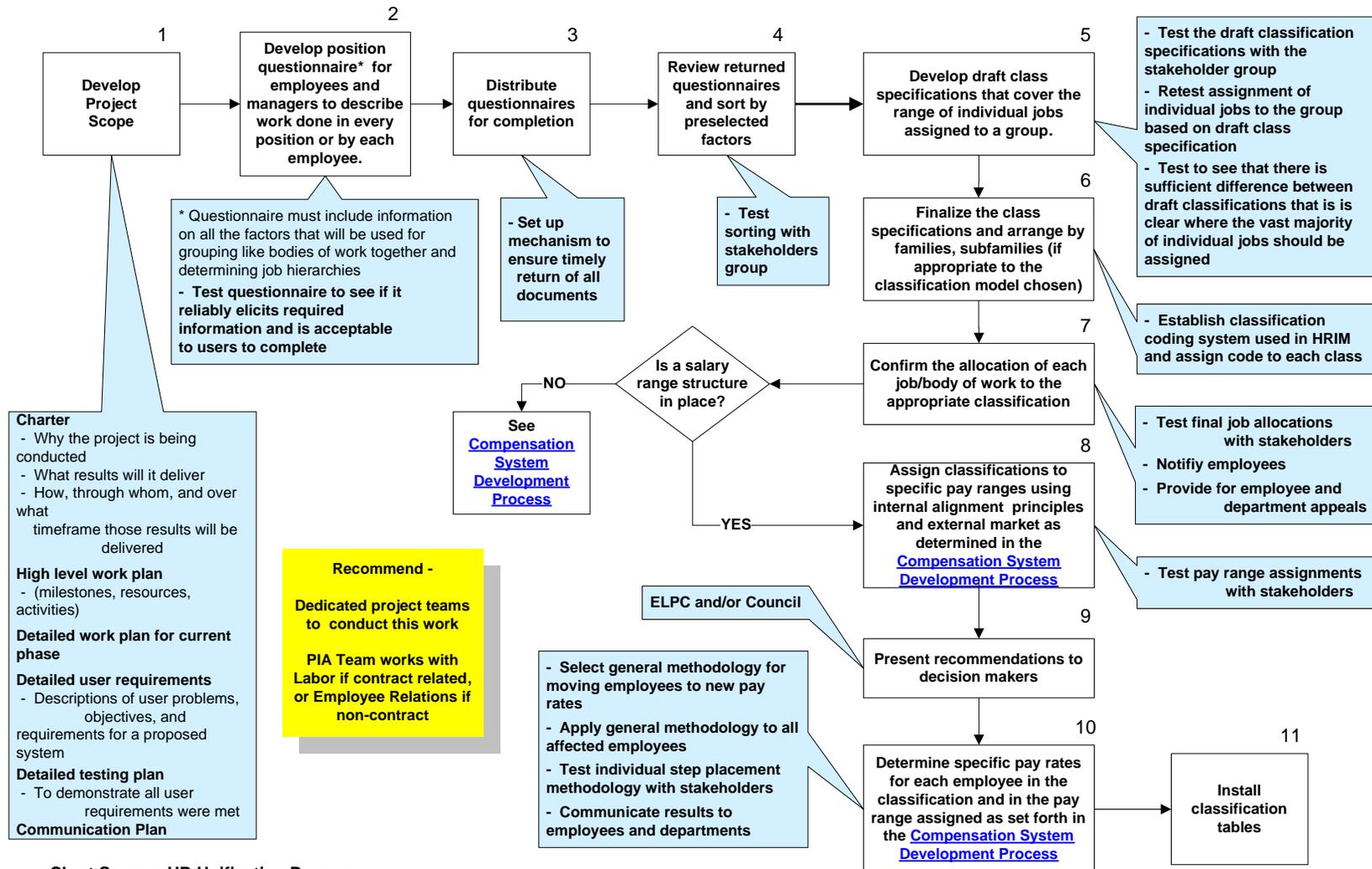


Chart Source: HR Unification Program

Compensation and Benefits Compensation System Development

Quantifiable Business Case Project
Dye Management Group, Inc.

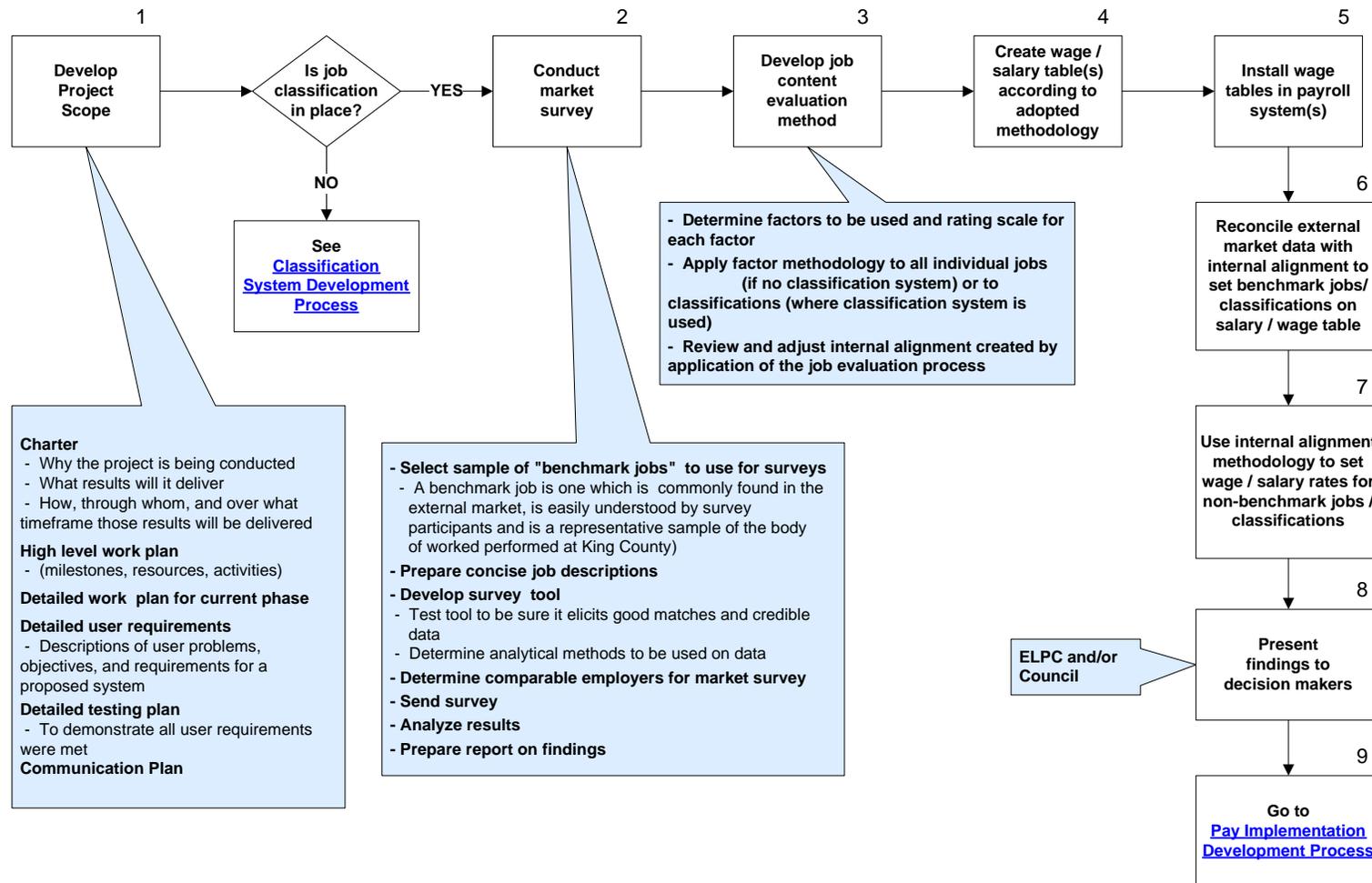
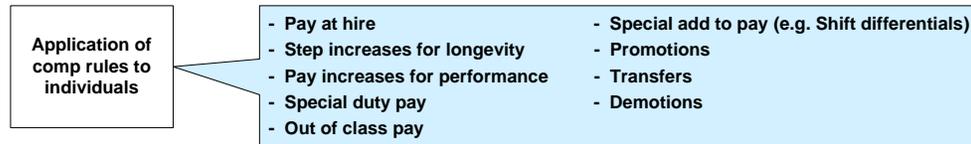


Chart Source: HR Unification Program

Compensation and Benefits Classification/Compensation Administration

Quantifiable Business Case Project
Dye Management Group, Inc.

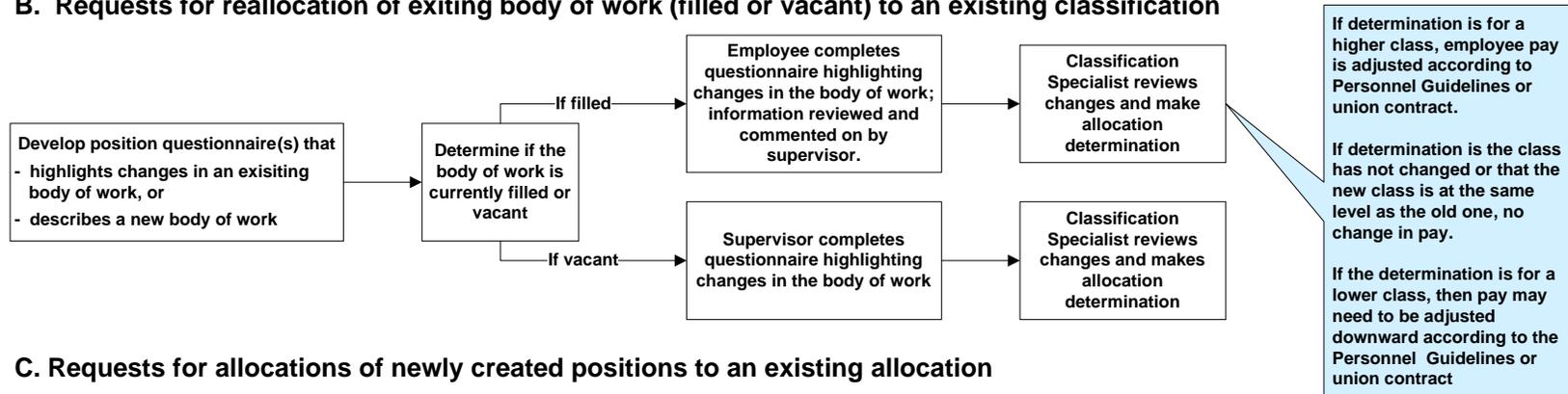
A. Compensation Administration



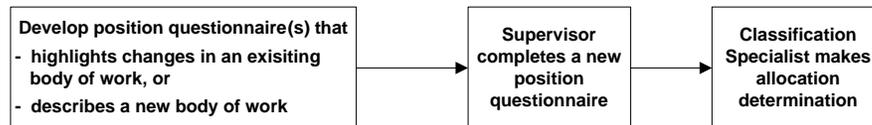
New system implementation:
Go to [Pay Implementation Sub-process](#)

Changes affecting a large group of employees / jobs (e.g. COLA, merit pay, new union contracts)
Go to [Pay Implementation Sub-process](#)

B. Requests for reallocation of exiting body of work (filled or vacant) to an existing classification



C. Requests for allocations of newly created positions to an existing allocation



D. Requests for allocations where there is no suitable existing classification

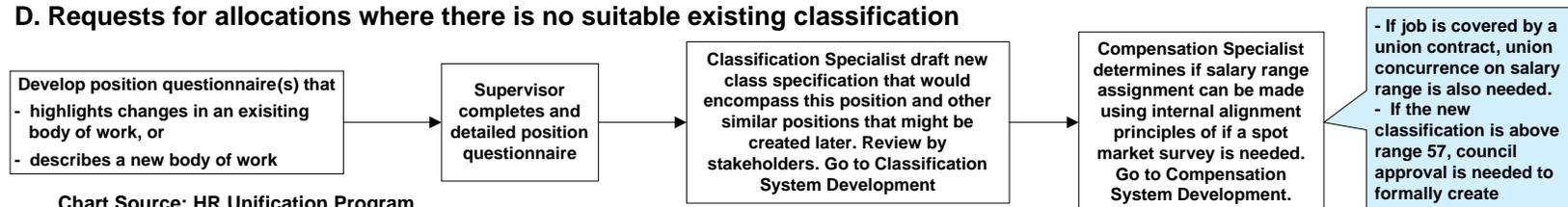


Chart Source: HR Unification Program

Compensation and Benefits Pay Implementation Development

Quantifiable Business Case Project
Dye Management Group, Inc.

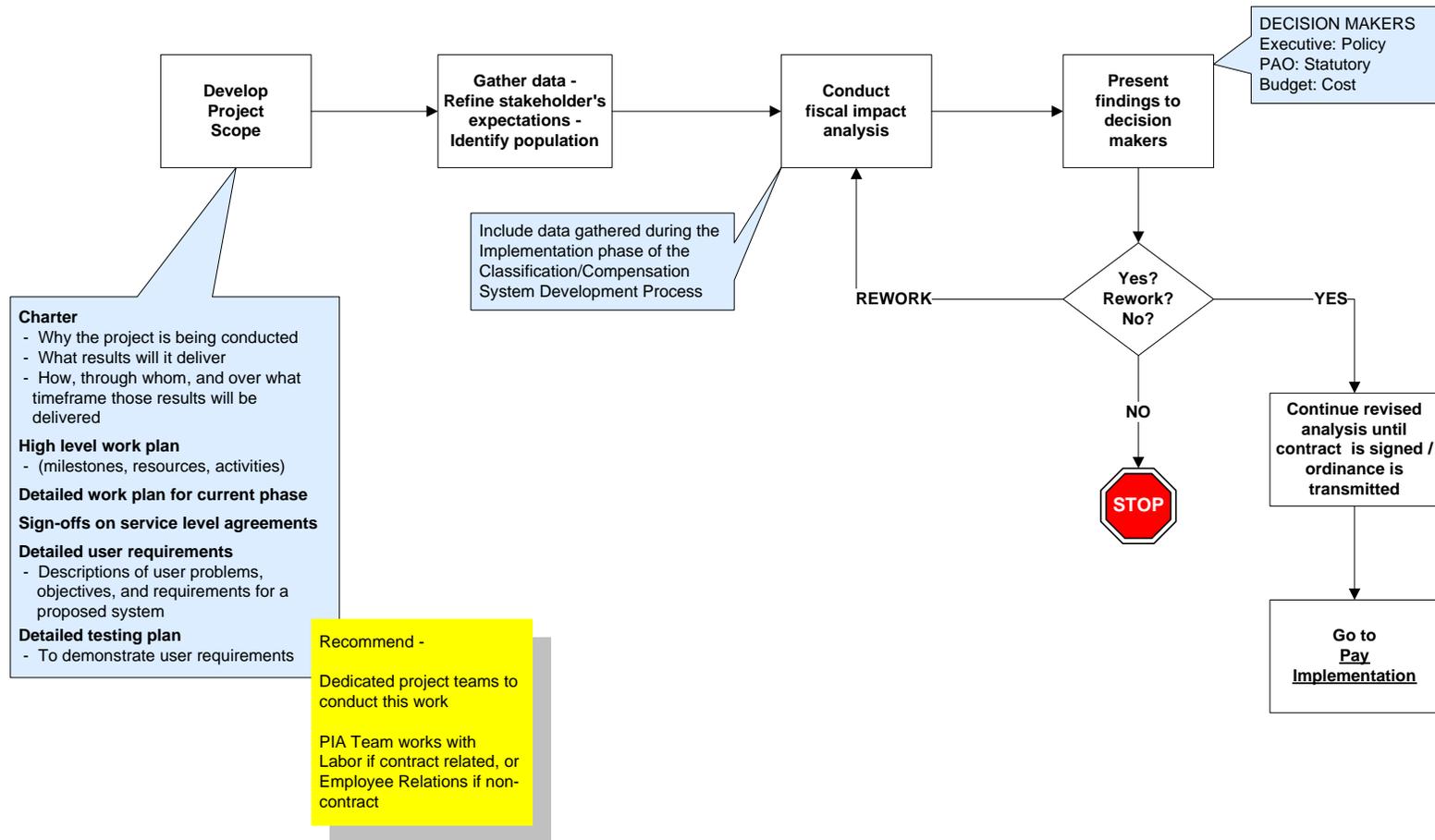


Chart Source: HR Unification Program

Compensation & Benefits Pay Implementation

Quantifiable Business Case Project
Dye Management Group, Inc.

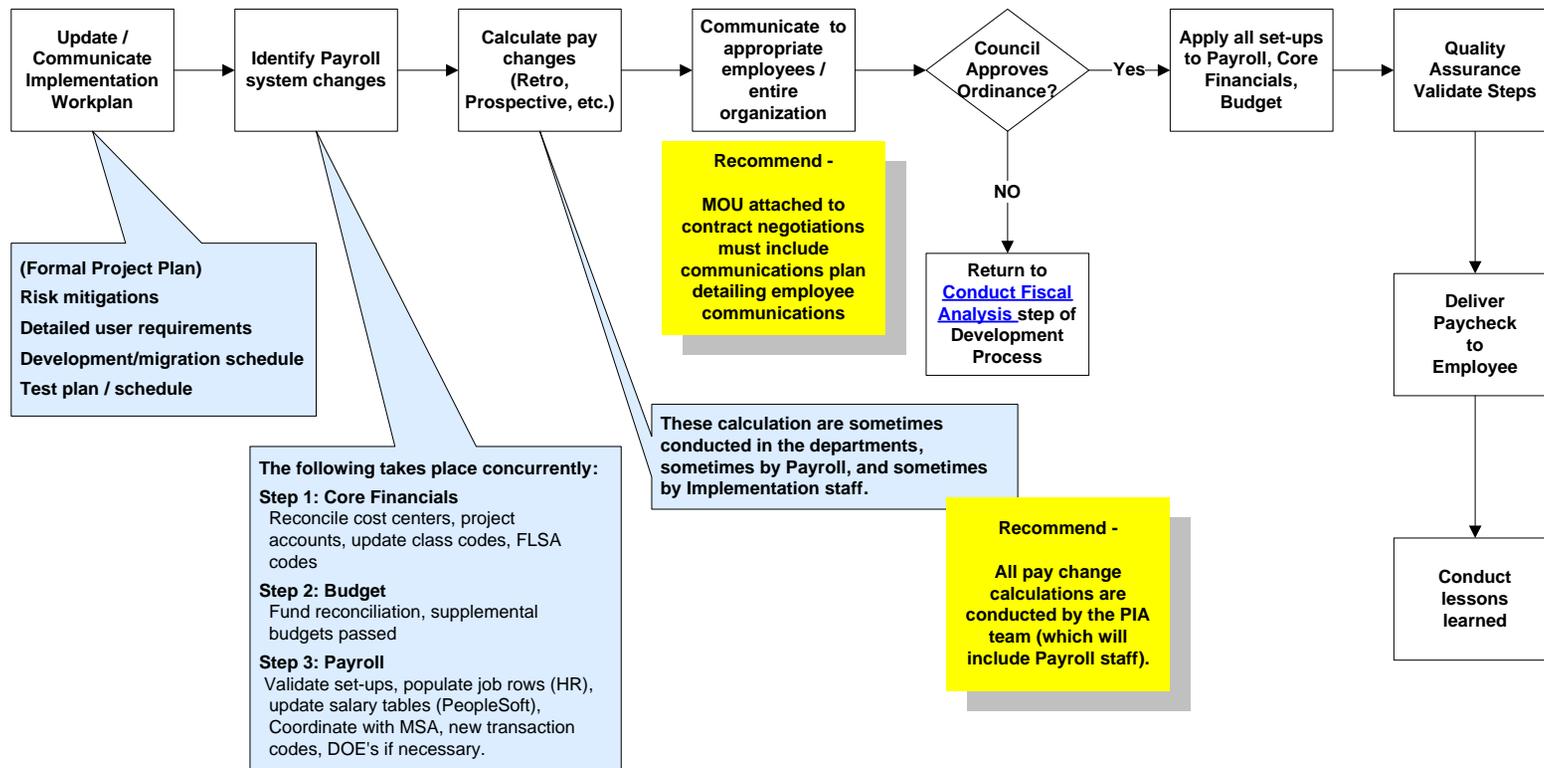


Chart Source: HR Unification Program

Compensation and Benefits Pay Implementation Administration

*Quantifiable Business Case Project
Dye Management Group, Inc.*

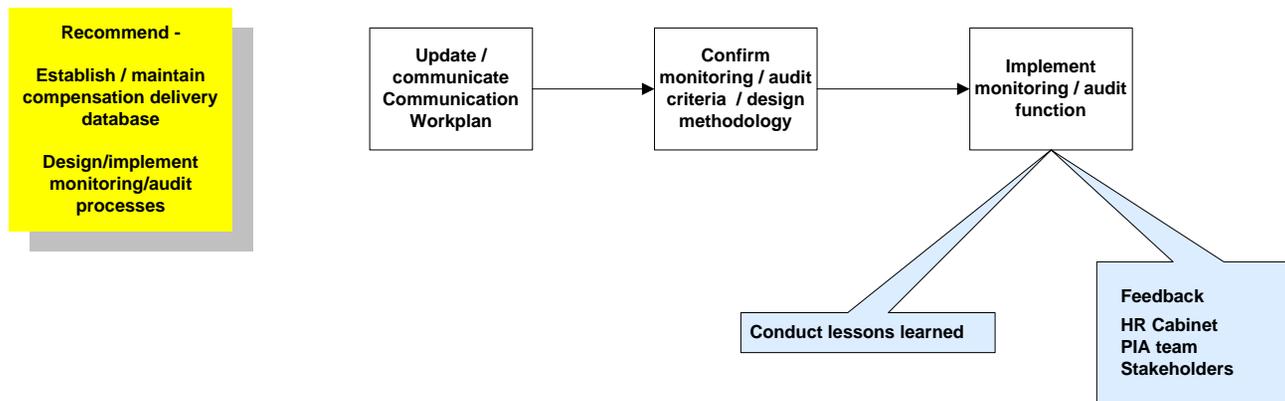


Chart Source: HR Unification Program

Compensation and Benefits Benefits System Development

Quantifiable Business Case Project
Dye Management Group, Inc.

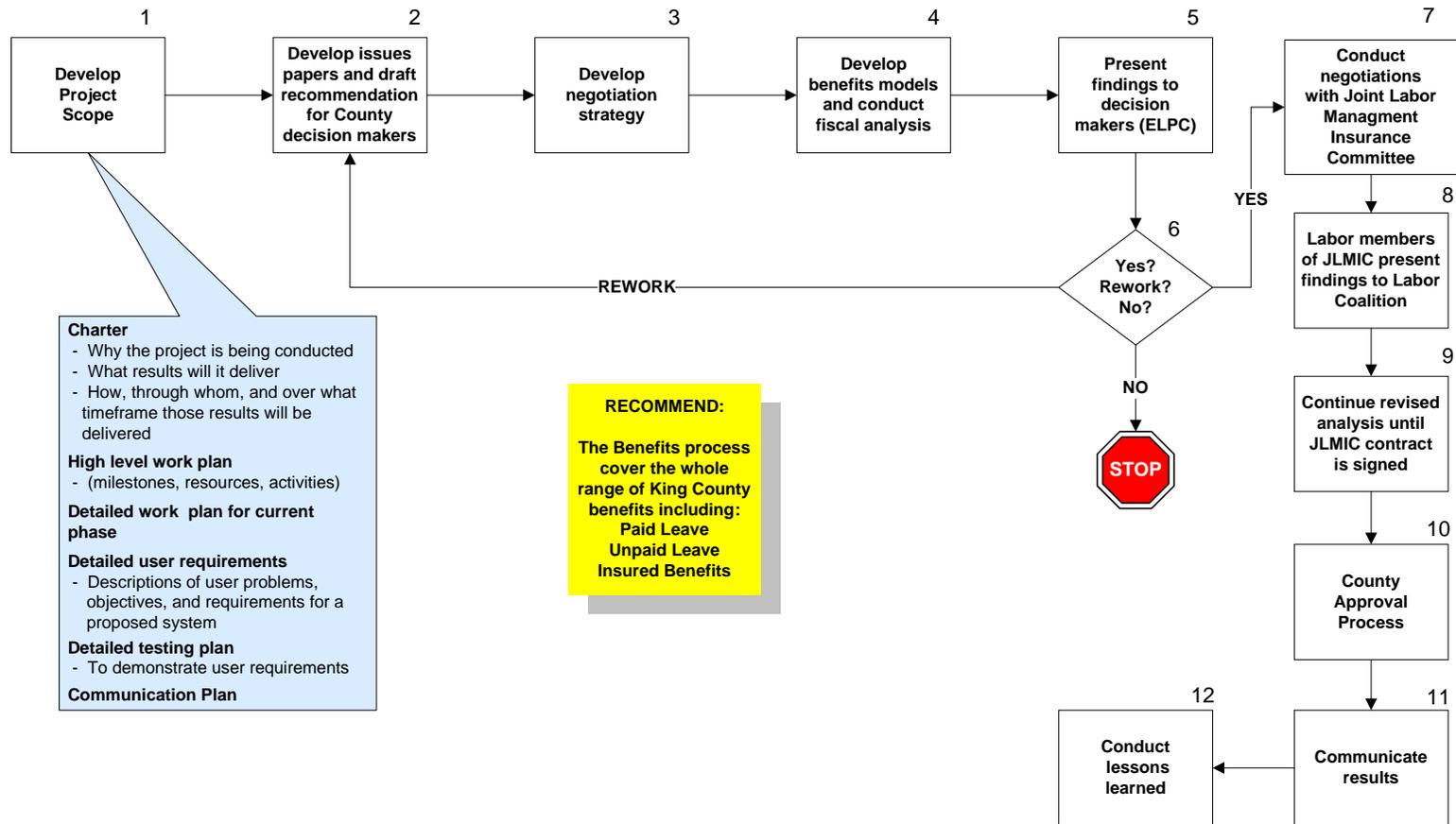


Chart Source: HR Unification Program

Compensation and Benefits Benefits System Implementation

*Quantifiable Business Case Project
Dye Management Group, Inc.*

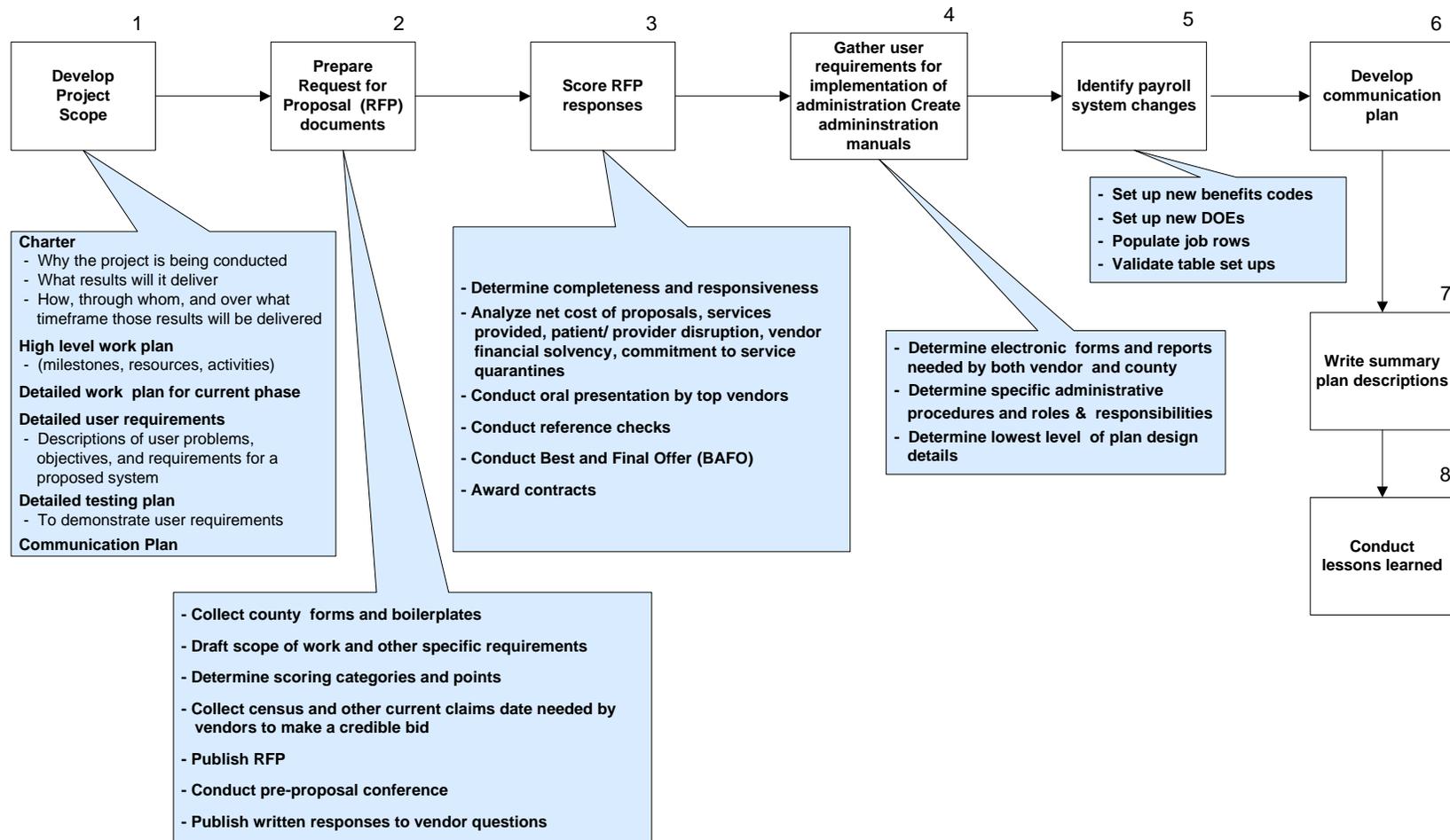


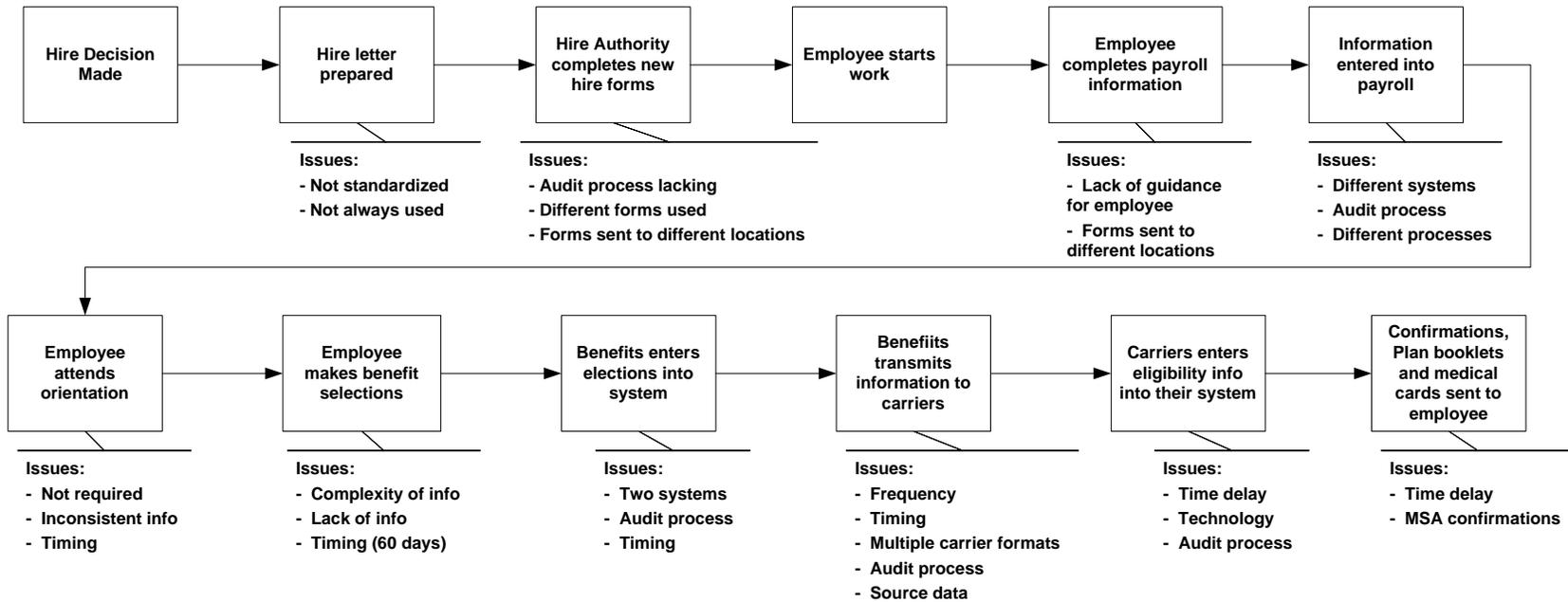
Chart Source: HR Unification Program

Compensation and Benefits

Benefits System Administration (1 of 2)

Quantifiable Business Case Project
Dye Management Group, Inc.

Benefits Enrollment Process



Benefits Open Enrollment Process

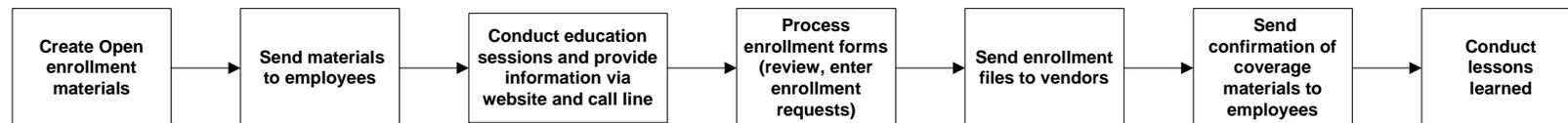
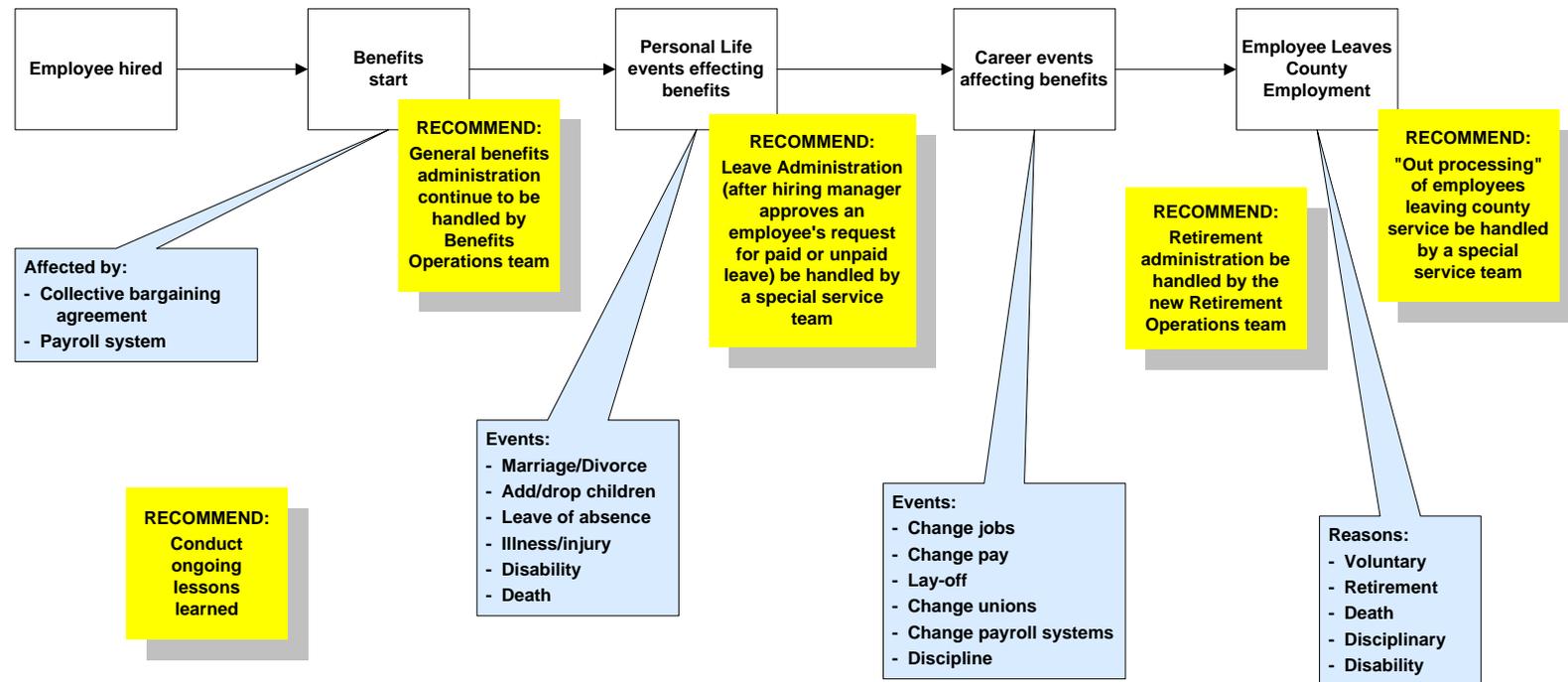


Chart Source: HR Unification Program

Compensation and Benefits

Benefits System Administration (2 of 2)

*Quantifiable Business Case Project
Dye Management Group, Inc.*

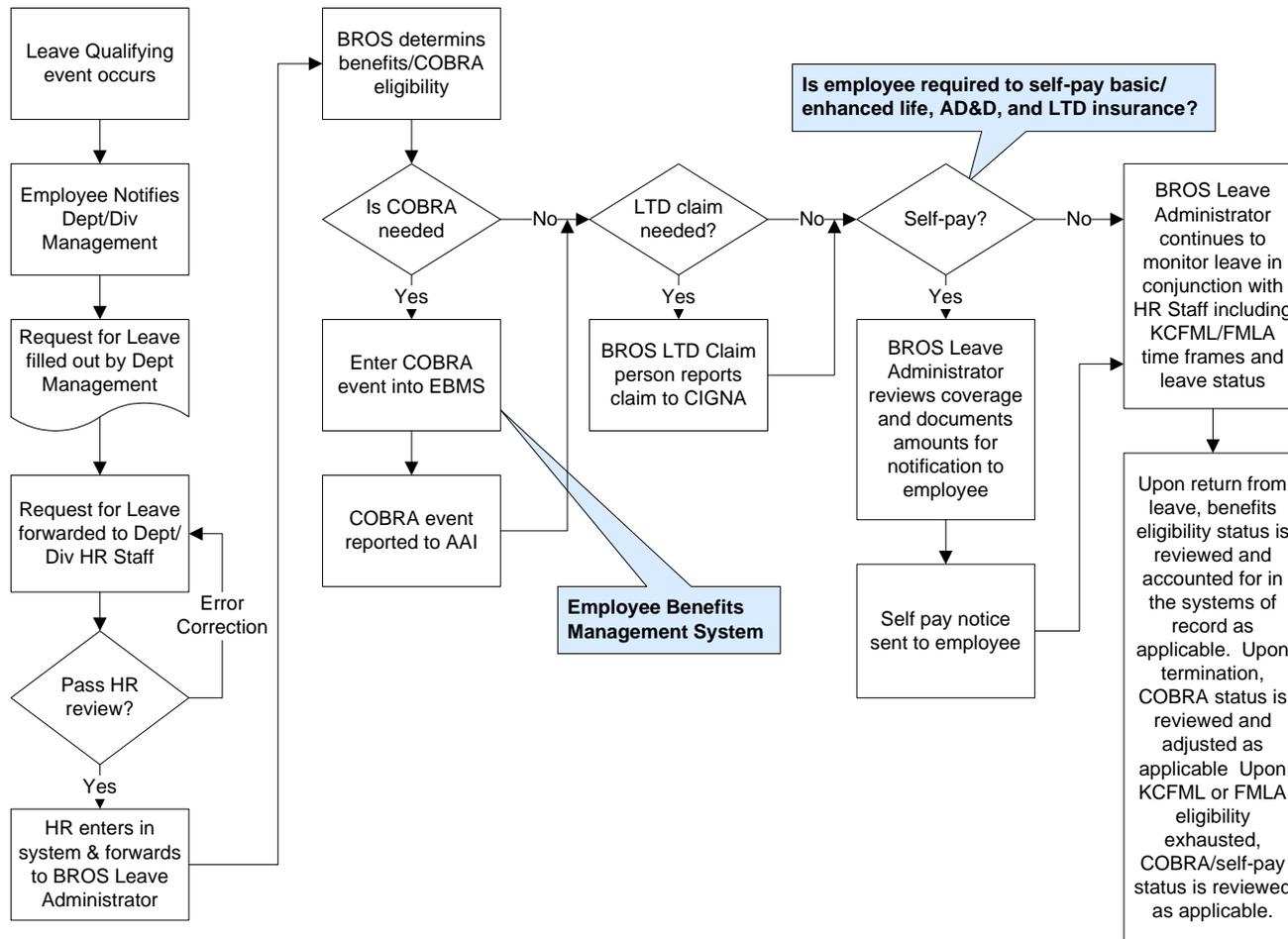


Note: Each of the events noted above each have their individual benefitsadministration processes

Chart Source: HR Unification Program

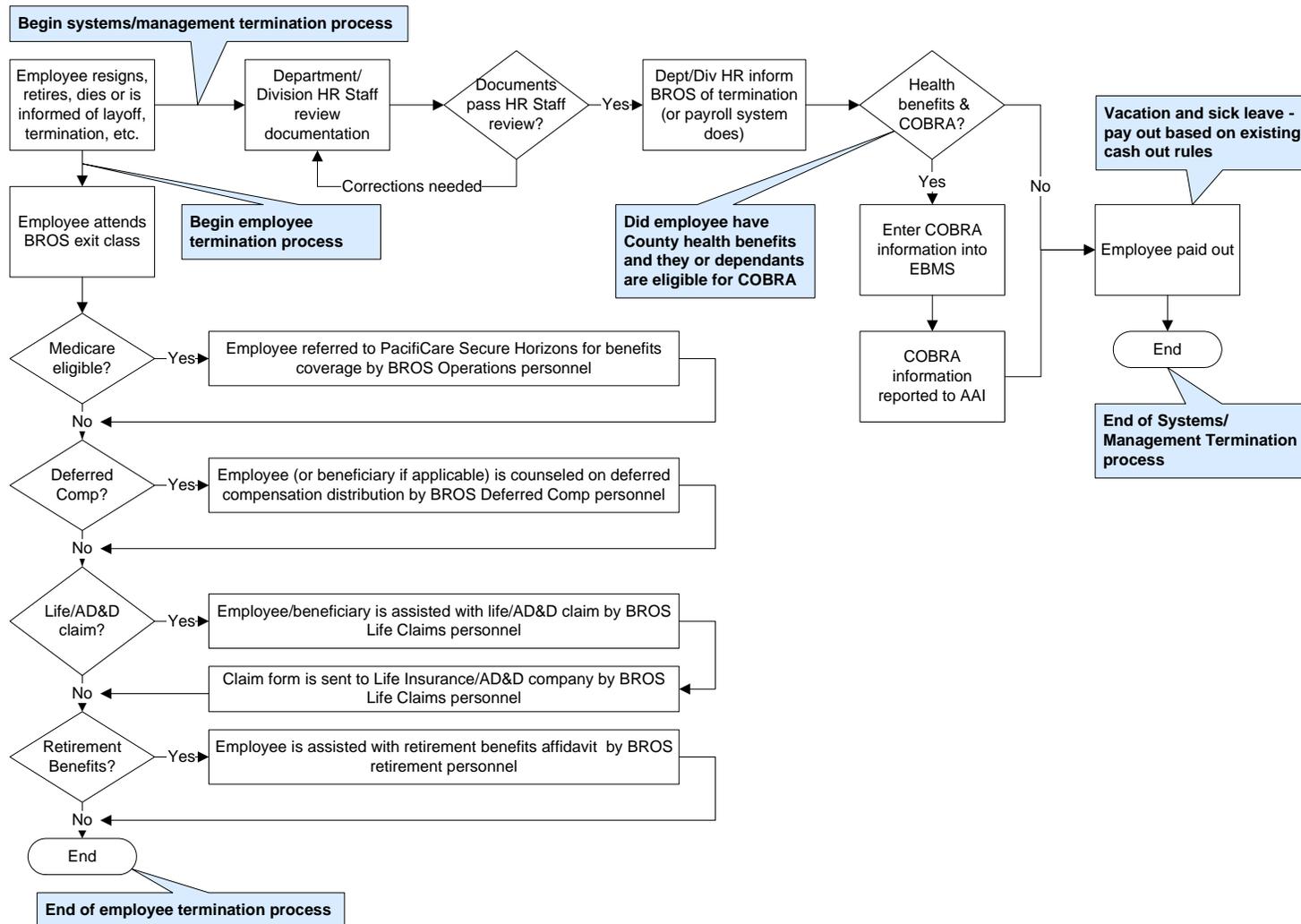
Compensation and Benefits Employee Leave Administration

Quantifiable Business Case Project
Dye Management Group, Inc.



Compensation and Benefits Employee Exit Administration

Quantifiable Business Case Project
Dye Management Group, Inc.



Compensation and Benefits

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
Classification System Development	<ul style="list-style-type: none"> Request for classification system development or modification Existing classification rules Existing compensation rules Request to solve existing problem Periodic review (every three years) 	<ul style="list-style-type: none"> Project charter, work plan, user requirements, and testing plan Position questionnaire for employees and managers to describe work done in every position or by each employee Results of questionnaire testing Completed questionnaires Results of draft class specification development and testing of draft with stakeholders, job groups (fatal flaw review). Finalized class specifications and results of confirmation testing that each job/body of work is allocated to the appropriate class Results of assignment of classifications to specific pay ranges, and associated testing Approvals from decision makers Results of determining specific pay rates for each employee in the class and pay range assigned, and associated testing 	<ul style="list-style-type: none"> Manual MSA People-Soft 	<ul style="list-style-type: none"> HR Director (L) Comp & Benefits (L) HR Staff Labor/Employee Relations HRIM HR Communications HR Service Delivery Manager HR Cabinet Budget Office PSSD (L) ITS Council ELPC Hiring Authority (L) – Lead of one or more tasks 	<ul style="list-style-type: none"> 6 to 8 months 	<p>Gaps and Issues</p> <ul style="list-style-type: none"> Too many job classifications. The job classification process is lengthy and employees may have too much influence in current process. Council approval of job classification happens only twice a year. Twice a year is not effective No feedback to departments about status, etc. of job classification requests There is a tendency to point to salary first and then build a classification around the salary The “labor agreement factor” adds complexity to the classification process. Inconsistencies in coding jobs <p>Opportunities</p> <ul style="list-style-type: none"> Move toward reducing number of

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>job classifications while still accommodating department's need for special classifications for specific jobs.</p> <ul style="list-style-type: none"> • Develop shortened process for job classification process and have more weight in process by "experts" rather than employees • Implement process for Council job classification approvals on a more timely basis. • Develop online, county-wide, Intranet-based job classification request and tracking system with input on requirements from the departments • Standardize the classification approach based on an understanding of the skill set and the job rather than salary, and encourage all departments in the county to work under it.

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> Develop classification procedures that address the “labor agreement factor” challenges, specify limitations, and possibly reach agreement with union negotiators/unions on result
Compensation System Development	<ul style="list-style-type: none"> Request for compensation system development or modification Existing compensation rules 	<ul style="list-style-type: none"> Project charter, work plan, user requirements, and testing plan Results of preparation for market survey including sample “benchmark jobs” to use in the survey and their job descriptions, survey tools including analytical methods to be used on data, and determination of comparable employers to survey. Result of market survey Developed job content evaluation method including factors and factor rating scale Created wage/salary tables Benchmark for jobs/classifications on salary/wage table resulting from reconciliation of external market data with internal alignment Results of setting wage/salary rates for non-benchmark 	<ul style="list-style-type: none"> Manual 	<ul style="list-style-type: none"> HR Director (L) Comp & Benefits (L) Labor/Employee Relations HR Communications HR Service Delivery Manager HR Cabinet Payroll Systems Support Development (PSSD) (L) ITS Council ELPC Hiring Authority Union • (L) – Lead of one or more tasks 	<ul style="list-style-type: none"> For represented employee process can take over 1-2 years For non-represented employees usually takes less than 12 months 	<p>Gaps and Issues</p> <ul style="list-style-type: none"> Process can be lengthy with represented employees talking as long as 1 to 2 years No feedback to departments about status, etc. of compensation requests No access to compensation data for market research analysis No matter how great the system is, union negotiation is a blockage There is a need for different types of compensation parameters for call-out pay, hazardous duty pay, and market premiums, and broadband salary schedules

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<p>jobs/classifications using internal alignment methodology</p> <ul style="list-style-type: none"> • Approvals from decision makers 				<p>Opportunities</p> <ul style="list-style-type: none"> • Develop shortened compensation process through process streamlining • Develop online, county-wide, compensation request and tracking system with input on requirements from the departments • Provide online access to compensation data for departmental research purposes • Standardize an approach to union negotiation that includes pre-negotiation discussions with negotiators regarding compensation parameters
<p>Classification/ Compensation Administration</p>	<ul style="list-style-type: none"> • Existing classification rules • Existing compensation rules • Request for reallocation of exiting body of work (filled or vacant) to an existing classification • Request for allocations of newly created positions to an existing allocation • Request for allocations where there is no suitable existing classification 	<ul style="list-style-type: none"> • Result of applying compensation rules to individuals such as pay at hire, step increase for longevity, pay increases for performance, special duty pay, out of class pay, special add to pay such as shift differentials, promotions, transfers and demotions • Results of responding to requests for reallocation of exiting body of work 	<ul style="list-style-type: none"> • Manual • People-Soft • MSA 	<ul style="list-style-type: none"> • Union • HR Staff (L) • Comp & Benefits • HR Service Delivery Manager (L) • Hiring Authority • Supervisor • Department Management • PSSD • Payroll Ops 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • Lack of timely feedback to departments about status, progress, etc. of requests. No standardization and established timelines in process • Department HR is bypassed by management requesting directly to

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<p>to existing classification including employee or supervisor questionnaire, completed questionnaire, allocation determination by Classification Specialist, and pay adjustments</p> <ul style="list-style-type: none"> • Results of responding to requests for allocations of new positions to existing allocation including position questionnaire for Supervisor, completed questionnaire, and allocation determination by Classification Specialist • Results of responding to requests for allocations where there is no suitable existing classification including position questionnaire for Supervisor, completed questionnaire, draft of new class specification, determination if salary range can be assigned via internal alignment principles or if a market survey is needed, and result of market survey 		<ul style="list-style-type: none"> • (L) – Lead of one or more tasks 		<p>HRD, thus, leaving Department HR out of the loop and unable to provide quality assurance, and responses from HRD at times go directly to management or employee, again bypassing department HR.</p> <ul style="list-style-type: none"> • “Priorities of the day” may gain unfair advantage in being considered • Responses by HRD back to the department are in an inconsistent structure • The appeal process to the Personnel Board is unpleasant, time-consuming, and lengthy for the departments. The Personnel Board only meets once a month for ½ day, but code requires this process • There is no defined process for moving job from union to non-union and visa versa <p>Opportunities</p> <ul style="list-style-type: none"> • Develop online, county-wide, request and tracking

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>system promoting standardized processes and including timelines, targets and contact person</p> <ul style="list-style-type: none"> • Utilize the SDM position in the Departments as a conduit for requests to HRD and responses from HRD, and to add quality assurance to the process • Develop a standardized process where the department, HRD and employee attempt to reach a resolution through alternative means before going to the Personnel Board, based on a predetermined flowchart of viable alternatives • Develop a standardized process and clearinghouse for classification requests to be reviewed and prioritized for action based on predetermined parameters, and for request results to be reviewed by HRD and returned

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						to departments in a consistent structure
Pay Implementation Development	<ul style="list-style-type: none"> Request for pay implementation development 	<ul style="list-style-type: none"> Project charter, work plan, user requirements, and testing plan Result of refining stakeholder's expectations and identifying population Fiscal Note 	<ul style="list-style-type: none"> Manual 	<ul style="list-style-type: none"> Comp & Benefits (L) Labor Employee Relations HRIM HR Service Delivery Manager HR Cabinet Budget Office PSSD Payroll Ops ITS PAO Executive Benefits Ops Hiring Authority (L) – Lead of one or more tasks 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> When there's a new pay delivery requirement in a Labor Contract, HR needs to have information for calculating the fiscal impact. Modeling is difficult because information resides in two separate systems Historical analysis of payroll data is outsourced because King county is not able to combine payroll data from the two systems Cost estimates are generally not accurate due to a cumbersome allocation process There is a communication breakdown between departments when forecasting is complete. Fund managers are not involved early in the process; they need

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>advance information to determine budget impact</p> <ul style="list-style-type: none"> • There is no mechanism for identifying changes between preliminary, 2nd preliminary and final labor contract. This information is needed for decision making • The Budget Office is not notified prior to negotiating pay. They need information for planning • There is not a clear definition of appropriate coding to use. This makes historical analysis difficult and inaccurate • Information is generally communicated after the fact making it difficult to resolve issues • There is no consistency on contract language among contracts <p>Opportunities</p> <ul style="list-style-type: none"> • Implement a single payroll system to retrieve accurate/timely data for

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>“fiscal” impact and provide consistent reporting of historical data</p> <ul style="list-style-type: none"> • Simplify the allocation process so that cost estimates are consistent and more accurate • Develop a communication plan for which involves the Department Fund Manager and Budget office earlier in the process • Develop a mechanism to report the effects of changes in labor contract terms throughout the process • Develop and communicate consistent coding standards. Establish an ongoing training plan to ensure consistency over time • Develop standard contract language that could be applied to multiple contracts. Include consistent language on special treatment items

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
Pay Implementation	<ul style="list-style-type: none"> Request for pay implementation 	<ul style="list-style-type: none"> Project charter, work plan, user requirements, and testing plan Identified Payroll system changes. Activities include: Core Financials - reconcile cost centers and project accounts, and update class codes and FLSA codes; Budget – Fund reconciliation, supplemental budgets passed; Payroll – Validate set-ups, populate job rows (HR), update salary tables (PeopleSoft), coordinate with MSA, new transaction codes, DOE's if necessary Calculated pay changes Approvals from decision makers Updated set-ups to Payroll, Core Financials and Budget Results of quality assurance steps Paychecks reflecting pay changes Results of lessons learned review Communication Work Plan 	<ul style="list-style-type: none"> Manual MSA PeopleSoft 	<ul style="list-style-type: none"> HR Director Comp & Benefits (L) Labor/Employee Relations (L) HR Communications HRIM HR Service Delivery Manager HR Cabinet (L) Financial Management Budget Office (L) PSSD (L) Payroll Ops (L) ITS Fund Managers Council Benefits Ops (L) – Lead of one or more tasks 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> There is a tremendous duplication of efforts because everything needs to be set up in both PeopleSoft and MSA Some agencies are on PeopleSoft and others on MSA, and some on both systems (straddle) Pay schedules are normally different for each collective bargaining agreement. The county would like to get 80% of the county on the squared salary table to simplify pay implementation. Some groups will resist this effort There is a lack of control in MSA. There is no auditing and validating of data to prevent overpayments and discrepancies System features are not used consistently among departments There is a lack of communication to employees in the process

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> • Agreements and decisions are not documented during meetings when payroll implementation issues are discussed <p>Opportunities</p> <ul style="list-style-type: none"> • Implement a single payroll system to eliminate “Straddle” situation and duplication of effort, and support consistent coding standards • Move the county toward the squared salary table to simplify pay implementation • Develop edits and validations to ensure accurate pay implementation updates • Develop and communicate procedures for dealing with pay implementation issues. Establish an ongoing training plan to ensure consistency over time • Develop a communication plan for Pay Implementation which includes employee communications and information on timing

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						(a "Calendar of Process") <ul style="list-style-type: none"> • Develop a methodology for consistently documenting decisions and agreements made during Pay Implementation
Pay Implementation Administration	<ul style="list-style-type: none"> • Communication Work Plan • Existing monitoring/audit criteria/design methodology 	<ul style="list-style-type: none"> • Updated Communication Work Plan • Confirmed monitoring/audit criteria/design methodology • Results of monitoring/audit function • Lessons learned • Feedback to HR Cabinet, PIA team and stakeholders 	<ul style="list-style-type: none"> • Manual 	<ul style="list-style-type: none"> • Comp & Benefits • PSSD • Payroll Ops • HR Service Delivery Manager • HR Staff • HR Cabinet • Department Management • HR Communications • QA Team (L) • (L) – Lead of one or more tasks 		Gaps and Issues <ul style="list-style-type: none"> • There is a lack of audits on pay to ensure accuracy and validity • There is little flexibility for making changes or correcting errors • There is no historical data available on-line for MSA. Custom programming is required • Lack of user-level ad hoc reporting from PeopleSoft and MSA • There are terminology differences coming from PeopleSoft and MSA • There is inconsistency on coding in MSA, and inconsistency between MSA and PeopleSoft • When an employee transfers, it

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>is difficult to transfer the employee record from one system to the other</p> <ul style="list-style-type: none"> • Ad hoc reporting is difficult, often requiring analysis of paper payroll documents in the departments for MSA <p>Opportunities</p> <ul style="list-style-type: none"> • Implement on-going audits to ensure data accuracy and validity • Implement a single HR/Payroll system to facilitate historical reporting and a consistent job coding structure for ad hoc reporting. There should be a single source for historical payroll data • Develop a flexible method for making updates and corrections to pay • Develop, define and communicate standard terminology
Benefits System Development	<ul style="list-style-type: none"> • Request for benefit system development 	<ul style="list-style-type: none"> • Project charter, work plan, user requirements, and testing plan 	<ul style="list-style-type: none"> • Manual 	<ul style="list-style-type: none"> • HR Director (L) • Comp & Benefits (L) • Labor/Employee Relations (L) 	<ul style="list-style-type: none"> • Every 3 years 	<p>Gaps and Issues</p> <ul style="list-style-type: none"> • The Benefit Systems Development process is very political, based on

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"> • Issue papers and draft recommendation for decision makers • Negotiation strategy • Benefits models and results of fiscal analysis • Approvals from decision makers • Results of negotiations with Joint Labor Management Insurance Committee (JLMIC) • Results of presentation by labor to Labor Coalition • Signed JLMIC contract • Approvals by county • Result of lessons learned review 		<ul style="list-style-type: none"> • HRIM • HR Communications • HR Cabinet • Budget Office • Financial Management • ITS • PAO • Executive • ELPC • JLMIC • Labor Coalition • BROS • (L) – Lead of one or more tasks 	<ul style="list-style-type: none"> • Plan changes can take a couple years to implement 	<p>strategic objectives with many labor impacts. The decision makers may not have adequate information with regards to the administrative costs and complexity of proposed policy changes</p> <ul style="list-style-type: none"> • New types of benefits may result in significant culture change. This information is not always communicated to employees in a timely manner <p>Opportunities</p> <ul style="list-style-type: none"> • Involve the Benefit OPS team upfront to provide back on the feasibility in terms of administrative costs and complexity of implementing the proposed policy changes • Include communication to employees in the rollout plan to address cultural change and training issues
Benefits System Implementation	<ul style="list-style-type: none"> • Request for benefit system implementation 	<ul style="list-style-type: none"> • Project charter, work plan, user requirements, and testing plan 	<ul style="list-style-type: none"> • Manual 	<ul style="list-style-type: none"> • Comp & Benefits (L) • HR Communications (L) 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • There is a lack of communication to departments and

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"> • Preparations for Request for Proposal including scope of work and other specific requirements, scoring categories and points, and various data items needed by vendors to make credible bid • Request for Proposal (RFP), pre-proposal conference, and written responses to vendor questions • Scored RFP responses including result of analysis of response contents, results of oral presentations, results of reference checks, and results of Best and Final Offer activities • Awarded contract • User requirements for implementation of administration and administration manuals • Identified Payroll system changes • Communication plan • Summary plan descriptions • Results of lessons learned review 		<ul style="list-style-type: none"> • HR Service Delivery Manager • Budget Office • PSSD • Payroll Ops • ITS • PAO • JLMIC • BROS (L) • Procurement • (L) – Lead of one or more tasks 		<p>end users in this process. Departments are not too involved in the process; this is mostly a procurement effort</p> <ul style="list-style-type: none"> • After the contract is awarded there is a transition into the Benefits System Administration process. It is not clear where the actual handoff occurs <p>Opportunities</p> <ul style="list-style-type: none"> • Implement communication and training plan for major cultural and policy changes • Develop an implementation methodology which ensures a clear handoff to Benefits administration. Methodology should include clear coordination between contract award and delivery to end users
Benefits System Administration	<ul style="list-style-type: none"> • Need for benefits system administration 	<ul style="list-style-type: none"> • Results of benefits system enrollment process including Hire decision, hire letter, completed new hire forms, completed Payroll informa- 	<ul style="list-style-type: none"> • Manual • MSA • People-Soft 	<ul style="list-style-type: none"> • HR Staff • Hiring Authority • HR Service Delivery Manager 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • There are no audits conducted for benefit enrollment or changes. Em-

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<p>tion, Payroll system entry of information, Orientation, employee benefit selection, system entry of benefits information, transmittal of benefits information to carriers, and confirmations, Plan booklets and medical cards sent to employee</p> <ul style="list-style-type: none"> • Results of open enrollment process including open enrollment materials, employee education via sessions, Web site and call line, processed enrollment forms, coverage confirmation materials sent to employee and lessons learned review • Results of employment lifecycle including employee hire, start of benefits, personal life events effecting benefits, career events effecting benefits, and employee termination 		<ul style="list-style-type: none"> • PSSD • Payroll Ops • BROS (L) • Vendors • ITS • HR Communications • Department Management • Labor/Employee Relations • Union • (L) – Lead of one or more tasks 		<p>ployees do not always notify HR when there is a change in status such as divorce or change in dependant eligibility. The county may continue to pay benefits it is not legally required to pay. There is no penalty for failure to make proper notification</p> <ul style="list-style-type: none"> • Employees do not have easy access to benefits information. Employees request benefit changes through paper forms routed to HR. Not all employees have access to computers so a variety of methods for accessing benefits information would need to be considered. Departments do not have access to benefits data • Delays in posting terminations in MSA can lead to delays in an employee receiving their retirement or workman’s compensation benefits

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>Opportunities</p> <ul style="list-style-type: none"> • Develop an audit procedure for reviewing and verifying employee benefit enrollment and changes to ensure compliance with county policies. Consider imposing penalties for non-compliance. • Implement employee and manager self-service for benefits administration. Provide multiple means of accessing data (website, IVR, service center, etc) • Make changes that will reduce current delays in posting terminations in MSA. • Develop an audit procedure for reviewing and verifying employee benefit data on retirement to ensure compliance with county policies. Consider modifying county policies or providing better communication to address special circumstances

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
Benefits System Administration - Leave	<ul style="list-style-type: none"> • Qualifying event occurs necessitating a request for leave. • Analysis of event to determine eligibility/ type of leave. 	<ul style="list-style-type: none"> • Results of analysis leading to approved leave • Employee is monitored to ensure proper pay treatment in order to determine if COBRA/Self-Pay for non-health benefits (life/AD& D/LTD) or LTD claim application is needed and when. • When/If COBRA/Self-Pay for non health benefits is necessary, proper notification and paper work is processed. • When/If LTD is necessary proper notification and paperwork is processed. • When employee returns from leave employee is processed back into the payroll system. • Follow-up monitoring for intermittent leave and other variations. 	<ul style="list-style-type: none"> • Manual • MSA • PS 	<ul style="list-style-type: none"> • HR Staff • HR Service Delivery Manager • PSSD • Payroll Ops • BROS (L) • Vendors • ITS • Department Management • Labor/Employee Relations • Union • Safety & Claims/Disability Services 		<p>Opportunities</p> <ul style="list-style-type: none"> • Centralize leave administration in order to ensure proper compliance of very complex leave statutes, i.e. FMLA, KCFML, USERAA, ADA, WC, DRS, and WCA • Develop procedures to monitor overlaps between all the leave programs at King county and what statutes are applicable and the overlaps or possible conflicts • Manage leave absence to ensure that only those employees entitled to county paid benefits receive them and contain costs
Benefits System Administration - Employee Exit	<ul style="list-style-type: none"> • Employee resigns for various reasons. • Paperwork is prepared for terminations: layoff, for cause, voluntary resignation, medical disability or retirement (service or disability). • Existing cash-out rules are applied. 	<ul style="list-style-type: none"> • Employee attends the BROS exit class. • Notification made to AAI for COBRA and or retiree medical. • Medicare eligible employees are referred to PacifiCare Secure Horizons benefit coverage. 	<ul style="list-style-type: none"> • Manual • PS • MSA • External vendors 	<ul style="list-style-type: none"> • Dept HR Staff (L) • BROS (L) • PSSD • Payroll • ELPC • Dept HR SDM • Labor/Employee Relations 		<p>Opportunities</p> <ul style="list-style-type: none"> • Manage employee "Exit" process (Employee Leaves county Employment) to ensure timely compliance with Contractual agreements (life and AD & D conversions),

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
	<ul style="list-style-type: none"> • Affidavit to apply for retirement benefits is prepared. • Employee/dependent dies. 	<ul style="list-style-type: none"> • Employee is counseled on deferred compensation distribution if applicable. • Information prepared and sent to insurance company for life insurance and AD& D claim. • Deductions (i.e. FSA are stopped prior to final paycheck.) 		<ul style="list-style-type: none"> • Safety & Claims/Disability Services • Union • Vendors 		<p>Federal law (COBRA), county policy (Retiree medical)</p> <ul style="list-style-type: none"> • Manage process to contain costs to ensure that county pays for only benefits that are required

III. Performance Measures Review



The focus group session will review the following chart. The Business Goals and Improvement Opportunities are from the county's Vision and Goals statement. Possible Benefits and Measures have been added. The objective of the review is to validate, refine and enhance the Benefits and Measures. Attendees are encouraged to review the chart prior to attending the session.

Business Area	King County Business Goal	Improvement Opportunity	Benefit	Measure
Human Re-sources	Comply with labor agreements, as well as federal, state and county laws	Identify and Resolve situations where HR business processes and supporting technical infrastructure has not kept up with laws and labor agreements	<ul style="list-style-type: none"> Avoidance of possible legal complications of non-performance 	<ul style="list-style-type: none"> Number of related lawsuits Number of related labor disputes Number of audit deficiencies
Human Re-sources	Provide employees, retirees and fiduciaries direct and secure access, as appropriate, to personnel, payroll, time and attendance, benefit, and retirement information	Direct-access, possibly Web-based, personal HR data query capabilities for employees, retirees and fiduciaries	<ul style="list-style-type: none"> Increased county employee, retiree and fiduciary satisfaction 	<ul style="list-style-type: none"> Number of website hits Processing time. Time spent performing strategic rather than administrative activities
Human Re-sources	Improve human resource management to include: position management, recruitment, training administration, competency management, career planning for manager level and higher, succession planning for key employees, labor issues, class/comp/labor contract implementation, and contract and temporary labor management tracking	Redesign HR functional processes based on improving efficiency, and implement appropriate technical infrastructure to support the redesigned model	<ul style="list-style-type: none"> Increased county employee satisfaction Increased HR professional satisfaction Increased level of service Consistent and innovative processes Improved data accuracy Consolidation to a single HR system 	<ul style="list-style-type: none"> Number of complaints Size of technology infrastructure Time spent performing strategic rather than administrative activities Processing time

Business Area	King County Business Goal	Improvement Opportunity	Benefit	Measure
			<ul style="list-style-type: none"> • Increased county and HR management satisfaction • More efficient management decision-making • Reduced reporting and analysis per employee 	
Human Resources	Provide secure access to and maintenance of HR related information by supervisors and managers to meet their management decision-making activities	Direct-access, possibly Web-based, employee human resource data query/update capabilities for supervisors and managers	<ul style="list-style-type: none"> • Increased county management satisfaction • More efficient county management decision-making 	<ul style="list-style-type: none"> • Processing time • Time spent performing strategic rather than administrative activities
Human Resources	Empower employees to secure access and maintain their own HR information where appropriate	Direct-access, possibly Web-based, personal human resource data query/update capabilities for employees	<ul style="list-style-type: none"> • Increased county employee satisfaction 	<ul style="list-style-type: none"> • Processing time • Time spent performing strategic rather than administrative activities
Human Resources	Increase effectiveness in the delivery of human resource activities resulting in reduced processing time	Resolve situations where HR business processes and supporting technical infrastructure work against effective service delivery	<ul style="list-style-type: none"> • Increased county employee satisfaction • Reduced HR activity turn-around time 	<ul style="list-style-type: none"> • Number of employees processed • Processing time • Time spent performing strategic rather than administrative activities

IV. Critical Success Factors



In an open discussion, focus group attendees will be requested to respond to the questions included below. Attendees are encouraged to determine their perceptions prior to the session.

A. What are the top three opportunities for improvement in the Compensation & Benefits business function? What are the obstacles to successfully achieving these objectives?

Answer:

- Labor Issues-Impacts decision making
- Dual Systems-need a single system tracking ability
- Interfacing capabilities / Broad Electronic Access
- Consistency in all business practices

Obstacles to above: funding, resistant to change, political environment, level of training effort to implement new system.

V. What's Next?



- Follow-up with specific individuals to clarify current business processes and opportunities, as necessary.
- Conduct a second focus group session to review updates to the current business processes resulting from feedback from the first focus group session and confirm the issues, gaps and constraints identified, review proposed business process improvements, and discuss identified high-payback business processes.
- Develop costs of current business processes through a survey of county departments.

King County, State of Washington
Quantifiable Business Case
Human Resources Focus Group Session 2



Business Area: Human Resources

Business Function: Compensation and Benefits

Date: Monday, March 1, 2004

Time: 1:30 PM to 4:30 PM

Location: King Street Center, 3D/3E

Agenda



- I. Introduction**
- II. Findings From First Session**
- III. Opportunities for Improvement**
- IV. Analysis of Opportunities**

I. Findings from First Session



A. Classification System Development

- Too many job classifications.
- The job classification process is lengthy and employees may have too much influence in current process.
- Council approval of job classification happens only twice a year. Twice a year is not effective
- No feedback to departments about status, etc. of job classification requests
- There is a tendency to point to salary first and then build a classification around the salary
- The “labor agreement factor” adds complexity to the classification process.
- Inconsistencies in coding jobs

B. Compensation System Development

- Process can be lengthy with represented employees talking as long as 1 to 2 years
- No feedback to departments about status, etc. of compensation requests
- No access to compensation data for market research analysis
- No matter how great the system is, union negotiation is a blockage
- There is a need for different types of compensation parameters for call-out pay, hazardous duty pay, and market premiums, and broadband salary schedules

C. Classification/Compensation Administration

- Lack of timely feedback to departments about status, progress, etc. of requests. No standardization and established timelines in process
- Department HR is bypassed by management requesting directly to HRD, thus, leaving Department HR out of the loop and unable to provide quality assurance, and responses from HRD at times go directly to management or employee, again bypassing department HR
- “Priorities of the day” may gain unfair advantage in classifications being considered

- Responses by HRD back to department are in an inconsistent structure
- The appeal process to the Personnel Board is unpleasant, time-consuming, and lengthy for the departments. The Personnel Board only meets once a month for ½ day. Code requires this process
- There is no defined process for moving job from union to non-union and visa versa

D. Pay Implementation Development

- When there's a new pay delivery requirement in a Labor Contract, HR needs to have information for calculating the fiscal impact. Modeling is difficult because information resides in two separate systems
- Historical analysis of payroll data is outsourced because King County is not able to combine payroll data from the two systems
- Cost estimates are generally not accurate due to a cumbersome allocation process
- There is a communication breakdown between departments when forecasting is complete.
- Fund managers are not involved early in the process; they need advance information to determine budget impact
- There is no mechanism for identifying changes between preliminary, 2nd preliminary and final labor contract. This information is needed for decision making
- The Budget Office is not notified prior to negotiating pay. They need information for planning
- There is not a clear definition of appropriate coding to use. This makes historical analysis difficult and inaccurate
- Information is generally communicated after the fact making it difficult to resolve issues
- There is no consistency on contract language among contracts

E. Pay Implementation

- There is a tremendous duplication of efforts because everything needs to be set up in both PeopleSoft and MSA. Some agencies are on PeopleSoft and others on MSA, and some on both systems (straddle)
- Pay schedules are normally different for each collective bargaining agreement. The county would like to get 80% of the county on the squared salary table to simplify pay implementation. Some groups will resist this effort
- There is a lack of control in MSA. There is no auditing and validating of data to prevent overpayments and discrepancies

- System features are not used consistently among Departments
- There is a lack of communication to employees in the process
- Agreements and decisions are not documented during meetings when payroll implementation issues are discussed

F. Pay Implementation Administration

- There is a lack of audits on pay to ensure accuracy and validity
- There is little flexibility for making changes or correcting errors
- There is no historical data available on-line for MSA. Custom programming is required
- Lack of user-level ad hoc reporting capability from PeopleSoft and MSA.
- There are terminology differences coming from PeopleSoft and MSA
- There is inconsistency on coding in MSA, and inconsistency between MSA and PeopleSoft
- When an employee transfers, it is difficult to transfer the employee record from one system to the other
- Ad hoc reporting is difficult, often requiring analysis of paper payroll documents in the departments for MSA

G. Benefits System Development

- The Benefit Systems Development process is very political, based on strategic objectives with many labor impacts. The decision makers may not have adequate information with regards to the administrative costs and complexity of proposed policy changes
- New types of benefits may result in significant culture change. This information is not always communicated to employees in a timely manner

H. Benefits System Implementation

- There is a lack of communication to departments and end users in this process. Departments are not too involved in the process; this is mostly a procurement effort
- After the contract is awarded there is a transition into the Benefits System Administration process. It is not clear where the actual handoff occurs

I. Benefits System Administration

- There are no audits conducted for benefit enrollment or changes. Employees do not always notify HR when there is a change in status such as divorce or change in dependant eligibility. The county may continue to pay benefits it is not legally required to pay. There is no penalty for failure to make proper notification
- Employees do not have easy access to benefits information. Employees request benefit changes through paper forms routed to HR. Not all employees have access to computers so a variety of methods for accessing benefits information would need to be considered
- Departments do not have access to benefits data
- Delays in posting terminations in MSA can lead to delays in an employee receiving their retirement or workman's compensation benefits

II. Opportunities for Improvement



A. Classification System Development

- Move toward reducing number of job classifications while still accommodating department's need for special classifications for specific jobs
- Develop shortened process for job classification process and have more weight in process by "experts" rather than employees
- Implement process for Council job classification approvals on a more timely basis
- Develop online, county-wide, Intranet-based job classification request and tracking system with input on requirements from the departments
- Standardize the classification approach based on an understanding of the skill set and the job rather than salary, and encourage all departments in the county to work under it
- Develop classification procedures that address the "labor agreement factor" challenges, specify limitations, and possibly reach agreement with union negotiators/unions on result

B. Compensation System Development

- Develop shortened compensation process through process streamlining
- Develop online, county-wide, compensation request and tracking system with input on requirements from the departments
- Provide online access to compensation data for departmental research purposes
- Standardize an approach to union negotiation that includes pre-negotiation discussions with negotiators regarding compensation parameters

C. Classification/Compensation Administration

- Develop online, county-wide, request and tracking system promoting standardized processes and including timelines, targets and contact person
- Utilize the SDM position in the Departments as a conduit for requests to HRD and responses from HRD, and to add quality assurance to the process
- Develop a standardized process and clearinghouse for classification requests to be reviewed and prioritized for action based on pre-determined parameters, and for

request results to be reviewed by HRD and returned to departments in a consistent structure

- Develop a standardized process where the department, HRD and employee attempt to reach a resolution through alternative means before going to the Personnel Board, based on a predetermined flowchart of viable alternatives
- Develop formal process for moving job from union to non-union and visa versa

D. Pay Implementation Development

- Implement a single payroll system to retrieve accurate/timely data for “fiscal” impact and provide consistent reporting of historical data
- Simplify the allocation process so that cost estimates are consistent and more accurate
- Develop a communication plan for which involves the Department Fund Manager and Budget office earlier in the process
- Develop a mechanism to report the effects of changes in labor contract terms throughout the process
- Develop and communicate consistent coding standards. Establish an ongoing training plan to ensure consistency over time
- Develop standard contract language that could be applied to multiple contracts. Include consistent language on special treatment items

E. Pay Implementation

- Implement a single payroll system to eliminate “Straddle” situation and duplication of effort, and support consistent coding standards
- Move the county toward the squared salary table to simplify pay implementation
- Develop edits and validations to ensure accurate pay implementation updates
- Develop and communicate procedures for dealing with pay implementation issues. Establish an ongoing training plan to ensure consistency over time
- Develop a communication plan for Pay Implementation which includes employee communications and information on timing (a “Calendar of Process”)
- Develop a methodology for consistently documenting decisions and agreements made during Pay Implementation

F. Pay Implementation Administration

- Implement on-going audits to ensure data accuracy and validity

- Implement a single HR/Payroll system to facilitate historical reporting and a consistent job coding structure for ad hoc reporting. There should be a single source for historical payroll data
- Develop a flexible method for making updates and corrections on pay
- Develop, define and communicate standard terminology

G. Benefits System Development

- Involve the Benefit OPS team upfront to provide back on the feasibility in terms of administrative costs and complexity of implementing the proposed policy changes
- Include communication to employees in the rollout plan to address cultural change and training issues

H. Benefits System Implementation

- Implement communication and training plan for major cultural and policy changes
- Develop an implementation methodology which ensures a clear handoff to Benefits administration. Methodology should include clear coordination between contract award and delivery to end users

I. Benefits System Administration

- Develop an audit procedure for reviewing and verifying employee benefit enrollment and changes to ensure compliance with county policies. Consider imposing penalties for non-compliance.
- Implement employee and manager self-service for benefits administration. Provide multiple means of accessing data (website, IVR, service center, etc)
- Make changes that will reduce current delays in posting terminations in MSA.
- Develop an audit procedure for reviewing and verifying employee benefit data on retirement to ensure compliance with county policies. Consider modifying county policies or providing better communication to address special circumstances

J. Benefits System Administration – Leave

- Centralize leave administration in order to ensure proper compliance of very complex leave statutes, i.e. FMLA, KCFML, USERAA, ADA, WC, DRS, and WCA
- Develop procedures to monitor overlaps between all the leave programs at King County and what statutes are applicable and the overlaps or possible conflicts

- Manage leave absence to ensure that only those employees entitled to county paid benefits receive them and contain costs

K. Benefits System Administration – Employee Exit

- Manage employee “Exit” process (employee leaves county employment) to ensure timely compliance with Contractual agreements (life and AD&D conversions), Federal law (COBRA), county policy (Retiree medical)
- Manage process to contain costs to ensure that the county pays for only benefits that are required

III. Analysis of Opportunities



The Opportunities for Improvement listed in the previous section were reviewed by the county's Human Resource Functional Lead. The review may have resulted in a combining of some opportunities or the elimination of others, for the purposes of this analysis. In addition, the analysis by focus group attendees may have had the same result.

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
Classification System Development								
<p>Move toward reducing number of job classifications while still accommodating department's need for special classifications for specific jobs</p>	<ul style="list-style-type: none"> Reducing number of classifications Less training Less time to maintain Reduced cost to maintain Reduce confusion and overlap (simplification) 	<ul style="list-style-type: none"> Number of classifications Cost to maintain classifications 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Have online access/update and keyword search 	<ul style="list-style-type: none"> What to do with incumbents Redefinition of pay structure 	<ul style="list-style-type: none"> Resistance from unions Resistance from departments 	<p>Labor unions</p>	<ul style="list-style-type: none"> Too broad of classifications Pay changes
<p>Streamline process for classification system development</p>	<ul style="list-style-type: none"> Reduced time to develop structure Clarify job classification benchmarks and make process more efficient. Have better system to define distinguishing characteristics. Management satisfaction 	<ul style="list-style-type: none"> Development time Structure effective/appropriate for 3 years 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Training Must be responsive to department needs Develop methodology for defining different classifications Contract bargaining impact Need to consider impact on represented/non-represented 	<ul style="list-style-type: none"> Resources Resistance from unions 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Noncompliance of 3 year structure Structure must be flexible

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
					<ul style="list-style-type: none"> Clearly define overarching policy directives Roles of HRD & departments 			
<p>Set fixed agenda/calendar for Council job classification approvals at least twice a year</p>	<ul style="list-style-type: none"> Reduced process turn-around time More certainty as to implementation time Better application of work flow Predictability of process 	<ul style="list-style-type: none"> Number of approvals Number of timely approvals 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Define good business processes, well documented and communicated Change management 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified
<p>Standardize classification based on an understanding of the skill set and the job rather than salary, and encourage all departments in the county to work under it. Standardize methodology to determine change in level within broad classifications.</p>	<ul style="list-style-type: none"> Improved process turn-around time Improve defendability Improve equitability 	<ul style="list-style-type: none"> Process time Number of classification requests 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Complexity of development and administration 	<ul style="list-style-type: none"> Resistance from departments Resistance from employees Resistance from unions 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
Compensation System Development								
Develop market survey data bank	<ul style="list-style-type: none"> • Availability of data • Currency of data • Value added by existence of data 	<ul style="list-style-type: none"> • ROI • Number of survey matches 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Need data bank with input, output and update means 	<ul style="list-style-type: none"> • Work with unions on development and how we share information • Need to standardize benchmarking in all contracts • Need to agree on markets and benchmarks with unions at start of process 	<ul style="list-style-type: none"> • Resources • Resistance from Council 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified
Standardize an approach to union negotiation that includes pre-negotiation discussions with negotiators regarding compensation parameters	<ul style="list-style-type: none"> • Consistency in clarity and direction • Simplification of implementation • Ease to access 	<ul style="list-style-type: none"> • Number of classifications that are inconsistent with county structure • Number of classifications with multiple pay ranges 	<ul style="list-style-type: none"> • Large cultural change 	<ul style="list-style-type: none"> • Database • Intranet service delivery • Inquiry and reporting tools 	<ul style="list-style-type: none"> • Complexity • Need to balance with county's consistency and still be able to respond to unions 	<ul style="list-style-type: none"> • Resistance from unions who have right to come forth with alternative considerations 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Can't be absolutely mandated
Classification/Compensation Administration								
Develop online, county-wide, job, compensation and classification request and tracking system promoting streamlined	<ul style="list-style-type: none"> • Shortened process time through process streamlining 	<ul style="list-style-type: none"> • Process time • Number of timelines met • Number of targets met 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Packaged or developed software • Database • Intranet service delivery 	<ul style="list-style-type: none"> • Training • Maintenance responsibility • Need baseline customer satisfaction survey 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • None Identified 	<ul style="list-style-type: none"> • Lack of usage • Database is not maintained for currency

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
standardized processes and data availability for department research purposes, and including timelines, targets and contact person	<ul style="list-style-type: none"> Improved, timely communications Improved access to data Improved customer satisfaction Improved accuracy Improved accountability 	<ul style="list-style-type: none"> Number of Intranet hits Improved customer satisfaction (via survey scores) 		<ul style="list-style-type: none"> Inquiry and reporting tools 	<ul style="list-style-type: none"> Need to include department input on requirements 			
Develop classification procedures that address the “labor agreement factor” challenges, specify limitations, and possibly reach agreement with union negotiators/unions on result	<ul style="list-style-type: none"> Reduced process turnaround time Consistency 	<ul style="list-style-type: none"> Process time Number of challenges 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Training 	<ul style="list-style-type: none"> Resources Resistance from contract negotiators 	<ul style="list-style-type: none"> Unions 	<ul style="list-style-type: none"> None identified
Utilize the SDM (Service Delivery Manager) position in the Departments as a conduit for requests to HRD and responses from HRD, and to add quality assurance to	<ul style="list-style-type: none"> Improved process turnaround time Improved communication Improved quality assurance Improved customer 	<ul style="list-style-type: none"> Process time Number of requests resolved at SDM level Customer satisfaction with services (via survey scores) 	<ul style="list-style-type: none"> Shifts work to departments 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Need to develop standards about level of service appropriate at department level Develop means to audit process 	<ul style="list-style-type: none"> Resistance from non-Executive Branch organizations Cultural issues 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Departmental inability to comply due to limited resources Different applicatory interpretation of policies

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
the process	satisfaction with HR services <ul style="list-style-type: none"> • Consistency • Helps resolve issues at department level, before escalated • Helps departments make case for their staffing needs, to call out their complexities • Will encourage accountability in departments and in HRD 				<ul style="list-style-type: none"> • Need to consider expanding SDM concept – with the same reporting structure to HRD - to non-Executive Branch departments • Need baseline customer satisfaction survey 			
Develop a standardized multi-tiered appeal process prior to going to Personnel Board	<ul style="list-style-type: none"> • Reduced process turnaround time • Standardized process across county • Reduced Personnel Board appeals • Improved communication 	<ul style="list-style-type: none"> • Process time • Number of Personnel Board appeals • Cost to prepare for Personnel Board appeals 	<ul style="list-style-type: none"> • Culture change 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Training • Requires clear definition of good business processes • Requires strong communication infrastructures be in place. 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • Policy change should be pursued that would require use of process prior to going to Board. 	<ul style="list-style-type: none"> • Consistency in the application of the process • Without policy change, employee may still go directly to Board

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> • More efficient use of Personnel Board – more focused on entitlements and due process 							
<p>Develop formal process for when allocation moves a position into a classification with a differing bargaining status</p>	<ul style="list-style-type: none"> • Reduced process turn-around time • Standardized process across county • Improved clarity of process • Improved consistency • Improved efficiency 	<ul style="list-style-type: none"> • Process time • Number of grievances 	<ul style="list-style-type: none"> • Culture change 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Can't compel unions to comply with single, standard process 	<ul style="list-style-type: none"> • Resources • Resistance from unions 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Impact of gains/loss of rights depending on employee's bargaining unit
Pay Implementation System Development								
<p>Before negotiations, review existing contracts for deviations from preferred process/pay practices.</p>	<ul style="list-style-type: none"> • Allows for reductions in or prevention of complexities being added during negotiations • Provides for more similarities in contracts and collective bargaining agreements 	<ul style="list-style-type: none"> • Number of deviation issues resolved when new contract in place 	<ul style="list-style-type: none"> • Culture change 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Will have to occur over time, as contracts/ collective bargaining agreements are renegotiated • Need for strong communication infrastructure that will support common understand- 	<ul style="list-style-type: none"> • Resistance from unions 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • If process breaks down, inconsistencies will occur • It might be perceived that the county is not negotiating "in good faith" if there are "preferred practices"

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> Improves consistency Develops common understandings between intent & application of contract terms & county practices 				<p>ings of what is reasonable/ possible.</p> <ul style="list-style-type: none"> Negotiators must come to the table with the good faith intent to bargain all issues Not a unilateral process - unions need to be in agreement 			<ul style="list-style-type: none">
<p>Implement a single payroll system to retrieve accurate/timely data for "fiscal" impact and provide consistent reporting of historical data</p>	<ul style="list-style-type: none"> Reduced process turn-around time A single set of best business processes Improved access to data Reduced number of department ad hoc systems Opportunity to realign resources Process a single pay cycle 	<ul style="list-style-type: none"> Process time Number of errors Number of department ad hoc systems 	<ul style="list-style-type: none"> Huge culture change 	<ul style="list-style-type: none"> A single payroll system Inquiry and reporting tools 	<ul style="list-style-type: none"> Migration issues in moving to one system including historical data Training Need to analyze all county feeder systems Need analysis of labor distribution policies & procedures Need data mapping and data clean-up Transition 	<ul style="list-style-type: none"> Resources Willingness to consolidate systems Political issue based on FSRP experience Resistance from unions Resistance from employees 	<ul style="list-style-type: none"> Semi-monthly vs. bi-weekly issue 	<ul style="list-style-type: none"> Analysis may uncover pay practice liabilities Inability to make necessary business changes

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> • Improved data accuracy • Consistent procedures • Improved efficiency 				planning			
Standard methodology for allocation step placement and retroactive pay determinations	<ul style="list-style-type: none"> • Reduced process turn-around time • Streamlined processes • Increased employee confidence in pay data • Improved accuracy in step placement and retro pay • Improved consistency in step placement and retro pay 	<ul style="list-style-type: none"> • Process time • Number of errors 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified • Need to develop clear roles & responsibilities • Need to re-examine business processes 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified
Develop a mechanism to report the effects of changes in labor contract terms throughout the process of negotiations	<ul style="list-style-type: none"> • Reduced process turn-around time • Improved communication • Improved clarity • Improved accountability 	<ul style="list-style-type: none"> • Process time • Number of payroll errors • Number of grievances 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Intranet service delivery 	<ul style="list-style-type: none"> • Two-way communication structure is needed 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> Improved customer service Improved accuracy 							
<p>Develop and communicate consistent coding standards. Establish an ongoing training plan to ensure consistency over time</p>	<ul style="list-style-type: none"> Reduced process turn-around time Standardized process across county Improved consistency Improved accuracy Improved accountability 	<ul style="list-style-type: none"> Process time Number of codes in use Number of codes combined/ eliminated 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Training 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Too few codes could be a constraint
Pay Implementation								
<p>Implement a single payroll system to eliminate "Straddle" situation and duplication of effort, and support consistent coding standards</p>	<ul style="list-style-type: none"> Reduced process turn-around time Elimination of duplicative efforts A single set of best business processes Improved access to data Reduced number of department 	<ul style="list-style-type: none"> Process time Number of errors Number of department ad hoc systems 	<ul style="list-style-type: none"> Huge culture change 	<ul style="list-style-type: none"> A single payroll system Inquiry and reporting tools 	<ul style="list-style-type: none"> Migration issues in moving to one system including historical data Training Need to analyze all county feeder systems Need analysis of labor distribution policies & procedures 	<ul style="list-style-type: none"> Resources Willingness to consolidate systems Political issue based on FSRP experience Resistance from unions Resistance from employees 	<ul style="list-style-type: none"> Semi-monthly vs. bi-weekly issue 	<ul style="list-style-type: none"> Analysis may uncover pay practice liabilities Inability to make necessary business changes

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	ad hoc systems <ul style="list-style-type: none"> Opportunity to realign resources A single pay cycle Improved data accuracy Improved consistency in procedures Improved efficiency 				<ul style="list-style-type: none"> Need data mapping and data clean-up Transition planning 			
Continue toward a single salary table to simplify pay implementation for county to eliminate confusion as to which apply	<ul style="list-style-type: none"> Reduced process turn-around time Improved consistency Improved accuracy Improved accountability 	<ul style="list-style-type: none"> Process time Number of implementation errors 	<ul style="list-style-type: none"> Culture change 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Training Need to determine if exception process is needed 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified
Pay Implementation Administration								
Implement on-going audits to ensure data accuracy and validity (post implementation perspective)	<ul style="list-style-type: none"> Improved data accuracy Accountability Problems in processes will be found sooner 	<ul style="list-style-type: none"> Number of pay errors 	<ul style="list-style-type: none"> Culture change 	<ul style="list-style-type: none"> Possible use of technology to identify outliers 	<ul style="list-style-type: none"> Training Need to determine audit frequency Need to determine responsibility for audits – should con- 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> May identify inappropriate pay practices

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
					sider this being a function of the HR Quality Assurance process			
Develop an official source for electronic access to historical payroll data	<ul style="list-style-type: none"> • Reduced process turn-around time • Improved access to data to facilitate historical reporting • Improved ad hoc reporting capability • Provides single access point for information 	<ul style="list-style-type: none"> • Process time 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Database • Intranet service delivery • Inquiry and reporting tools 	<ul style="list-style-type: none"> • Training • Investigate solution being provided via migration to a single, modern payroll system 	<ul style="list-style-type: none"> • Resources • Commitment to consolidate current systems • Political will 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Potential for loss of data in during migration
Benefits System Development								
Involve the Benefits Administration team upfront to provide feedback on the feasibility in terms of administrative costs and complexity of implementing the proposed policy changes Implement benefits enrollment software/systems	<ul style="list-style-type: none"> • Reduced process turn-around time • Reduction of errors • Improved efficiency • Improved accuracy • Frees up BROS staff time to handle questions of substance at enrollment rather than 	<ul style="list-style-type: none"> • Process time • Improved customer satisfaction with enrollment process (via survey scores) • Number of enrollment errors 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Software package 	<ul style="list-style-type: none"> • Investigate solution being provided via migration to a single, fully-implemented, modern payroll system 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • Must meet HIPAA confidentiality requirements 	<ul style="list-style-type: none"> • None identified

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
(online and IVR) capable of handling complex election decisions employees will face for program.	questions about how to use enrollment system							
Benefits System Implementation								
Develop an implementation methodology which ensures a clear hand-off to Benefits Administration. Methodology should include clear coordination between contract award and delivery to end users	<ul style="list-style-type: none"> • Reduced process turn-around time • Standardized process across county • Improved efficiency 	<ul style="list-style-type: none"> • Process time 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Resources • Resistance from departments 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified
Benefits System Administration								
Develop an audit procedure for reviewing and verifying employee benefit enrollment and changes to ensure compliance with county policies	<ul style="list-style-type: none"> • Improved quality assurance of process • Reduced costs by not paying benefits to those who do not qualify • Reduced requirements for retroactive changes 	<ul style="list-style-type: none"> • Number of retroactive changes • Cost of benefits to unqualified recipients • Number of grievances related to non-compliance 	<ul style="list-style-type: none"> • Cultural change 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Training 	<ul style="list-style-type: none"> • Resources • Resistance from departments 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> Improved data accuracy 							
<p>Implement employee and manager self-service for benefits administration. Provide multiple means of accessing data (website, IVR, service center, etc)</p>	<ul style="list-style-type: none"> Improved process turn-around time Transition from entry support to consulting Faster data entry into payroll systems Reduction in errors 	<ul style="list-style-type: none"> Process time Number of calls to service center Number of hits Number of errors 	<ul style="list-style-type: none"> Large cultural change 	<ul style="list-style-type: none"> Self-service software 	<ul style="list-style-type: none"> Training Privacy issues Security issues Migration issues related to existing data Investigate solution being provided via migration to a single, fully-implemented, modern payroll system 	<ul style="list-style-type: none"> Resources Two payroll systems 	<ul style="list-style-type: none"> None Identified 	<ul style="list-style-type: none"> Employees must be able to enroll. Systems must work. Employee not entering information correctly and timely
Benefits System Administration – Leave								
<p>Centralize leave administration in order to ensure proper compliance of very complex leave statutes, i.e. FMLA, KCFML, USERRA, ADA, WC, DRS, and WCA, supported by technology including leave tracking</p>	<ul style="list-style-type: none"> Improved consistency across county in leave application procedures Reduced costs due to ensuing that only those employees entitled to county paid leave receive them 	<ul style="list-style-type: none"> Number of charge backs to departments Dollar amount of leave benefits Number of employees on leave at any given time and what kind of leave 	<ul style="list-style-type: none"> Large culture change 	<ul style="list-style-type: none"> Packaged leave administration software Inquiry and reporting tools 	<ul style="list-style-type: none"> Training Privacy issues Need to determine methodology for conveying data from departments Investigate solution being provided via migration to a single, fully- 	<ul style="list-style-type: none"> Resources Resistance from departments Resistance from unions 	<ul style="list-style-type: none"> County leave policies 	<ul style="list-style-type: none"> None identified

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> • Will implement procedures to monitor overlaps between all programs at the county and what statutes are applicable and the overlaps or possible conflicts • Increased communication • Increased accuracy in benefit payments • Reduced risk of improper determinations • Improved consistency of application 				implemented, modern payroll system			
Benefits System Administration - Employee Exit								
Manage employee "Exit" process (employee leaves county employment) to ensure timely compliance with Contractual agreements (life and AD &	<ul style="list-style-type: none"> • Decreased process costs • consistency of application • Accuracy • Efficiency • Accountability 	<ul style="list-style-type: none"> • # of call center contacts • Number of collections of insurance premiums 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Intranet service delivery 	<ul style="list-style-type: none"> • Training • Need to develop online leave form to capture info from employees who cannot attend in person 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • Statutes are in place that govern terminations 	<ul style="list-style-type: none"> • None identified

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
D conversions), Federal law (COBRA), county policy (Retiree medical)	<ul style="list-style-type: none"> • Employees are informed of rights timely • In compliance with statutes that govern terminations 				<ul style="list-style-type: none"> • Communication 			
Manage process to contain costs to ensure that the county pays for only benefits that are required	<ul style="list-style-type: none"> • Reduced process turn-around time • Reduction in delays in payroll system posting of terminations • Improved accountability • Improved accuracy 	<ul style="list-style-type: none"> • Process time • Dollars saved by elimination of inappropriate payouts 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Training 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified

King County, State of Washington
Quantifiable Business Case
Human Resources Focus Group Session 1



Business Area: Human Resources

Business Function: Organization and Individual Productivity

Date: Thursday, February 12, 2004

Time: 8:30 AM to 12:30 PM

Location: King Street Center, 3E/3D

Agenda



- I. Introduction**
- II. Business Process Review**
- III. Performance Measures Review**
- IV. Critical Success Factors**
- V. Next Steps**

I. Introduction



A. Quantifiable Business Case Project

The Quantifiable Business Case project will review King County's current business operations model focusing on the Human Resources, Payroll, Financials and Budget business areas. A business operations model includes organizational structure, business processes, work flow and associated costs. The results of the review will be analyzed with an eye toward determining opportunities to increase business process efficiencies and effectiveness, and a business case will be constructed for an improved business operations model based on cost, benefit and risk.

B. Focus Group Session Approach

Attendees of the focus group session will be subject matter experts selected by the county for their knowledge and experience in the business function or functions to be addressed. Session activities will include validation and refinement of the high-level business process diagrams/charts and performance measures included in this document, as well as discussion of business function and overall project success factors.

C. Business Function Focus

The Human Resources business function to be reviewed during this focus group session is Organization & Individual Productivity. The objective of this business function is to provide access to tools, resources and assistance that will be used by King County departments to improve their individual employee, work group and organization productivity.

II. Business Process Review



A. Terminology

- **Business Function.** Refers to a high level grouping of business processes designed to meet a specific business objective.
- **Business Process.** A discrete set of activities within a business function.

B. Validation and Refinement of Current Business Processes

The following pages contain work flow diagrams for the business function(s) being addressed by this focus group session. Depending upon the complexity of the business function, a single diagram may be presented with each component indicating a business process, or multiple diagrams may be presented with each indicating a business process and each diagram component indicating a sub-process. The diagrams are followed by charts which provide detail about the processes displayed in the diagram or diagrams.

Both the diagrams and charts are at a high-level of detail. It is not within the scope of this project to document the county's current business functions/processes at a fine level of detail.

The focus group session will review the diagram(s) and charts to validate and refine the high-level business function/processes to ensure that an accurate model of the current business function(s) is depicted. As well, opportunities for improvement will be developed and documented. Attendees are encouraged to review the diagrams/charts prior to attending the session.

Organization & Individual Productivity Employee Development

Quantifiable Business Case Project
Dye Management Group, Inc.

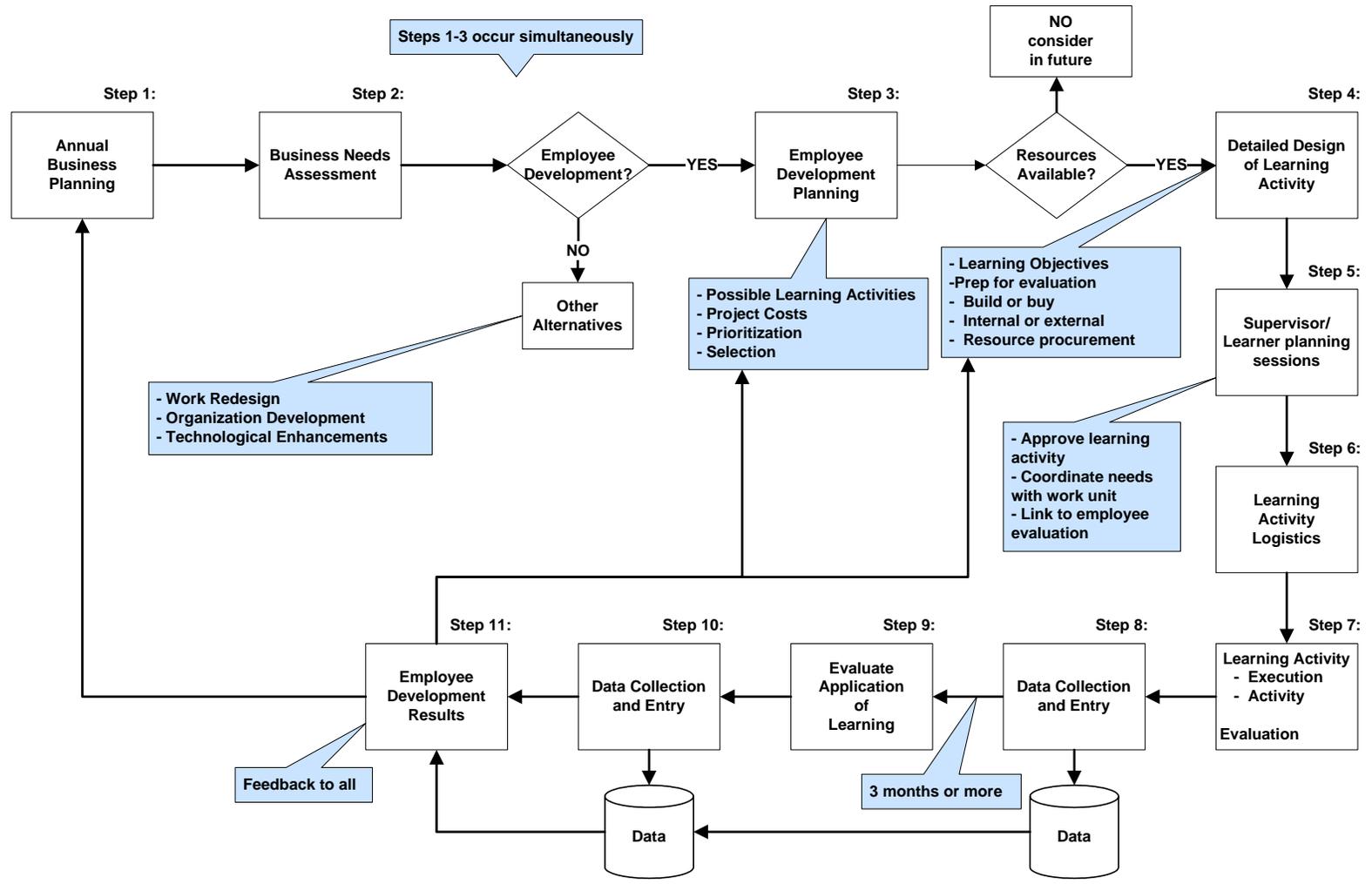


Chart Source: HR Unification Program

Organization & Individual Productivity

Organizational Development & Related Consulting Services

Quantifiable Business Case Project
Dye Management Group, Inc.

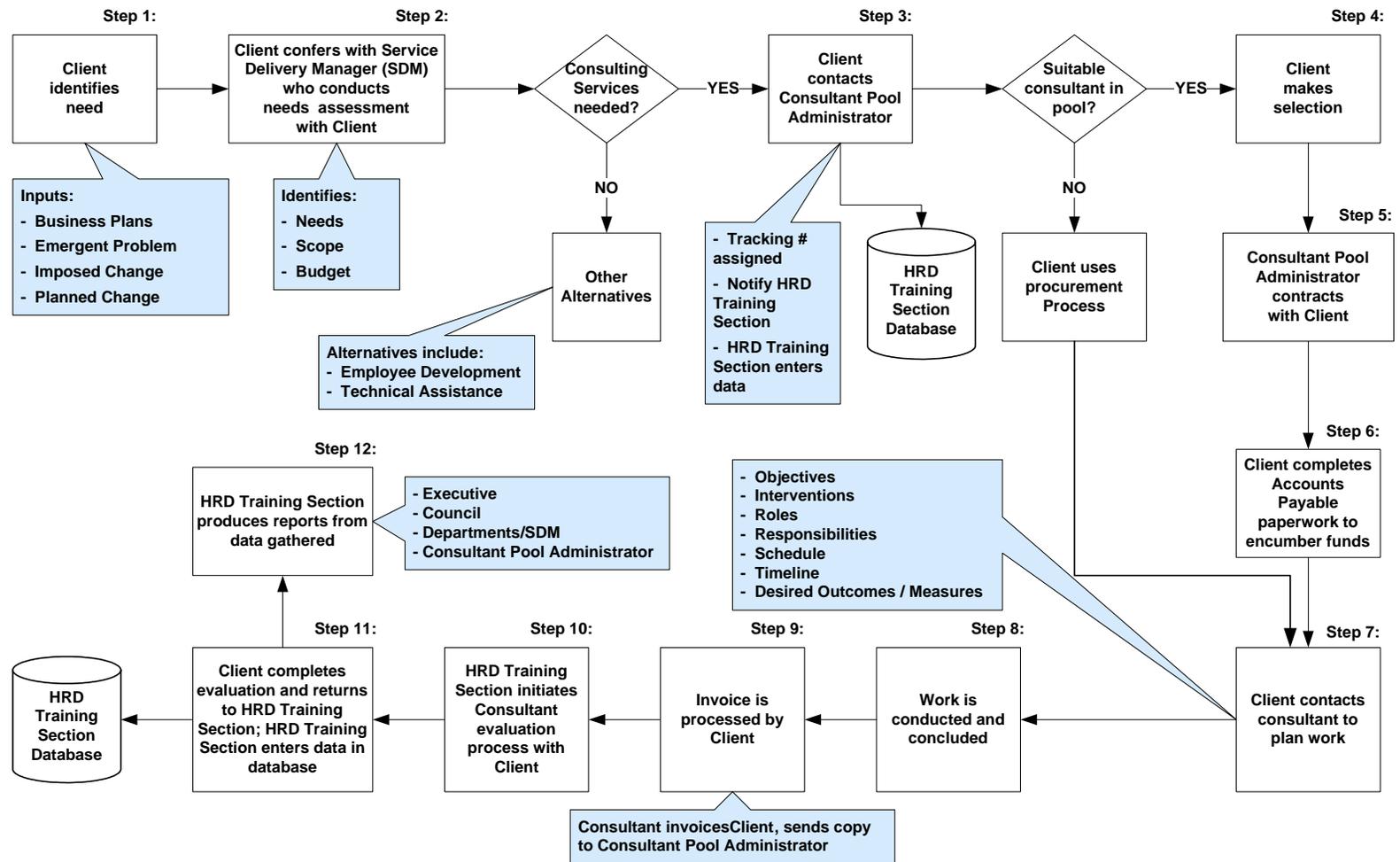


Chart Source: HR Unification Program

Organization and Individual Productivity

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
Employee Development	<ul style="list-style-type: none"> • Results of annual business planning or business plan modifications 	<ul style="list-style-type: none"> • Business needs assessment • Employee development planning including possible learning activities and project costs, prioritization and selection • Results of resource availability review including funding availability • Detailed design of learning activity including learning objectives, preparation for evaluation, build or buy, internal or external and resource procurement • Results of supervisor/Learner planning sessions including approval of the learning activity, coordinating needs with work unit and linking to employee evaluation • Results of learning activity logistical activities 	<ul style="list-style-type: none"> • Manual • Department ad hoc systems 	<ul style="list-style-type: none"> • HRD Training • Learner • HR Service Delivery Manager (L) • Training Council • Sponsor (L) • Supervisor • Department Management (L) • Learning Activity Provider • Admin Support • ASO/Finance Officer • Internal Labor Representative • (L) – Lead of one or more tasks 	<ul style="list-style-type: none"> • Employee development process can take anywhere from 3 weeks to 1 year • Planning done annually by some or quarterly or not at all by others • Employee improvement planning done quarterly by some, not at all by others 	<p>Gaps and Issues</p> <ul style="list-style-type: none"> • No centralized, accessible source of approved equivalency training • No standardized, scheduled planning • Similar training procured by multiple departments, but no sharing of requirements for possible procurement advantages. • Training history is lost when employee moves to new department • Training sign-up and approval process is manual • There is no measurement of the effectiveness of learning process • Employee improvement plans are not consistently done across the county • Training approvals not always

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"> • Results from conducting Learning Activity execution and evaluation • Updated ad hoc systems with statistical information regarding Learning Activity such as who attended, classroom hours, etc. • Result of management evaluation of Application of learning • Updated ad hoc systems with results of Application of Learning evaluation • Result of review of employee development results 				<p>based on job needs</p> <ul style="list-style-type: none"> • Mandatory employee training completion is not tied to supervisor's performance review • Substitution approval process for mandatory training is not a timely process • Supervisor training is considered excessive and has no targets for completion <p>Opportunities</p> <ul style="list-style-type: none"> • Accessible online source of approved equivalency training • Standardized planning activities with a specific schedule • Centralized database of procurements for possible reduction in costs • Common database to record employee training that stays with employee. • Employee self-service capability to select, sign-up

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>for training classes. System should automatically inform employee of required training and allow department to enter their own required and optional training, certifications, membership, licenses, inoculations, etc.</p> <ul style="list-style-type: none"> • Development of learning effectiveness measurements including employee feedback process and methodology for employee to demonstrate learning effectiveness to supervisor • Require employee improvement plans on a regular basis • Develop process by which supervisor justifies training before training provided based on identified core classes for each job type • Provide sufficient Training budgets based on busi-

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>ness case justification during planning process</p> <ul style="list-style-type: none"> • Include employee's completion of mandatory training to supervisor's performance metrics • Streamline mandatory training substitution process and maintain online accessible database of approved substitutions • Consider alternatives to or reduction in current 84 hours of supervisor training, and set targets for completion aligned with supervisor skills needed
<p>Organization Development and Related Consulting Services</p>	<ul style="list-style-type: none"> • Identified need by department • Business plans • Emergent problem • Imposed change • Planned change 	<ul style="list-style-type: none"> • Results of needs assessment including needs, scope and budget • Results of resource identification between using Consulting Services or alternative such as employee development or technical assistance 	<ul style="list-style-type: none"> • Manual • Department ad hoc systems • ARMS Accounts Payable system • IBIS Accounts Payable system 	<ul style="list-style-type: none"> • Client (L) • HR Service Delivery Manager (L) • Consultant Pool Administrator (L) • Consultant • HRD Training (L) • Procurement • Accounts Payable 	<ul style="list-style-type: none"> • From the time a pool request comes in, generally the turn around time is 24 hours. 	<p>Gaps and Issues</p> <ul style="list-style-type: none"> • Multiple pools exist with different processes to access. All pools are not necessarily known by all departments. • Lack of knowledge about what other Departments are procuring so unable to

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"> • Assignment of tracking number and notification of HRD Training Section • Entry of tracking number and associated information into ad hoc system • Results of determining if suitable consultant is available from pool. If available, then completion of client selection of consultant and completion of Accounts Payable paperwork to encumber funds. If not, then results of consultant procurement process • Results of work planning with consultant including objectives, interventions, roles, responsibilities, schedule, timeline, and desired outcomes/measures • Result of the work performed 		<ul style="list-style-type: none"> • Department Management (L) • Inter-department committee • Executive • Council • (L) – Lead of one or more tasks 		<p>attach to other's training to reduce costs.</p> <ul style="list-style-type: none"> • Lack of regular information about services available from other government sources such as WA State and the City of Seattle, and alternative sources of assistance such as books, guidelines, library, video, CD's, etc. • No internal pool of trainers/consultants <p>Opportunities</p> <ul style="list-style-type: none"> • Combine pools and develop a single access process • Accessible online database of procurements so departments can share costs rather than incur separate procurements, should also include availabilities from other government sources such as WA State and the City of Seattle,

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"> • Result of invoice processing and entry into Accounts Payable systems • Result of consultant evaluation process • Entry of consultant evaluation results into ad hoc system • HRD Training reports for Executive, Council, Departments and Consultant Pool Administrator 				<p>and vendor evaluations and references.</p> <ul style="list-style-type: none"> • Consider developing an internal pool of trainers/consultants who have a perspective on the county's environment

III. Performance Measures Review



The focus group session will review the following chart. The Business Goals and Improvement Opportunities are from the county's Vision and Goals statement. Possible Benefits and Measures have been added. The objective of the review is to validate, refine and enhance the Benefits and Measures. Attendees are encouraged to review the chart prior to attending the session.

Business Area	King County Business Goal	Improvement Opportunity	Benefit	Measure
Human Resources	Comply with labor agreements, as well as federal, state and county laws	Identify and Resolve situations where HR business processes and supporting technical infrastructure has not kept up with laws and labor agreements	<ul style="list-style-type: none"> Avoidance of possible legal complications of non-performance 	<ul style="list-style-type: none"> Number of related lawsuits Number of related labor disputes Number of audit deficiencies
Human Resources	Provide employees, retirees and fiduciaries direct and secure access, as appropriate, to personnel, payroll, time and attendance, benefit, and retirement information	Direct-access, possibly Web-based, personal HR data query capabilities for employees, retirees and fiduciaries	<ul style="list-style-type: none"> Increased county employee, retiree and fiduciary satisfaction 	<ul style="list-style-type: none"> Number of website hits Processing time. Time spent performing strategic rather than administrative activities
Human Resources	Improve human resource management to include: position management, recruitment, training administration, competency management, career planning for manager level and higher, succession planning for key employees, labor issues, class/comp/labor contract implementation, and contract	Redesign HR functional processes based on improving efficiency, and implement appropriate technical infrastructure to support the redesigned model	<ul style="list-style-type: none"> Increased county employee satisfaction Increased HR professional satisfaction Increased level of service Consistent and innovative processes Improved data accuracy 	<ul style="list-style-type: none"> Number of complaints Size of technology infrastructure Time spent performing strategic rather than administrative activities Processing time

Business Area	King County Business Goal	Improvement Opportunity	Benefit	Measure
	and temporary labor management tracking		<ul style="list-style-type: none"> • Consolidation to a single HR system • Increased county and HR management satisfaction • More efficient management decision-making • Reduced reporting and analysis per employee 	
Human Resources	Provide secure access to and maintenance of HR related information by supervisors and managers to meet their management decision-making activities	Direct-access, possibly Web-based, employee human resource data query/update capabilities for supervisors and managers	<ul style="list-style-type: none"> • Increased county management satisfaction • More efficient county management decision-making 	<ul style="list-style-type: none"> • Processing time • Time spent performing strategic rather than administrative activities
Human Resources	Empower employees to secure access and maintain their own HR information where appropriate	Direct-access, possibly Web-based, personal human resource data query/update capabilities for employees	<ul style="list-style-type: none"> • Increased county employee satisfaction 	<ul style="list-style-type: none"> • Processing time • Time spent performing strategic rather than administrative activities
Human Resources	Increase effectiveness in the delivery of human resource activities resulting in reduced processing time	Resolve situations where HR business processes and supporting technical infrastructure work against effective service delivery	<ul style="list-style-type: none"> • Increased county employee satisfaction • Reduced HR activity turnaround time 	<ul style="list-style-type: none"> • Number of employees processed • Processing time • Time spent performing strategic rather than administrative activities

IV. Critical Success Factors



In an open discussion, focus group attendees will be requested to respond to the questions included below. Attendees are encouraged to determine their perceptions prior to the session.

A. What are the top three opportunities for improvement in the Organization & Individual Productivity business function? What are the obstacles to successfully achieving these objectives?

Answer:

- Training plans supported by business case consistently developed across county
- Intranet-based training tracking database
- Intranet-based training equivalency database
- Employee self-service for training sign-up
- Supervisor training to improve training mentoring
- Streamlined training-related processes

Primary obstacle to all above is limited resources.

V. What's Next?



- Follow-up with specific individuals to clarify current business processes and opportunities, as necessary.
- Conduct a second focus group session to review updates to the current business processes resulting from feedback from the first focus group session and confirm the issues, gaps and constraints identified, review proposed business process improvements, and discuss identified high-payback business processes.
- Develop costs of current business processes through a survey of county departments.

King County, State of Washington
Quantifiable Business Case
Human Resources Focus Group Session 1



Business Area: Human Resources

Business Function: Organization and Individual Productivity

Date: Monday, March 8, 2004

Time: 2:00 PM to 04:30 PM

Location: Key Tower, Olympic

Agenda



- I. Introduction**
- II. Findings From First Session**
- III. Opportunities for Improvement**
- IV. Analysis of Opportunities**

I. Findings from First Session



A. Employee Development

- No centralized, accessible source of approved equivalency training
- No standardized planning schedule
- Similar training procured by multiple departments, but no sharing of requirements for possible procurement advantages
- Training history lost when employee moves to new department
- Training sign-up and approval process is manual
- There is no measurement of the effectiveness of the learning process
- Employee improvement plans are not consistently done across the county
- Training approvals are not always based on job needs
- Mandatory employee training completion is not tied to supervisor's performance review
- Substitution approval process for mandatory training is not a timely process
- Supervisor training is considered excessive and has no targets for completion

B. Organizational Development and Related Consulting Services

- Multiple consultant pools exist with different processes to access. All pools are not necessarily known by all departments.
- There is a lack of knowledge about what other departments are procuring, so departments are unable to attach to other's training to reduce costs.
- Lack of regular information about services available from other government sources such as WA State and the City of Seattle, and alternative sources of assistance such as books, guidelines, library, video, CD's, etc.
- No internal pool of trainers/consultants

II. Opportunities for Improvement



A. Employee Development

- Accessible online source of approved equivalency training
- Standardized planning activities with a specific schedule
- Centralized database of procurements for possible reduction in costs
- Common database to record employee training that stays with employee
- Employee self-service capability to select, sign-up for training classes. System should automatically inform employee of required training and allow department to enter their own required and optional training, certifications, membership, licenses, inoculations, etc.
- Development of learning effectiveness measurements including employee feedback process and methodology for employee to demonstrate learning effectiveness to supervisor
- Require employee improvement plans on a regular basis
- Develop process by which supervisor justifies training before training provided based on identified core classes for each job type
- Provide sufficient training budgets based on business case justification during planning process
- Include employee's completion of mandatory training to supervisor's performance metrics
- Streamline mandatory training substitution process and maintain online accessible database of approved substitutions
- Consider alternatives to or reduction in current 84 hours of supervisor training, and set targets for completion aligned with supervisor skills needed

B. Organizational Development and Related Consulting Services

- Combine pools and develop a single access process
- Accessible online database of procurements so departments can share costs rather than incur separate procurements. This should also include availabilities from other government sources such as WA State and the City of Seattle, and vendor evaluations and references.

- Consider developing an internal pool of trainers/consultants who have a perspective on the county's environment

III. Analysis of Opportunities



The Opportunities for Improvement listed in the previous section were reviewed by the county's Human Resource Functional Lead. The review may have resulted in a combining of some opportunities or the elimination of others, for the purposes of this analysis. In addition, the analysis by focus group attendees may have had the same result.

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
Employee Development								
<ul style="list-style-type: none"> Construct more clearly articulated & communicated process for mandatory training equivalency 	<ul style="list-style-type: none"> Reduced process turnaround time Improved communication Improved "public relations" with employee Increased training options 	<ul style="list-style-type: none"> Number of requests Number of approvals 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Could be inundated with requests Requests based on experience rather than training
<ul style="list-style-type: none"> Require employee Individual Development Plans (IDPs) on a regular basis 	<ul style="list-style-type: none"> Standardized process across the county Consistently completed planning across the county Better trained workforce Establishes accountability Clarified expectations between employee & supervisor 	<ul style="list-style-type: none"> Number of completed employee IDPs 	<ul style="list-style-type: none"> Large culture change 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Training Tie to supervisor performance appraisals Change management important – not all departments do IDPs today, and those do, do not always do them consistently Need to establish frequency of IDPs 	<ul style="list-style-type: none"> Resistance from Departments Resistance from unions Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Departments may not comply

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> Would require training budgets based on business case justification during planning process 							
<ul style="list-style-type: none"> Standardized planning activities with a specific schedule 	<ul style="list-style-type: none"> Standardized process across the county Consistently completed planning across the county Provides sufficient training budgets based on business case justification during planning process Better trained workforce Better management of training activities 	<ul style="list-style-type: none"> Number of completed planning activities 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Resistance from Departments Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Inability to take full advantage of 'just in time' opportunities
<ul style="list-style-type: none"> Centralized database of procurements for 	<ul style="list-style-type: none"> Reduced costs of vendor supplied training 	<ul style="list-style-type: none"> Cost of vendor supplied training 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Database Intranet service delivery 	<ul style="list-style-type: none"> Database maintenance responsibilities 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None Identified 	<ul style="list-style-type: none"> HRD supplied training might be cheaper

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
possible reduction in costs	<ul style="list-style-type: none"> Improved communication Increased training opportunities Efficient use of county dollars 	<ul style="list-style-type: none"> Number of times 'piggy-backing' occurs 		<ul style="list-style-type: none"> Data access and reporting tools 				<p>than that procured by other departments</p> <ul style="list-style-type: none"> Database is not maintained for currency
<ul style="list-style-type: none"> Common database to record employee training that stays with employee. 	<ul style="list-style-type: none"> Improved training information Complete employee training record no matter how many times employee changes departments Increased ability to share data Increased accessibility to data Encourages accountability Efficient use of county dollars Improved data on which to base planning 	<ul style="list-style-type: none"> Number of department ad hoc systems tracking training Process time Number of departments using database Dollars saved through elimination of repeat training 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Database Intranet service delivery Data access and reporting tools 	<ul style="list-style-type: none"> Database maintenance responsibilities Must resolve migration issues surrounding historical data or determine that database will be prospective only 	<ul style="list-style-type: none"> Resources Resistance from departments 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Departments may not use preferring their ad hoc systems

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> Reduced department ad hoc systems 							
<ul style="list-style-type: none"> Employee self-service capability to select, sign-up for training classes. System should automatically inform employee of required training and allow department to enter there own required and optional training, certifications, membership, licenses, in-oculations, etc. 	<ul style="list-style-type: none"> Reduced process turnaround time Reduced number of department ad hoc systems Improved communication Higher utilization of training services Improved ability to plan for training on the part of employees & management 	<ul style="list-style-type: none"> Process turnaround time Number of department ad hoc systems forecasting training Number of employees using self-service 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Software application will need to be acquired. Possibly PeopleSoft e-Apps 	<ul style="list-style-type: none"> Training Need controls to ensure training is approved by supervisor and/or meets county's training business rules 	<ul style="list-style-type: none"> Resources Not all employees have computer access Resistance by departments Resistance from unions 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Employees may tend to sign-up for more training than necessary or appropriate
<ul style="list-style-type: none"> Development of learning effectiveness measurements including employee feedback process and methodol- 	<ul style="list-style-type: none"> Quantification of training effectiveness Closer tie of training to job needs/business objectives 	<ul style="list-style-type: none"> Change in performance ratings Number of training effectiveness demonstrations 	<ul style="list-style-type: none"> Culture change 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Challenge in will the ability actually measure improved performance resulting from this process 	<ul style="list-style-type: none"> Resources Resistance from employees Resistance from supervisors Resistance from unions 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> May not be possible to measure results of this process to satisfaction of employees and supervisors

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
<p>ogy for employee to demonstrate learning effectiveness to supervisor</p>	<ul style="list-style-type: none"> Improved performance Better trained workforce Would require training justification before training is provided based on organization's core classes for each job type 							<ul style="list-style-type: none"> Considering the time process would take, may not be justified on a cost basis
<ul style="list-style-type: none"> Include employee's completion of mandatory training in supervisor's performance metrics 	<ul style="list-style-type: none"> Assurance that mandatory training will be completed in timely manner Better trained workforce Promotes supervisor accountability 	<ul style="list-style-type: none"> Number of supervisor performance appraisals in which employee mandatory training has not been completed Number of completions of employee mandatory training 	<ul style="list-style-type: none"> Culture change 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Supervisor performance appraisals are not currently done on a county-wide basis 	<ul style="list-style-type: none"> Resistance by supervisors Resistance by management Resistance by unions 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified
<ul style="list-style-type: none"> Establish targets for completion of mandatory supervisor training 	<ul style="list-style-type: none"> Trained supervisors when skills are needed Improved 	<ul style="list-style-type: none"> Number of supervisors completing training on target 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Timelines need to be established as to when specific training is 	<ul style="list-style-type: none"> Resistance by supervisors to training targets 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
<p>ing aligned with when skills are needed by supervisor</p>	<p>supervisor support of employees</p> <ul style="list-style-type: none"> Encourages accountability 				<p>needed</p>	<ul style="list-style-type: none"> Supervisor training is currently offered only once a quarter Resources 		
<p>Organizational Development and Related Consulting Services</p>								
<ul style="list-style-type: none"> Combine pools and develop a single access process via online database of procurements so departments can share costs rather than incur separate procurements. Also, provide access to the pools of WA State and the City of Seattle 	<ul style="list-style-type: none"> Reduced process turnaround time Improved communication Improved efficiency of resources Improved customer services Ability to capitalize on existing contracts 	<ul style="list-style-type: none"> Improved service to customers (through survey scores) Number of hits against database Number of uses of resources in database 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Database Intranet service delivery Data access and reporting tools 	<ul style="list-style-type: none"> Departments may be reluctant to share 'dirty laundry' 	<ul style="list-style-type: none"> Resources Resistance by current pool managers 	<ul style="list-style-type: none"> Access to WA State and City of Seattle pools is restricted by county ordinances 	<ul style="list-style-type: none"> Could eliminate the case-by-case matching of departments needs with service providers that is felt to add value to selection process today
<ul style="list-style-type: none"> Consider developing an internal pool of trainers/consultants/facilitators who have a perspec- 	<ul style="list-style-type: none"> Improved training based on county-centric experience 	<ul style="list-style-type: none"> Number of pool utilizations Number of usages of external consultant pools 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Internal pool members need to be full-time consultants not have consulting services added 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> County had this service in the past, but it was eliminated for cost reduction purposes 	<ul style="list-style-type: none"> None identified

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
ative on the county's environment	<ul style="list-style-type: none"> • Improved customer service • Reduced need for use of external consultant pool 	<ul style="list-style-type: none"> • Improved service to customers (through survey scores) 			to their full-time duties			

King County, State of Washington
Quantifiable Business Case
Human Resources Focus Group Session 1



Business Area: Human Resources

Business Function: Labor Contract Management and Employee Relations
Human Resources

Date: Friday, February 14, 2004

Time: 8:30 AM to 12:30 PM

Location: King Street Center, 3D/3E

Agenda



- I. Introduction**
- II. Business Processes**
- III. Performance Measures Review**
- IV. Critical Success Factors**
- V. Next Steps**

I. Introduction



A. Quantifiable Business Case Project

The Quantifiable Business Case project will review King County's current business operations model focusing on the Human Resources, Payroll, Financials and Budget business areas. A business operations model includes organizational structure, business processes, work flow and associated costs. The results of the review will be analyzed with an eye toward determining opportunities to increase business process efficiencies and effectiveness, and a business case will be constructed for an improved business operations model based on cost, benefit and risk.

B. Focus Group Session Approach

Attendees of the focus group session will be subject matter experts selected by the county for their knowledge and experience in the business function or functions to be addressed. Session activities will include validation and refinement of the high-level business process diagrams/charts and performance measures included in this document, as well as discussion of business function and overall project success factors.

C. Business Function Focus

The Human Resources business functions to be reviewed during this focus group session are Labor Contract Management & Employee Relations and Human Resources.

The objective of the Labor Contract Management & Employee Relations business function is to use well and invest wisely in our human resources for optimal employee productivity now and in the future. Outputs ensure that employee interests and organizational needs are aligned, employees are fit to do the expected work and individual training and education needs are met. Inputs ensure that political consideration as related to labor-management agreements, legal, contractual, and other mandated requirements, and business and productivity direction and requirements are met.

The Human Resources business function consists of all other HR processes that are not clearly defined within the other four HR business functions. It consists primarily of the four support processes of the HR Unification Program; Community Development, Communications, Quality Assurance, and HR Information Management.

II. Business Process Review



A. Terminology

- **Business Function.** Refers to a high level grouping of business processes designed to meet a specific business objective.
- **Business Process.** A discrete set of activities within a business function.

B. Validation and Refinement of Current Business Processes

The following pages contain work flow diagrams for the business function(s) being addressed by this focus group session. Depending upon the complexity of the business function, a single diagram may be presented with each component indicating a business process, or multiple diagrams may be presented with each indicating a business process and each diagram component indicating a sub-process. The diagrams are followed by charts which provide detail about the processes displayed in the diagram or diagrams.

Both the diagrams and charts are at a high-level of detail. It is not within the scope of this project to document the county's current business functions/processes at a fine level of detail.

The focus group session will review the diagram(s) and charts to validate and refine the high-level business function/processes to ensure that an accurate model of the current business function(s) is depicted. As well, opportunities for improvement will be developed and documented. Attendees are encouraged to review the diagrams/charts prior to attending the session.

Labor Contract Management & Employee Relations Safety and Claims Administration

Quantifiable Business Case Project
Dye Management Group, Inc.

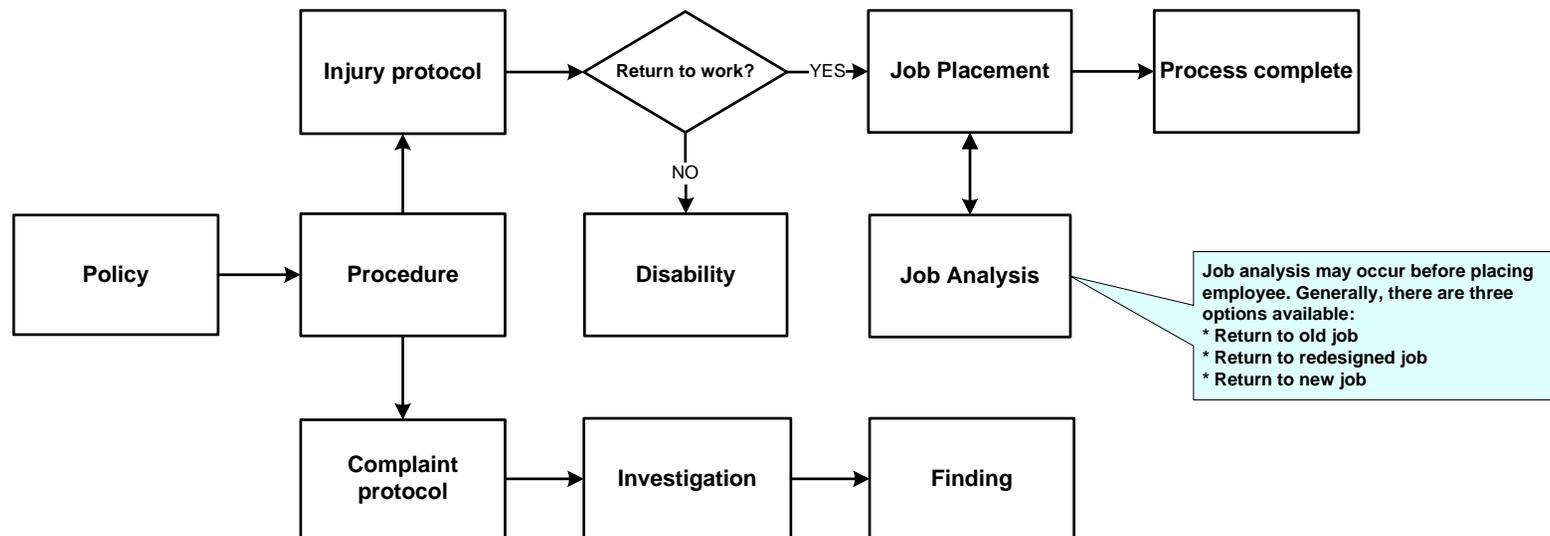


Chart Source: HR Unification Program

Labor Contract Management & Employee Relations Disability Accommodations & Employment (1 of 3)

Quantifiable Business Case Project
Dye Management Group, Inc.

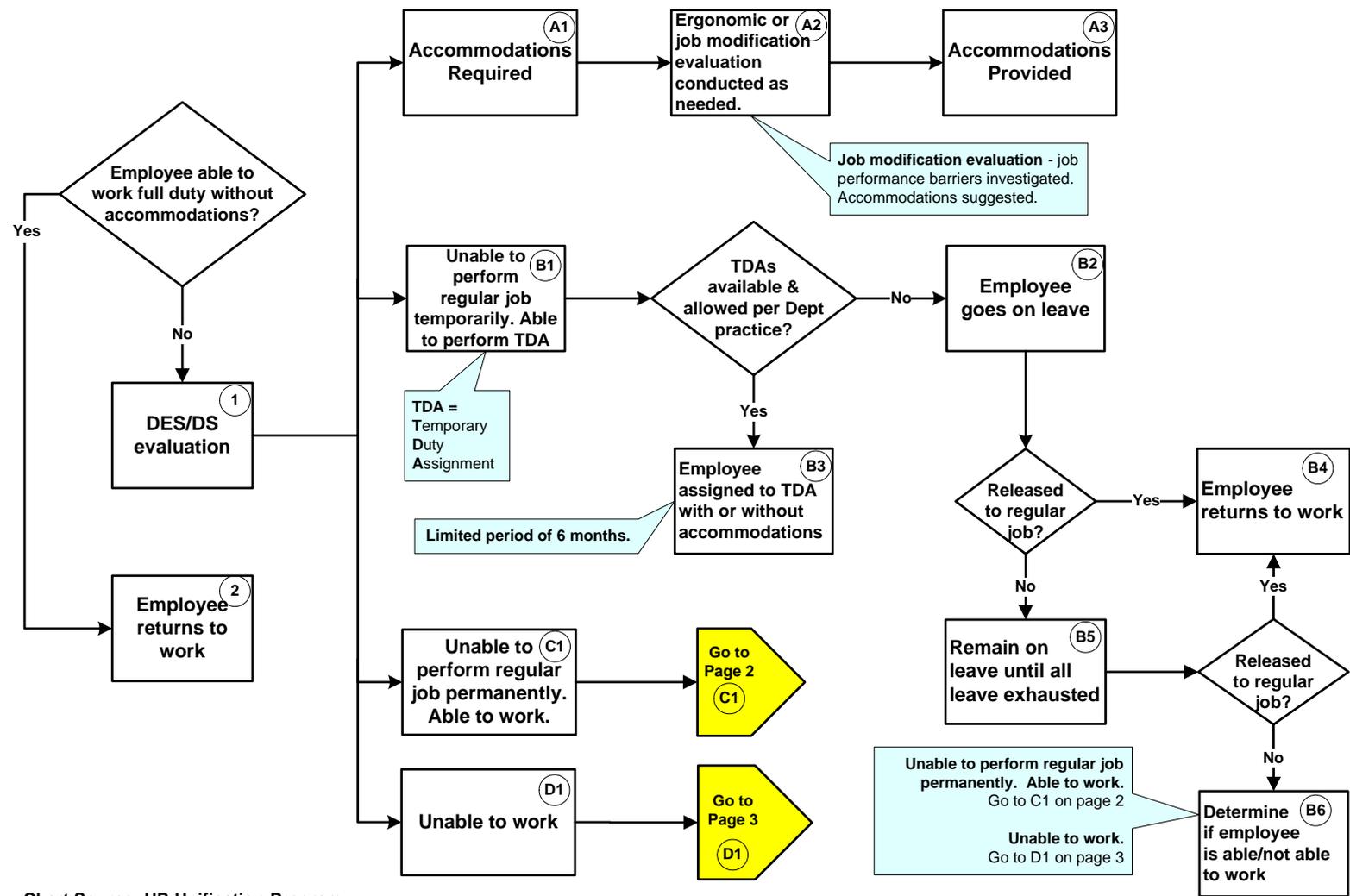


Chart Source: HR Unification Program

Labor Contract Management & Employee Relations Disability Accommodations & Employment (2 of 3)

Quantifiable Business Case Project
Dye Management Group, Inc.

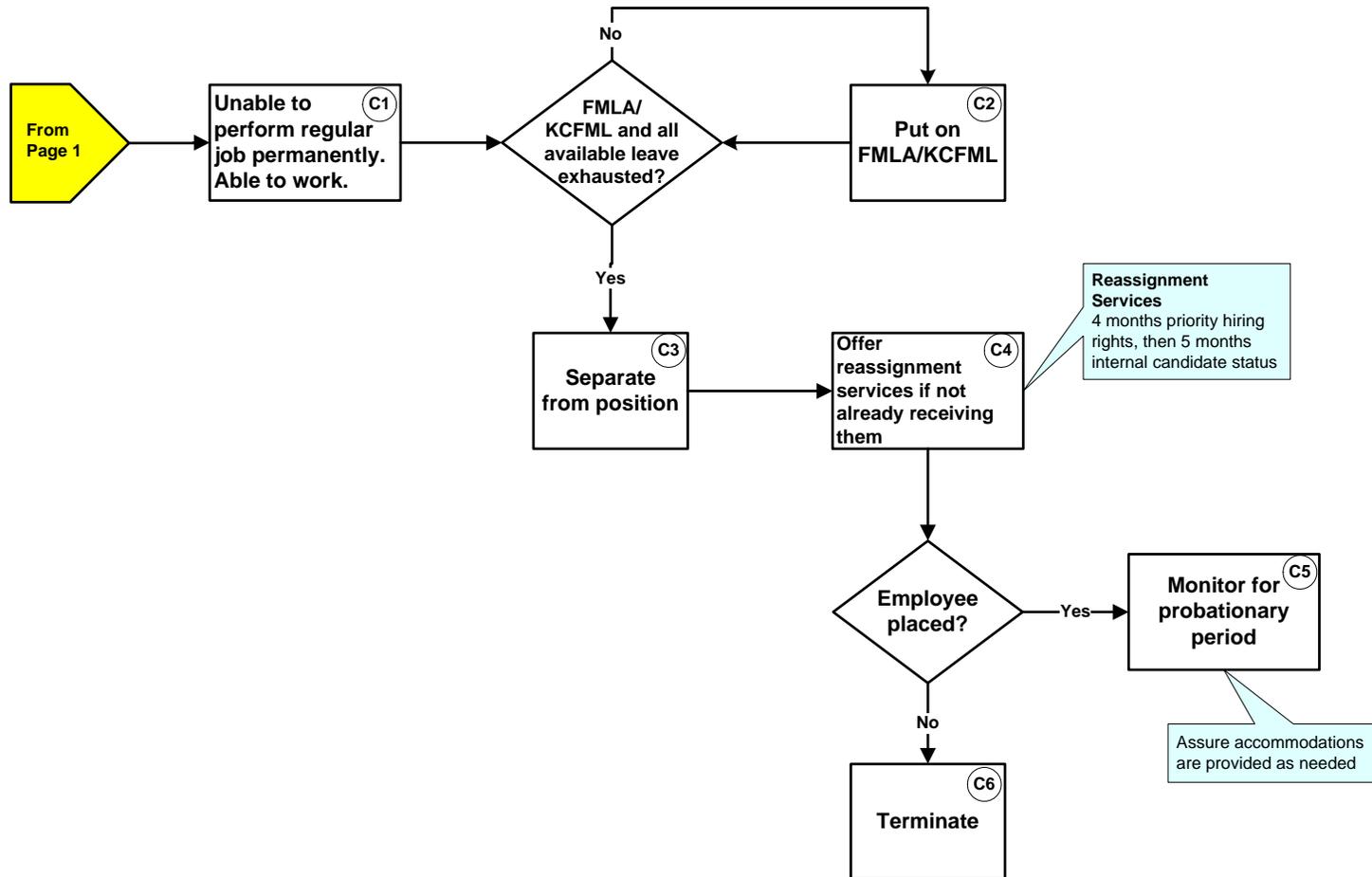


Chart Source: HR Unification Program

Labor Contract Management & Employee Relations Disability Accommodations & Employment (3 of 3)

Quantifiable Business Case Project
Dye Management Group, Inc.

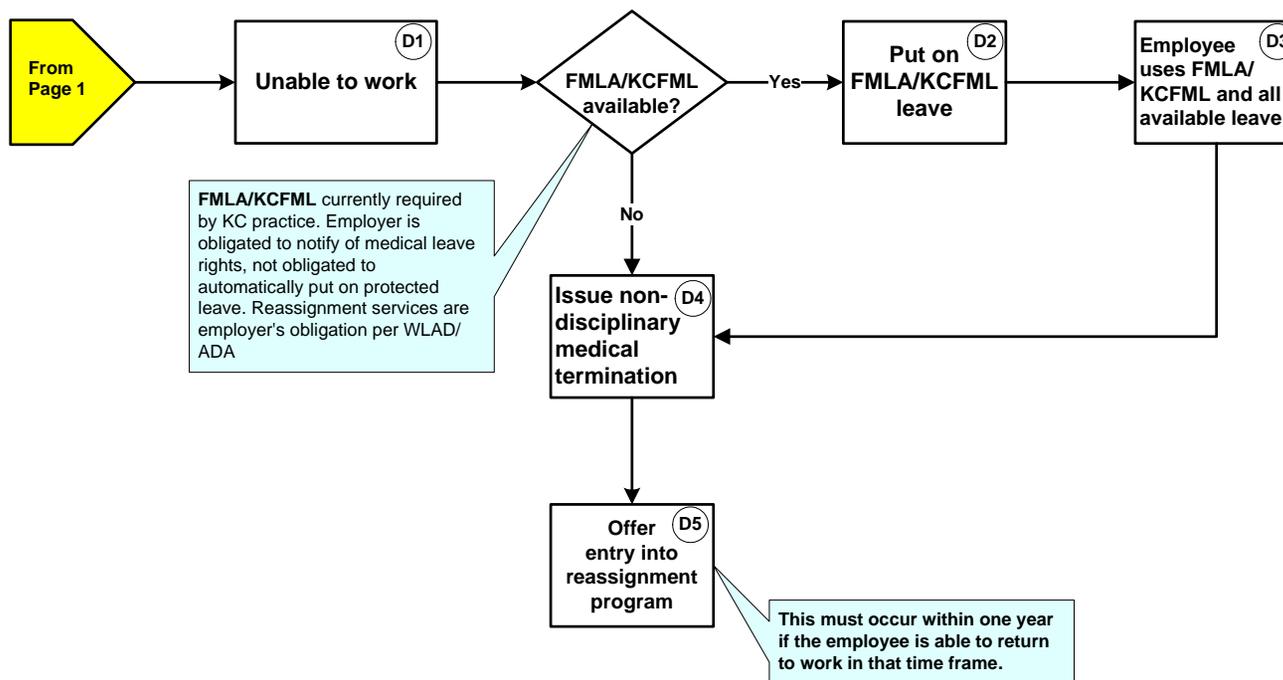


Chart Source: HR Unification Program

Labor Contract Management & Employee Relations

Labor Contract Negotiations

*Quantifiable Business Case Project
Dye Management Group, Inc.*

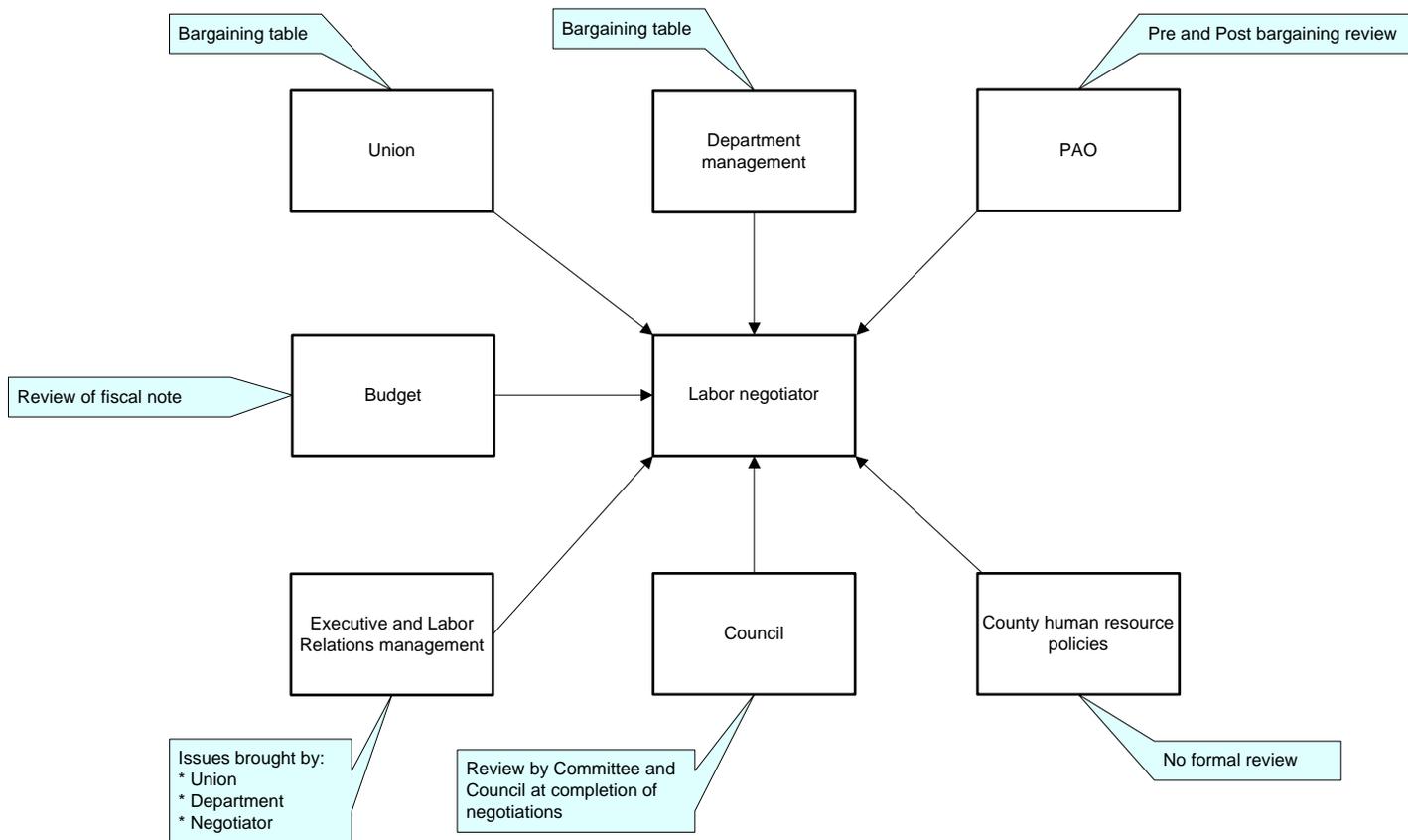


Chart Source: HR Unification Program

Labor Contract Management & Employee Relations Labor Contract Administration

*Quantifiable Business Case Project
Dye Management Group, Inc.*

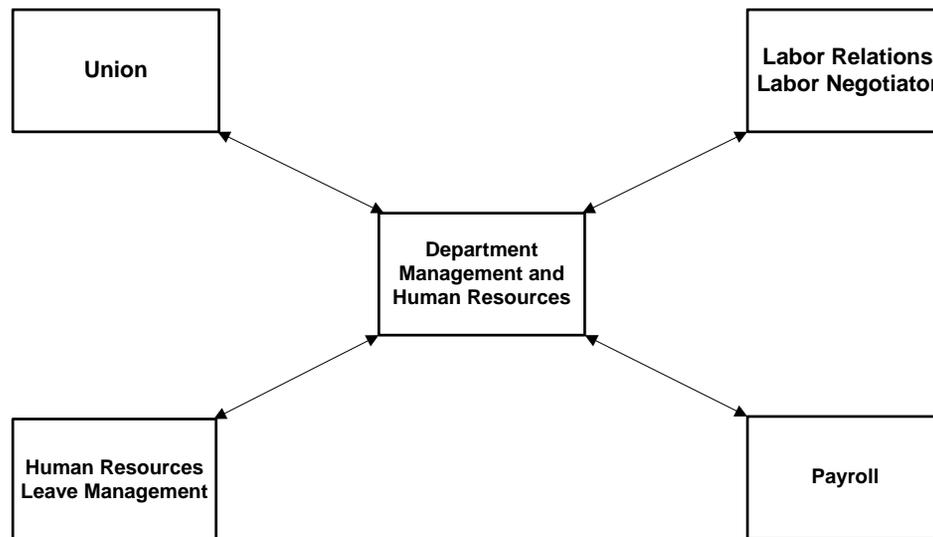


Chart Source: HR Unification Program

Labor Contract Management & Employee Relations Grievance & Disciplinary Administration (Page 1 of 2)

Quantifiable Business Case Project
Dye Management Group, Inc.

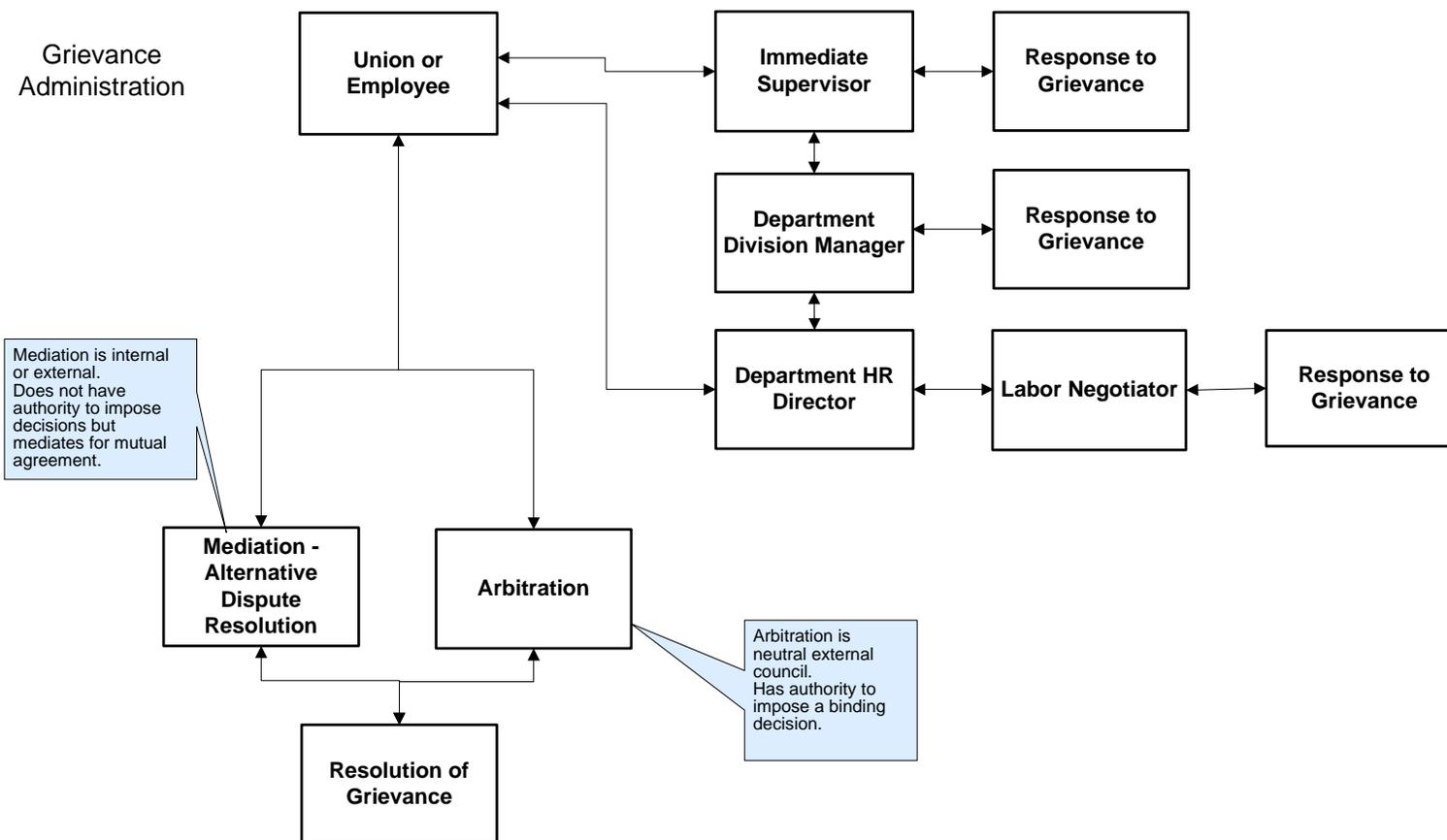


Chart Source: HR Unification Program

Labor Contract Management & Employee Relations Performance Appraisal & Merit Pay

*Quantifiable Business Case Project
Dye Management Group, Inc.*

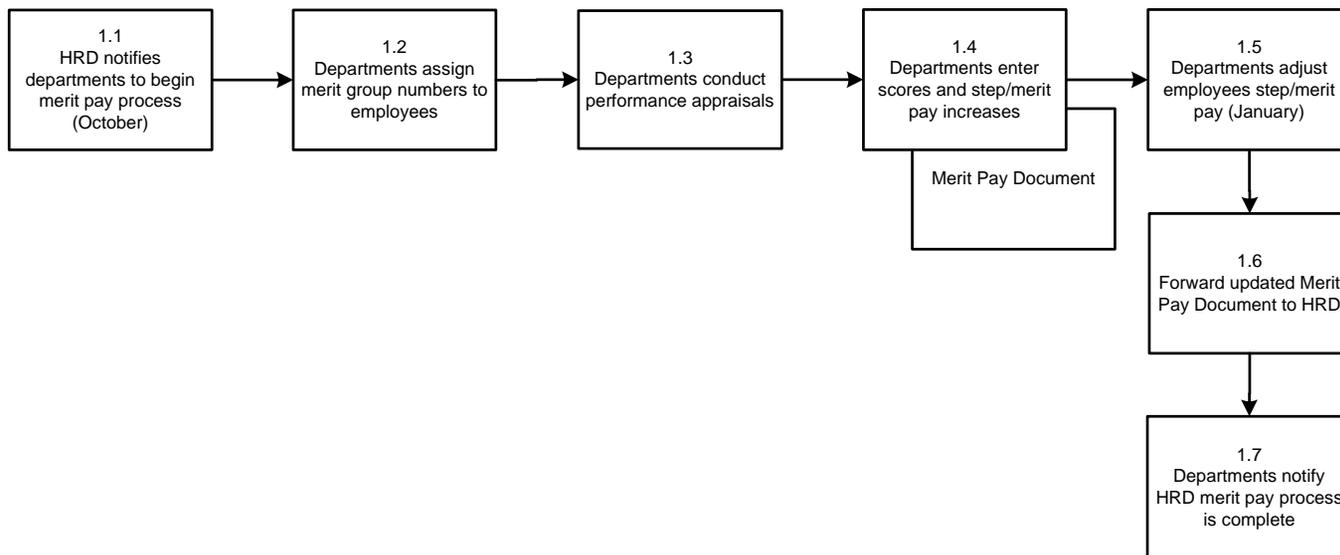


Chart Source: HR Unification Program

Labor Contract Management and Employee Relations

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
<p>Safety and Claims Administration</p>	<ul style="list-style-type: none"> • Policy 	<ul style="list-style-type: none"> • Results of process based on injury protocol including decision to place on disability or process through Job Placement with possible Job Analysis to determine if employee will return to old job, return to re-designed job, return to new job • Results of process based on complaint protocol including investigation and findings 	<ul style="list-style-type: none"> • Manual • ICOMP 	<ul style="list-style-type: none"> • Safety & Claims (L) • HR Staff • Budget Staff • Department Management • PAO • (L) – Lead of one or more tasks 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • There is a lack of a common hierarchy between MSA, PeopleSoft and Budget. This causes a gap when reporting from ICOMP, reports are sorted by cost center (funding source) rather than by organization (where people work) • Position titles and classifications are not consistent between MSA and PeopleSoft • ICOMP pulls cost centers and not organizational hierarchy from MSA • In order to understand what days people came to work, must contact payroll clerks. Some departments maintain this information in an ad hoc system, which for others tracking when people came to work is a manual process. This information is not

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>maintained in MSA or PeopleSoft. PeopleSoft may have this ability. There is limited time (14 days) to gather this information and calculate time loss rates and fill in conditions to ICOMP</p> <p>Opportunities</p> <ul style="list-style-type: none"> • Define a common hierarchy between budget and payroll, so that where people report and funding source are reflected on claims reports. ICOMP reports by cost center and not organization hierarchy, therefore reports are difficult to use. Need to easily identify activity by department and division versus cost center hierarchy • Develop consistent position titles and classifications • Have payroll system maintain and track when people came to work (by day, hour, etc), rather than maintaining leave totals

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> • Simplify leave type coding • Implement a safety injury prevention program which provides a feedback loop, so that departments are made aware of injuries that have occurred and are educated on how to prevent additional injuries
<p>Disability Accommodations & Employment</p>	<ul style="list-style-type: none"> • Request for disability accommodation • DAE Policy 	<ul style="list-style-type: none"> • Result of DES/DS evaluation which may be one of the following: • Employee back to work • Accommodations are required: <ul style="list-style-type: none"> – Result of Job Modification Evaluation to investigate job barriers and accommodations suggestions, accommodations, employee back at work – Temporarily unable to perform regular job, but can perform TDA.: 	<ul style="list-style-type: none"> • Manual 	<ul style="list-style-type: none"> • Safety & Claims (L) • HR Staff • PAO • Department Management • (L) – Lead of one or more tasks 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • Temporary reassignment of employees is a manual process. There is no system/process to create job announcements with physical requirements for the reassignment pool • It is difficult to get light duty workers back to work in the county. Need to bargain with unions to allow for this. There is a temp duty policy for the county, but it is very hard to implement in each department

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"> - Result of determination if TDA's are available and allowed - Employee assigned to TDA with or without accommodations, or Employee on leave - Result of determination if employee released to regular job - Employee returns to work or employee determined unable to perform regular job permanently - If able to work, see "Unable to perform regular job permanently, but able to work". If unable to work, see "Unable to work". • Unable to perform regular job permanently, but able to work: <ul style="list-style-type: none"> - Result of determination if all obligations 				<p>Opportunities</p> <ul style="list-style-type: none"> • Automate process to temporarily re-assign employees with disability accommodations • Develop a system/process to create job announcements with physical requirements of the job for the reassignment pool • Build a framework to assist departments with the return to work policy and to work out issues with bargaining units • Develop a means for departments to consult with accommodation program

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<p>to offer and provide leave have been met</p> <ul style="list-style-type: none"> - If not, result of addressing leave obligations. - If so, employee terminated from position - Result of offer of reassignment services per DAE Policy exception - If employee placed, employee monitored during probationary period, accommodations as needed - If not, terminated employee • Unable to work: <ul style="list-style-type: none"> - Result of availability check for FMLA/KCML - If available, employee on FMLA/KCFML leave - If not or FMLA/KCFML used up, non-disciplinary 				

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		medical termination – Offer of entry into reassignment program				
Labor Contract Negotiations	<ul style="list-style-type: none"> • County Human Resource Policies • Fiscal Note • Existing union contract 	<ul style="list-style-type: none"> • Collective Bargaining Agreement • MOU/MOA 	<ul style="list-style-type: none"> • Manual 	<ul style="list-style-type: none"> • Union • Budget Office • Department Management • Executive management • ELPC • Labor Relations management • PAO • Council • Contract Negotiator (L) • (L) – Lead of one or more tasks 		Gaps and Issues <ul style="list-style-type: none"> • Negotiations can impact programs, yet program managers are not included in the process • Executive Branch has most of the contracts and much experience with contract negotiations • There are 66 contracts and 97 bargaining units. There are wide differences and varying languages between these contracts • There is no direction from executives or HRD to have negotiators gain consistencies in contracts • There are no guidelines or parameters defined for the negotiation process. If a concession is made in one contract, all

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<p>other contracts want the same concession. Vague language is bargained which results in a loss of time or incorrect interpretation</p> <ul style="list-style-type: none"> • Tentative agreements might be made without first consulting with management • It is hard to administer a contract that is rolled over again and again with MOU's. Must go to several sources to get needed contract information. This wastes time <p>Opportunities</p> <ul style="list-style-type: none"> • Include program managers in any negotiations that impact their programs. Do not tentatively agree until consultation with management • Reduce the number of contracts (66) and bargaining units (97) • Leverage Executive Branch experience with other branches

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> • Provide negotiators with parameters to stay within • Move to “Joint Labor Agreement” on common items rather than combining bargaining units • Have policy and guidelines to assist with “good faith bargaining” • Encourage departments to proactively think about what they need to bargain • Develop a system which combines contract and MOU's in such a way to facilitate research of contract information
<p>Labor Contract Administration</p>	<ul style="list-style-type: none"> • Final Contract Language • Request for information regarding comparison of multiple contracts • Collective bargaining agreements 	<ul style="list-style-type: none"> • Final Contract is entered into Access Database by Labor Relations staff. • HR/Payroll Implementation Team is organized. • Changes to employee data into HR/Payroll Systems 	<ul style="list-style-type: none"> • Manual • MSA • PeopleSoft • Ad hoc systems (Access) 	<ul style="list-style-type: none"> • Department management • HR/Payroll implementation team • Labor Relations • PAO • (L) – Lead of one or more tasks 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • Contract and payroll not always in sync. When a contract is signed, there is a meeting with payroll and compensation specialists to identify the impact of the contract on payroll. This conversation is not documented. Also, the contract is ad-

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"> • Requests for interpretation from Department, HR, Payroll, Union Representatives, Department Council or HR Cabinet. • Clarification of contract or county policy by Labor Relations. • Research of contract database for statistical or informational comparisons between contract language and provisions 				<p>ministered differently between MSA and People-Soft. Training and communication needs to be organized. Payroll must make programming changes. This all has to be done in 60 days from contract approval. There is now an established implementation team to handle this</p> <ul style="list-style-type: none"> • Payroll needs a point of contact (not the labor unions) for contract administration questions • Sometimes it takes too long to get contract administration information, questions answered or resolutions <p>Opportunities</p> <ul style="list-style-type: none"> • Identify contract administration single point of contact for payroll • Retain historical contract information with supporting documentation

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> • Develop one central place for all contract administration information. Develop website to assist with interpretation of contracts. For example: how to handle leave by contract; which policy prevails (county code, Federal law, contract, etc.); frequently asked questions; and a help desk to assist with research or answer questions
<p>Grievance & Disciplinary Administration</p>	<ul style="list-style-type: none"> • Discipline action with Just Cause from Appointing Authority to Employee. • Collective bargaining agreements 	<ul style="list-style-type: none"> • Disciplinary Admin • Suspension without pay, Demotion, Reduction in Pay or Termination of employment. • Employee Response with assistance of Union representative. • Interpretation of contract by Labor Relations and PAO as required • Final decision by hiring authority. • Grievance Admin 	<ul style="list-style-type: none"> • Manual • Department ad hoc systems (grievance tracking) 	<ul style="list-style-type: none"> • Appointing Authority • Department Manager • Department SDM's • HR Director • Labor Negotiator • Supervisor • Labor Relations • PAO • ADR • Personnel Board • Unions • (L) – Lead of one or more tasks 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • Supervisors need to understand what disciplinary actions are appropriate and which are not appropriate, so that issues are not escalated to HRD and the labor unions • It is difficult to come up with a consistent disciplinary process. General guidance may be difficult because there are many variables depending on the work group

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
		<ul style="list-style-type: none"> • Response from Immediate Supervisor • Response from Department/Division Manager • Response from HR Director and Labor Negotiator • Submit for Mediation – internal or external mediation for agreement of neutral settlement. • Submit for Arbitration – External authority for decision of binding settlement. • Neutral Settlement or Binding Settlement from Arbitrator 				<ul style="list-style-type: none"> • Grievances and decisions must be tracked. PeopleSoft can do this, but not at the division level • A large amount of time is spent researching past decisions. The unions keep track of this. Also, some departments have their own tracking system <p>Opportunities</p> <ul style="list-style-type: none"> • Build in another step to resolve grievance which stems from a disciplinary decision before turning over to HRD and getting unions involved. Help understand what's appropriate and what is not appropriate • Track grievances at division level and help with making disciplinary decisions • Provide consulting services to supervisors and managers

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
Performance Appraisal & Merit Pay	<ul style="list-style-type: none"> HRD notification of departments to begin merit pay process 	<ul style="list-style-type: none"> Merit group numbers assigned to employees Performance appraisals Performance appraisal scores and step/merit pay increases and Merit Pay Document Adjustments to employees step/merit pay Updated Merit Pay Document Notification to HRD that merit pay process is complete 		<ul style="list-style-type: none"> Supervisor or Manager (L) HR Staff ITS (L) – Lead of one or more tasks 	<ul style="list-style-type: none"> Oct to End of year 	<p>Gaps and Issues</p> <ul style="list-style-type: none"> Many supervisors do not do performance appraisals since employees are represented and get step increases. Therefore, they don't see what is the purpose of performance appraisals Merit pay should be disconnected from the performance appraisal process. Merit pay belongs in comp and benefits Supervisors need an effective tool to realize employee performance improvements. Have thought about 360 degree reviews, mid-year reviews, quarterly discussions, etc. MSA and PeopleSoft have separate processes for getting information into each system <p>Opportunities</p> <ul style="list-style-type: none"> Implement a true "Merit Pay Plan". Unhook performance appraisal

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						from merit pay. Merit pay belongs in comp and benefits • Develop performance appraisal process which is can be used as an effective performance improvement tool
Human Resources						
Community Development	To integrate and sustain a community of HR services providers so that they can partner in HR decision making and implementation throughout King County. Outputs include increased capacity and capability for delivering HR services, high-quality HR service delivery consistency throughout King county, flexibility to better meet the changing needs for HR services, promote greater accountability for HR services providers' adherence to HR policies and procedures, a unified response to challenges to employment practices, and HR services providers view themselves as a community.	<ul style="list-style-type: none"> • HRD Staff (L) • Department HR Staff • Department Management • (L) – Lead of one or more tasks 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • Supervisors and managers need to understand their role and the benefits of being an HR service provider • Training is not completed in a timely manner. Supervisors have job demands that prevent them from attending training • HR information is not easily accessible • HRD is not represented well at the community forums <p>Opportunities</p> <ul style="list-style-type: none"> • Develop a means to build on HR fundamentals and provide certification for HR professionals 		

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> • Allow supervisors to eliminate mandatory training by replacing with HR training • Develop a mentoring program • Identify points of contacts by HR function
Communications			Assure that HR policies, procedures, processes, programs and projects are clearly understood by the customer and supported so that they work consistently to maintain the overall integrity of the county's HR system. Ensure that customers understand the value-adding role of HR information and services and can better utilize the HR resource available to them to 1) benefit business decisions and 2) benefit employee development. Ensure critical feedback from HR customers is heard, understood and considered in the improvement of HR systems and services countywide.	<ul style="list-style-type: none"> • HRD Staff (L) • Department HR Staff • (L) – Lead of one or more tasks 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • There does not exist a single, easily accessible source for HR information • Would like a web portal, but there are not enough resources to implement and maintain this information/portal • Can't get decisions made in a timely manner. There is no way to track information, research or decision requests to HRD <p>Opportunities</p> <ul style="list-style-type: none"> • Develop a HR central web portal to all HR information

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none"> • Develop a method to capture and track HR decision requests
Quality Assurance	To ensure, countywide, that HR management practices are consistent, fair, equitable and in compliance with the law.			<ul style="list-style-type: none"> • HRD Staff (L) • Department HR Staff • (L) – Lead of one or more tasks 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • QA process and support team needs to be implemented. There needs to be a method to audit, review, inspect and provide feedback to ensure quality <p>Opportunities</p> <ul style="list-style-type: none"> • Implement quality assurance strategy, provide feedback
HR Information Management	To enable the provision of reliable, accessible and secure information so that managers, HR practitioners and employees have the information they need to make and implement timely, informed decisions.			<ul style="list-style-type: none"> • HRIMB (L) • HR Staff • ITS 		<p>Gaps and Issues</p> <ul style="list-style-type: none"> • MSA coding needs to be simplified and "cleaned-up". This will make moving from MSA to PeopleSoft much easier. There is an MSA Standardization project that was just started. It will take 18 months and will also update the MSA manuals and coding instructions

Process	Inputs	Outputs	Method	Performed By	Timing	Gaps/Opportunities
						<ul style="list-style-type: none">• Looking at PeopleSoft's e-apps to assist with HR information management needs. Study was recently published <p>Opportunities</p> <ul style="list-style-type: none">• Complete MSA Standardization project• Implement PeopleSoft e-apps

III. Performance Measures Review



The focus group session will review the following chart. The Business Goals and Improvement Opportunities are from the county's Vision and Goals statement. Possible Benefits and Measures have been added. The objective of the review is to validate, refine and enhance the Benefits and Measures. Attendees are encouraged to review the chart prior to attending the session.

Business Area	King County Business Goal	Improvement Opportunity	Benefit	Measure
Human Resources	Comply with labor agreements, as well as federal, state and county laws	Identify and Resolve situations where HR business processes and supporting technical infrastructure has not kept up with laws and labor agreements	<ul style="list-style-type: none"> Avoidance of possible legal complications of non-performance 	<ul style="list-style-type: none"> Number of related lawsuits Number of related labor disputes Number of audit deficiencies
Human Resources	Provide employees, retirees and fiduciaries direct and secure access, as appropriate, to personnel, payroll, time and attendance, benefit, and retirement information	Direct-access, possibly Web-based, personal HR data query capabilities for employees, retirees and fiduciaries	<ul style="list-style-type: none"> Increased county employee, retiree and fiduciary satisfaction 	<ul style="list-style-type: none"> Number of website hits Processing time. Time spent performing strategic rather than administrative activities
Human Resources	Improve human resource management to include: position management, recruitment, training administration, competency management, career planning for manager level and higher, succession planning for key employees, labor issues, class/comp/labor contract implementation, and contract and temporary labor management tracking	Redesign HR functional processes based on improving efficiency, and implement appropriate technical infrastructure to support the redesigned model	<ul style="list-style-type: none"> Increased county employee satisfaction Increased HR professional satisfaction Increased level of service Consistent and innovative processes Improved data accuracy Consolidation to a single HR system 	<ul style="list-style-type: none"> Number of complaints Size of technology infrastructure Time spent performing strategic rather than administrative activities Processing time

Business Area	King County Business Goal	Improvement Opportunity	Benefit	Measure
			<ul style="list-style-type: none"> • Increased county and HR management satisfaction • More efficient management decision-making • Reduced reporting and analysis per employee 	
Human Resources	Provide secure access to and maintenance of HR related information by supervisors and managers to meet their management decision-making activities	Direct-access, possibly Web-based, employee human resource data query/update capabilities for supervisors and managers	<ul style="list-style-type: none"> • Increased county management satisfaction • More efficient county management decision-making 	<ul style="list-style-type: none"> • Processing time • Time spent performing strategic rather than administrative activities
Human Resources	Empower employees to secure access and maintain their own HR information where appropriate	Direct-access, possibly Web-based, personal human resource data query/update capabilities for employees	<ul style="list-style-type: none"> • Increased county employee satisfaction • 	<ul style="list-style-type: none"> • Processing time • Time spent performing strategic rather than administrative activities
Human Resources	Increase effectiveness in the delivery of human resource activities resulting in reduced processing time	Resolve situations where HR business processes and supporting technical infrastructure work against effective service delivery	<ul style="list-style-type: none"> • Increased county employee satisfaction • Reduced HR activity turnaround time 	<ul style="list-style-type: none"> • Number of employees processed • Processing time • Time spent performing strategic rather than administrative activities

IV. Critical Success Factors



In an open discussion, focus group attendees will be requested to respond to the question included below. Attendees are encouraged to determine their perceptions prior to the session.

A. What are the top three opportunities for improvement in the Labor Contract Management & Employee Relations and Human Resources business functions? What are the obstacles to successfully achieving these objectives?

Answer:

- Have the payroll system maintain and track when people came to work (by day, hour, etc.), rather than maintaining leave totals
- Reduce the number of contracts (66) and bargaining units (97)
- Develop one central place for all contract administration information to assist with the interpretation of contracts
- Develop a “HR Central” web portal for all HR information which must be shared
- Implement a quality assurance strategy, feedback mechanism
- Complete the MSA Standardization Project

V. What's Next?



- Follow-up with specific individuals to clarify current business processes and opportunities, as necessary.
- Conduct a second focus group session to review updates to the current business processes resulting from feedback from the first focus group session and confirm the issues, gaps and constraints identified, review proposed business process improvements, and discuss identified high-payback business processes.
- Develop costs of current business processes through a survey of county departments.

King County, State of Washington
Quantifiable Business Case
Human Resources Focus Group Session 2



Business Area: Human Resources

Business Function: Labor Contract Management and Employee Relations
Human Resources

Date: Friday, March 5, 2004

Time: 9:00 AM to 12:00 PM

Location: Key Tower, Olympic

Agenda



- I. Introduction**
- II. Findings From First Session**
- III. Opportunities for Improvement**
- IV. Analysis of Opportunities**

I. Findings from First Session



A. Labor Contract Management and Employee Relations

1. Safety and Claims Administration

- There is a lack of a common hierarchy between MSA, PeopleSoft and Budget. This causes a gap when reporting from ICOMP, reports are sorted by cost center (funding source) rather than by organization (where people work)
- Position titles and classifications are not consistent between MSA and PeopleSoft
- ICOMP pulls cost centers and not organizational hierarchy from MSA
- In order to understand what days people came to work, must contact payroll clerks. Some departments maintain this information in an ad hoc system, which for others tracking when people came to work is a manual process. This information is not maintained in MSA or PeopleSoft. PeopleSoft may have this ability. There is limited time (14 days) to gather this information and calculate time loss rates and fill in conditions to ICOMP

2. Disability Accommodations and Employment

- Temporary reassignment of employees is a manual process. There is no system/process to create job announcements with physical requirements for the reassignment pool
- It is difficult to get light duty workers back to work in the county. Need to bargain with unions to allow for this. There is a temp duty policy for the county, but it is very hard to implement in each department

3. Labor Contract Negotiations

- Negotiations can impact programs, yet program managers are not included in the process
- Executive Branch has most of the contracts and much experience with contract negotiations
- There are 66 contracts and 97 bargaining units. There are wide differences and varying languages between these contracts

- There is no direction from executives or HRD to have negotiators gain consistencies in contracts
- There are no guidelines or parameters defined for the negotiation process. If a concession is made in one contract, all other contracts want the same concession. Vague language is bargained which results in a loss of time or incorrect interpretation
- Tentative agreements might be made without first consulting with management
- It is hard to administer a contract that is rolled over again and again with MOU's. Must go to several sources to get needed contract information. This wastes time

4. Labor Contract Administration

- Contract and payroll not always in sync. When a contract is signed, there is a meeting with payroll and compensation specialists to identify the impact of the contract on payroll. This conversation is not documented. Also, the contract is administered differently between MSA and PeopleSoft. Training and communication needs to be organized. Payroll must make programming changes. This all has to be done in 60 days from contract approval. There is now an established implementation team to handle this
- Payroll needs a point of contact (not the labor unions) for contract administration questions
- Sometimes it takes too long to get contract administration information, questions answered or resolutions

5. Grievance and Disciplinary Administration

- Supervisors need to understand what disciplinary actions are appropriate and which are not appropriate, so that issues are not escalated to HRD and the labor unions
- It is difficult to come up with a consistent disciplinary process. General guidance may be difficult because there are many variables depending on the work group
- Grievances and decisions must be tracked. PeopleSoft can do this, but not at the division level
- A large amount of time is spent researching past decisions. The unions keep track of this. Also, some departments have their own tracking system

6. Performance Appraisal and Merit Pay

- Many supervisors do not do performance appraisals since employees are represented and get step increases. Therefore, they don't see what is the purpose of performance appraisals
- Merit pay should be disconnected from the performance appraisal process. Merit pay belongs in comp and benefits
- Supervisors need an effective tool to realize employee performance improvements. Have thought about 360 degree reviews, mid-year reviews, quarterly discussions, etc.
- MSA and PeopleSoft have separate processes for getting information into each system

B. Human Resources

1. Community Development

- Supervisors and managers need to understand their role and the benefits of being an HR service provider
- Training is not completed in a timely manner. Supervisors have job demands that prevent them from attending training
- HR information is not easily accessible
- HRD is not represented well at the community forums

2. Communications

- There does not exist a single, easily accessible source for HR information
- Would like a web portal, but there are not enough resources to implement and maintain this information/portal
- Cannot get decisions made in a timely manner. There is no way to track information, research or decision requests to HRD

3. Quality Assurance

- QA process and support team needs to be implemented. There needs to be a method to audit, review, inspect and provide feedback to ensure quality

4. HR Information Management

- MSA coding needs to be simplified and “cleaned-up”. This will make moving from MSA to PeopleSoft much easier. There is an MSA Standardization project that was just started. It will take 18 months and will also update the MSA manuals and coding instructions
- Looking at PeopleSoft's e-apps to assist with HR information management needs. Study was recently published

II. Opportunities for Improvement



A. Labor Contract Management and Employee Relations

1. Safety and Claims Administration

- Define a common hierarchy between budget and payroll, so that where people report and funding source are reflected on claims reports. ICOMP reports by cost center and not organization hierarchy, therefore reports are difficult to use. Need to easily identify activity by department and division versus cost center hierarchy
- Develop consistent position titles and classifications
- Have payroll system maintain and track when people came to work (by day, hour, etc), rather than maintaining leave totals
- Simplify leave type coding
- Implement a safety injury prevention program which provides a feedback loop, so that departments are made aware of injuries that have occurred and are educated on how to prevent additional injuries

2. Disability Accommodations and Employment

- Automate process to temporarily reassign employees with disability accommodations
- Develop a system/process to create job announcements with physical requirements of the job for the reassignment pool
- Build a framework to assist departments with the return to work policy and to work out issues with bargaining units
- Develop a means for departments to consult with accommodation program

3. Labor Contract Negotiations

- Include program managers in any negotiations that impact their programs. Do not tentatively agree until consultation with management
- Reduce the number of contracts (66) and bargaining units (97)
- Leverage Executive Branch experience with other branches

- Provide negotiators with parameters to stay within
- Move to “Joint Labor Agreement” on common items rather than combining bargaining units
- Have policy and guidelines to assist with “good faith bargaining”
- Encourage departments to proactively think about what they need to bargain
- Develop a system which combines contract and MOU’s in such a way to facilitate research of contract information

4. Labor Contract Administration

- Identify contract administration single point of contact for payroll
- Retain historical contract information with supporting documentation
- Develop one central place for all contract administration information. Develop website to assist with interpretation of contracts. For example: how to handle leave by contract; which policy prevails (county code, Federal law, contract, etc.); frequently asked questions; and a help desk to assist with research or answer questions

5. Grievance and Disciplinary Administration

- Build in another step to resolve grievance which stems from a disciplinary decision before turning over to HRD and getting unions involved. Help understand what’s appropriate and what is not appropriate
- Track grievances at division level and help with making disciplinary decisions
- Provide consulting services to supervisors and managers

6. Performance Appraisal & Merit Pay

- Implement a true “Merit Pay Plan”. Unhook performance appraisal from merit pay. Merit pay belongs in comp and benefits
- Develop performance appraisal process which is can be used as an effective performance improvement tool

B. Human Resources

1. Community Development

- Develop a means to build on HR fundamentals and provide certification for HR professionals

- Allow supervisors to eliminate mandatory training by replacing with HR training
- Develop a mentoring program
- Identify points of contacts by HR function

2. Communications

- Develop a HR central web portal to all HR information
- Develop a method to capture and track HR decision requests

3. Quality Assurance

- Implement quality assurance strategy, provide feedback

4. HR Information Management

- Complete MSA Standardization project
- Implement PeopleSoft e-apps

III. Analysis of Opportunities



The Opportunities for Improvement listed in the previous section were reviewed by the county's Human Resource Functional Lead. The review may have resulted in a combining of some opportunities or the elimination of others, for the purposes of this analysis. In addition, the analysis by focus group attendees may have had the same result.

Labor Contract Management and Employee Relations

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
Safety and Claims Administration								
<p>Define a common hierarchy between budget and payroll, and to identify activity by department and division versus cost center hierarchy. HR deals with units, division, departments, not cost centers</p>	<ul style="list-style-type: none"> • Improved process turnaround time • Improved tracking capability • Would provide needed cross-reference table • Improved compliance with workers comp laws • Improved information in an understandable format • Potential for reducing claims against the county 	<ul style="list-style-type: none"> • Process time • Number of claims against the county 	<ul style="list-style-type: none"> • Move to a common hierarchy 	<ul style="list-style-type: none"> • Database • Internet service delivery • Data access and reporting tools 	<ul style="list-style-type: none"> • Training • Need break of all King County organization charts in one central location • Cost centers in PeopleSoft, low orgs in ARMS • Payroll and accounting have differing numbers to resolve • Produce reports either way, cost center or low org • How to maintain efficiently, communication of org change process • Training • Need determination of mainte- 	<ul style="list-style-type: none"> • Resources • ARMS, IBIS collaboration issues • Resistance from departments 	<ul style="list-style-type: none"> • None Identified 	<ul style="list-style-type: none"> • Not maintaining currency of data

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
					nance responsibilities			
Have payroll system maintain and track when people came to work (by day, hour, etc), rather than maintaining leave totals	<ul style="list-style-type: none"> Improved process turnaround time Would provide online record of actual time and labor for employees Improved access Improved accuracy of data Consistency of information Improved compliance 	<ul style="list-style-type: none"> Process time 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> MSA and PeopleSoft systems 	<ul style="list-style-type: none"> Training 	<ul style="list-style-type: none"> Resources Resistance from unions Resistance from employees Resistance from management 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Too close tracking for FLSA exempt employees
Simplify leave type coding	<ul style="list-style-type: none"> Improved process turnaround time Improved consistency of information Improved accuracy of data Easier to understand 	<ul style="list-style-type: none"> Process time Rework time 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Could require existing system modifications 	<ul style="list-style-type: none"> Need to determine maintenance responsibilities Training 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Too simplified Non-maintenance of data

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	and maintain coding <ul style="list-style-type: none"> Reduces rework effort 							
Disability Accommodations and Employment								
Build the framework for a process to temporarily reassign employees with disability accommodations	<ul style="list-style-type: none"> Provides ability to more quickly accommodate employees Improved compliance with laws Will assist departments w/ understanding the return to work policy and resolving issues with bargaining units 	<ul style="list-style-type: none"> Number of days to place employee Number of employees placed 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Could consider software off-the-shelf software product. Possible interface with payroll system 	<ul style="list-style-type: none"> Need to identify if employee would accept a different type of status How to get good data Achieve buy-in, acceptance by departments that these are good employees that want to work Can't be completely automated, goal is to add more structure to this process 	<ul style="list-style-type: none"> Resistance from departments Resistance from unions 	<ul style="list-style-type: none"> Privacy issues 	<ul style="list-style-type: none"> Too difficult to use Too automated, so personal touch, analytical approach taken out Too cumbersome to maintain
Labor Contract Negotiations								
Include program, fund managers in any negotiations that impact their programs. Provide	<ul style="list-style-type: none"> Supports management (particularly fund, program managers) input 	<ul style="list-style-type: none"> Time to implement contracts 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Could be supported by document management software 	<ul style="list-style-type: none"> Need for definitions to encourage consistency Need a strong infra- 	<ul style="list-style-type: none"> Resistance from unions Resistance from labor negotiators Scheduling 	<ul style="list-style-type: none"> Established past practices 	<ul style="list-style-type: none"> Unfair labor practices Slower negotiations

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
<p>negotiators with parameters to stay within. Do not tentatively agree until consultation with management. Have policy and guidelines to assist with "good faith" bargaining.</p>	<p>into negotiations</p> <ul style="list-style-type: none"> • Improved implementation and administration of contract • Improved communications with all levels impacted by labor contract • More consistency in practices • Reduced time to implement contracts through reduced implementation obstacles 				<p>structure to facilitate effective & timely communications</p>	<p>of necessary parties to this process could be challenging due to heavy workloads</p>		
<p>Move to "Joint Labor Agreement" on common items</p>	<ul style="list-style-type: none"> • Improved consistency between/within contracts • More equitable for employees, less friction, comparison between employees 	<ul style="list-style-type: none"> • Number of outliers 	<ul style="list-style-type: none"> • Increased consistency of policy and benefits administration 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Training • Can't do unilaterally • Can't have joint labor agreement that covers all bargaining units • Might need to have mul- 	<ul style="list-style-type: none"> • Resistance from unions 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Could take more time to come to an agreement

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	<ul style="list-style-type: none"> Easier to administer Reduced number of outliers 				<ul style="list-style-type: none"> Multiple joint labor agreements 			
<p>Develop a system which combines contract and MOU's in such a way to facilitate research of contract information</p>	<ul style="list-style-type: none"> Provides single source of contract information – original and addendums Improved access to historical contract information Increased consistency of contract interpretation Improved access to the information Contracts easier to administer Potential to reduce number of grievances 	<ul style="list-style-type: none"> Number of grievances Number of system hits 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Software to store, collapse and present this information with word search capabilities Internet service delivery 	<ul style="list-style-type: none"> Who gets access to the information Who maintains the system Training 	<ul style="list-style-type: none"> Resources Resistance from unions 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Maintenance of data

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
Labor Contract Administration								
Develop central place for all contract administration information	<ul style="list-style-type: none"> • Reduced process turnaround time • More accurate administration • More accurate pay • More timely information on changes • Improved consistency across departments 	<ul style="list-style-type: none"> • Process time • Number of overpayments • Number of reconciliations from incorrect pay 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Software to store, collapse and present this information with word search capabilities • Internet service delivery 	<ul style="list-style-type: none"> • Training • Departments have varying payroll system support (straddle, MSA, PeopleSoft) 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Contracts subject to interpretation
Grievance and Disciplinary Administration								
Provide ability to track grievances	<ul style="list-style-type: none"> • More consistent approach to solving grievances • Better interpretation of contracts • Identification of common themes • Improved information for contract negotiations • Potential for reducing the number of 	<ul style="list-style-type: none"> • Number of litigations • Number of tort claims • Number of grievances 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • New tracking software and database. May be able to use a PeopleSoft module 	<ul style="list-style-type: none"> • Keep history of what's happened, don't attach to policy 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • HR policy 	<ul style="list-style-type: none"> • Lack of use • Don't want to create something that can be perceived as public record

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
	litigations, tort claims, and grievances							
Provide consulting services to supervisors and managers	<ul style="list-style-type: none"> • Improved supervisory and managerial consistency • Better performance management • Reduced number of arbitrations • Reduced number of lawsuits 	<ul style="list-style-type: none"> • Number of arbitrations • Number of lawsuits 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Need knowledgeable consultants • Training • Consulting services would have to be very responsive so that management, supervisors proactively use this service. 	<ul style="list-style-type: none"> • Resources • Need buy in • Responsiveness has been an issue in the past 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Lack of use
Performance Appraisal and Merit Pay								
Implement a true "Merit Pay Plan". Unhook performance appraisal from merit pay. Merit pay belongs in comp and benefits	<ul style="list-style-type: none"> • Fairness • Increased productivity • Rewarding of true outstanding performance, rather than length of service 	<ul style="list-style-type: none"> • Cost of merit pay 	<ul style="list-style-type: none"> • Large cultural change 	<ul style="list-style-type: none"> • Possible online training • Internet service delivery 	<ul style="list-style-type: none"> • Tie to supervisor's performance appraisal • Supervisor training on what constitutes behavior that would 'deserve' merit pay 	<ul style="list-style-type: none"> • Resistance from employees – mindset of getting a raise every year • Resistance from departments • Resistance from unions • Resources 	<ul style="list-style-type: none"> • County policy change required 	<ul style="list-style-type: none"> • Failure of departments to comply

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
<p>Develop performance appraisal process which can be used as an effective performance management tool</p>	<ul style="list-style-type: none"> • Provides a performance feedback tool rather than a pay increase tool. • Improved communication of performance expectations • Provides support for disciplinary actions • Provides further awareness of core values of organization • Results in performance appraisals for every county employee 	<ul style="list-style-type: none"> • Number of performance appraisals 	<ul style="list-style-type: none"> • Large cultural change 	<ul style="list-style-type: none"> • Possible online training • Internet service delivery 	<ul style="list-style-type: none"> • Tie to supervisor's performance appraisal • Supervisory training 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • County policy change required 	<ul style="list-style-type: none"> • Failure of departments to use the process

Human Resources

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
Community Development								
Develop a means to build on HR fundamentals and provide certification for HR professionals	<ul style="list-style-type: none"> Improved level of HR staff performance Improved customer satisfaction Better consistency across the county 	<ul style="list-style-type: none"> Number of certifications Improved service to customers (through survey scores) 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Need for a baseline survey Need to address the lack of recognition in the value of certification 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Certification does not always equate to high performance HR employees will leave the county after they achieve certification
Develop a mentoring program	<ul style="list-style-type: none"> Increased competency of HR professionals Improved consistency in practices/processes Improved succession planning Improved retention of employees 	<ul style="list-style-type: none"> Number of employee turnovers Number of participants Participant satisfaction (through survey scores) 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> How mentors are selected (favoritism, perceptions) Possibly consider mentors from outside the county How to encourage people to mentor Techniques for accurately matching mentor to mentees 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Difficulty in recruiting mentors More demand for mentoring than available mentors

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Communications								
Develop a HR central web portal for all HR information including points of contact by HR function	<ul style="list-style-type: none"> • Reduced process turnaround time • Improved accuracy of response • Avoidance of "answer shopping" • Improved communication 	<ul style="list-style-type: none"> • Process turnaround time • Number of utilizations • Customer satisfaction (through survey scores) 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Intranet service delivery 	<ul style="list-style-type: none"> • Not for general employees, audience is HR practitioners, supervisors, etc. • Security 	<ul style="list-style-type: none"> • Resources 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Maintenance of data
Quality Assurance								
Implement quality assurance strategy, provide feedback	<ul style="list-style-type: none"> • Increased efficiencies • Reduced overpayments • Reduced class action lawsuits • Reduced number of grievances • Increased accountability to public • Identification of performance measures 	<ul style="list-style-type: none"> • Number of class action lawsuits • Number of overpayments • Number of grievances 	<ul style="list-style-type: none"> • Large culture change 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Complexity • Should QA be performed by internal or external resources? • Results will be public record 	<ul style="list-style-type: none"> • Resistance from managers • Resources • Political atmosphere 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Recommendations are ignored

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HR Information Management								
<p>Complete MSA Standardization project</p>	<ul style="list-style-type: none"> • Reduced process turnaround time • Cleaner data in MSA • Reduced risk of conversion to PeopleSoft through cleaner data • Updated MSA users manual • Improved controls in MSA system • Promotes a common understanding of fields • Potential to reduce MSA cycle time • Potential to reduce amount of rework 	<ul style="list-style-type: none"> • Process time • Number of rework efforts • Length of MSA cycle time 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • MSA system 	<ul style="list-style-type: none"> • Training • Change management • How to handle historical data 	<ul style="list-style-type: none"> • Resistance from employees to new processes • Resources 	<ul style="list-style-type: none"> • None Identified 	<ul style="list-style-type: none"> • PeopleSoft migration may be accelerated reducing payback from effort • Non-acceptance of new processes • Approach may not be viable without historical data being addressed

Opportunity	Benefit	Performance Measures	Organizational Impact	Role of Technology	Implementation Considerations	Organizational Constraints	Legal/Policy Constraints	Risks
Implement PeopleSoft e-apps e-business (training, grievance tracking, e-pay, etc.)	<ul style="list-style-type: none"> • Reduced department ad hoc systems • Decreased dual entries • Increased reporting capabilities • Increased access to information • Increased understanding of PeopleSoft system and its capabilities 	<ul style="list-style-type: none"> • Number of system usages • Process time • Number of department ad hoc systems 	<ul style="list-style-type: none"> • Large culture change 	<ul style="list-style-type: none"> • PeopleSoft • Intranet service delivery 	<ul style="list-style-type: none"> • Training • Substantial change management 	<ul style="list-style-type: none"> • Resources • Resistance from employees to new processes 	<ul style="list-style-type: none"> • None Identified 	<ul style="list-style-type: none"> • None Identified