

HR Shared Services

Providing a Single Point of Entry to Find Jobs

Online Recruiting System

In July 2010, the state launched a new single point of entry for citizens to find job opportunities with state government. NEOGOV Insight replaced the state's existing E-Recruiting System. This change addressed usability concerns, created efficiencies, and reduced centralized costs. At the same time, the entry point at www.careers.wa.gov was redesigned to make it more appealing and easier to use for job seekers.

Status: The system was launched on time and under budget on **July 1, 2010**. This was a collaborative effort with active agency participation in all phases of the project. The former E-Recruiting system was decommissioned in August 2010, reducing annual operation costs.

Results: Citizens can now go to one place to see all state jobs, instead of 59 separate sites.

- 59 agencies posted 2,117 jobs between July and December 2010
- Job postings were viewed more than 2 million times and 119,421 applications received.
- 86 percent of job seekers have indicated the system is "very easy to use" or "easy to use" (out of 4,476 survey responses).
- Four listservs maintained by DOP and other agencies have been eliminated.
- Six largest state agencies now post jobs in one place and they automatically appear on careers.wa.gov and agency employment pages, eliminating manual postings.
- One agency recruiter reported a reduction in application processing from 4 hours per day to 15 minutes per day for three high volume, high turnover job classes.

Next Steps: DOP continues to monitor calls to the DOP Service Center and has convened a cross-agency team to ensure the system continues to meet enterprise business needs.

Providing Centralized Support for Job Seekers and Employees

DOP Service Center

DOP combined multiple support functions into one central service center for assistance with:

- Applying for state jobs.
- Accessing online training through the state's e-Learning system.
- Using employee self-service.
- Working with the state's central personnel/payroll system.

Status: Job seekers, the general public, state employees, and state HR and payroll professionals now have one single point of contact for information or assistance. The service center assists more than 2300 customers per month.

Creating a Shared Service Center for Small Agencies

Small Agency HR Services

DOP is establishing a scalable HR shared services model for small agencies. Phase I includes expanded HR services to 35 small agencies that have no dedicated HR Manager.

Status: Service level agreements have been signed and DOP began rolling out expanded services in October 2010. Staff have developed model policies and created templates for 37 forms and letters. The services most in demand from the agencies have included recruitment, general HR administration, and classification work.

Next Steps: DOP is establishing a small agency advisory team to provide input and recommendations on issues impacting small agency HR services. By June 2011, DOP will evaluate service delivery, further refine business processes, and assess readiness to begin supporting additional small agencies.

Reducing HR Transaction Time

Online Leave Request and Approval Process

DOP is implementing the online leave request and approval functionality delivered with the Human Resource Management System (HRMS). Staff will be able to request leave online; the request will be automatically routed to their supervisor for approval; and, once approved, will be entered into HRMS without further handling. Real-time balances will be displayed. The application is expected to be used by agencies with no time reporting system.

Status: DOP began an internal pilot of the online leave tool in November 2010. The pilot will be used to develop processes, procedures, and communication templates to aid other agencies when they decide to begin using the online leave function. A survey of agencies determined that there is a high degree of interest in using this new functionality.

Next Steps: A few issues identified during or prior to the pilot are being addressed in Release 2, which will be completed before the application is released to other agencies.

Centralizing HRMS Security

In 2008, state auditors identified issues with HRMS security concerning excessive access to functions and personal data. Centralizing security and monitoring, in conjunction with a software tool, will address many of these audit findings and will free up agency time and effort for other work, help to standardize how HRMS roles are used across agencies, reduce administrative burden on agencies, maximize efficiencies, and reduce redundant activities.

Status: 86 agencies have converted to using DOP centralized HRMS security services since September 2010. A risk management tool was successfully implemented in December 2010. The tool helps limited DOP staff manage security access rights and monitor compliance with security standards.

Results: 97 staff at the converted agencies have had some portion of their time freed for other duties. Security for the converted agencies is currently performed by 5 DOP and 2 DIS staff. 40 professional licenses, required for security access to HRMS, have been returned to the pool for reallocation. This saves us from purchasing new licenses at \$2800 each.

Next Steps: 21 more agencies, including the Department of Social and Health Services, are scheduled to convert by July 1, 2011. The conversion schedule is based on size, amount of support needed, and agency scheduling.

Paperless Earnings Statements

In 2008, DOP implemented a “no print option” for earnings statements that allows agencies to selectively stop printing of employee earnings statements and educate employees to access this information online. Employees have secure access to their earning statements through Employee Self Service (ESS). Online earnings statements provide more privacy to employees and save agencies the time and money spent for distribution.

Status: Those agencies that continue to receive printed earnings statements have been identified and were contacted by the DOP Director in November 2010 to encourage them to convert to no print. 81 personnel areas, covering 16,142 employees, continue to receive printed earnings statements. The cost is approximately 4.6 cents to print one earnings statement.

Results: As of February 2011, 76.7 percent of all employees access their earnings statements electronically. Electronic earnings statements currently reduce system printing by over one million pages annually.

Next Steps: DOP will continue to work with agencies to encourage those that have not already done so to convert to the no print option. The goal is to have 100 percent of all employees converted to no print by **July 1, 2011**.

Improving the Washington Management Service (WMS)

Management Reform

In December 2009, DOP Director Eva Santos asked HR Directors to develop and recommend a uniform, enterprise-wide process for the inclusion and placement of WMS positions to improve accountability, transparency, and consistency of the WMS as a whole. Administrative Process and Inclusion Criteria workgroups were formed with leadership and representation from the state HR community.

By spring of 2010, these groups made recommendations on changes to rules, processes, tools and training for WMS committee members. DOP led efforts to further develop and implement the recommendations of the workgroups. This included contracting with an external expert to revise the Job Value Assessment Chart (JVAC) and Evaluator's handbook used to evaluate WMS jobs.

DEPARTMENT OF PERSONNEL

Status: All tools and processes were finalized in November 2010. Agency Coordinators were trained in November and December 2010.

Next Steps: Agency WMS Coordinators are in the process of updating procedures within their agency and training their WMS Committees on the new rules, tools and processes which become effective April 1, 2011. Agencies will submit WMS inclusion and evaluation procedures to DOP for approval by March 31, 2011. Agencies are to submit self-audit and first activity reports in July 2011.

These initiatives are works in progress and were funded by realigning DOP resources and eliminating non-core services. Budget decisions for the 11-13 Biennium could have an impact on implementation.