

HR Process Improvements

Process Models - Phase I

As of 01/09/2003

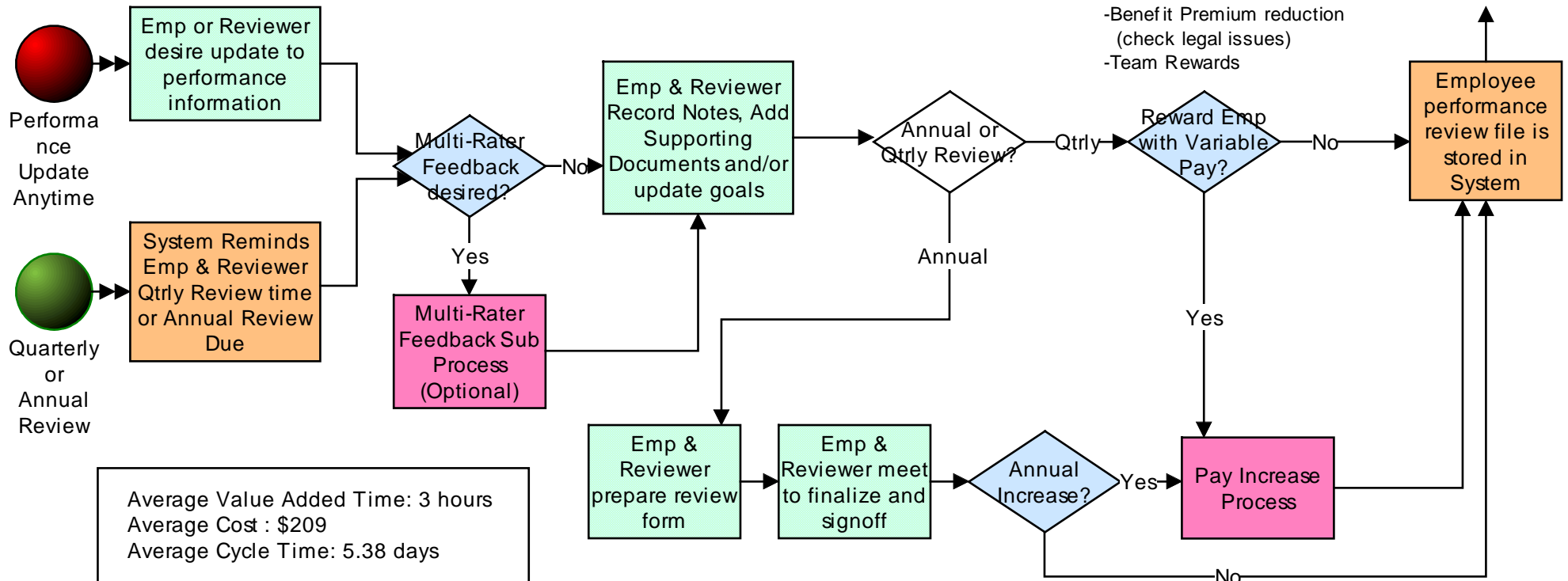
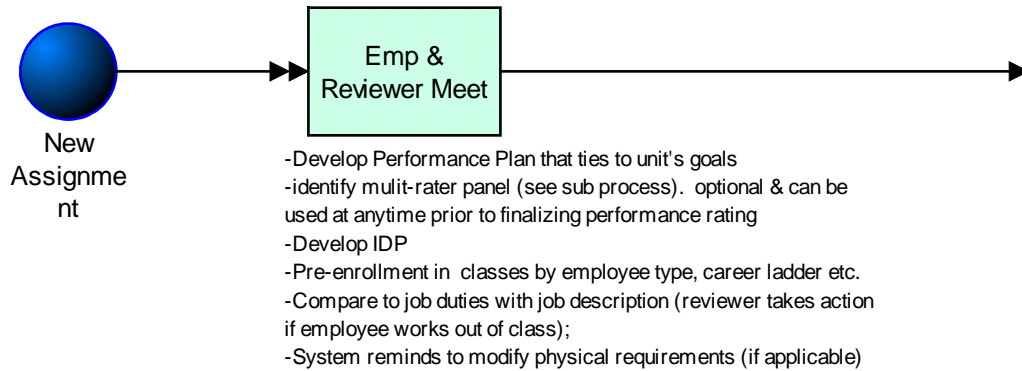
Performance Review Process (To Be)

Assumptions:

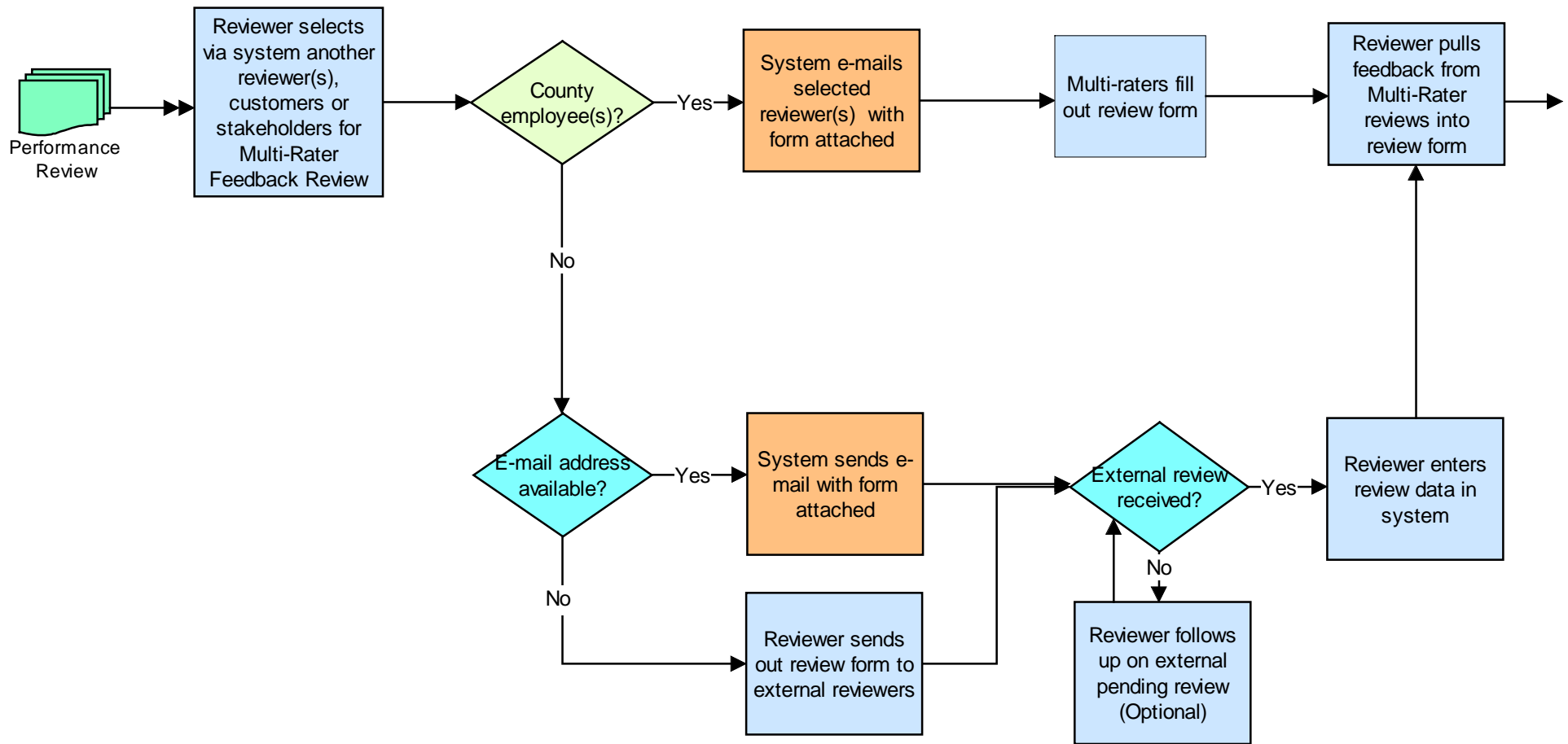
- Strategic Plan: Enterprise goals/outcomes are set (BCC & CA)
- Business Plan: Business Center Goals/Outcomes are set (DCA & Exec Dirs)
- Tactical Plan: Business Unit Goals/Outcomes are set (GMs & Managers)
- Enterprise Balanced Scorecard is set

New Assignment/Goal Setting

Average Value Added Time: 1.5 hours
 Average Cost : \$104.49
 Average Cycle Time: 1.19 days



Performance Review - Multi-Rater Feedback Sub-Process (To Be)

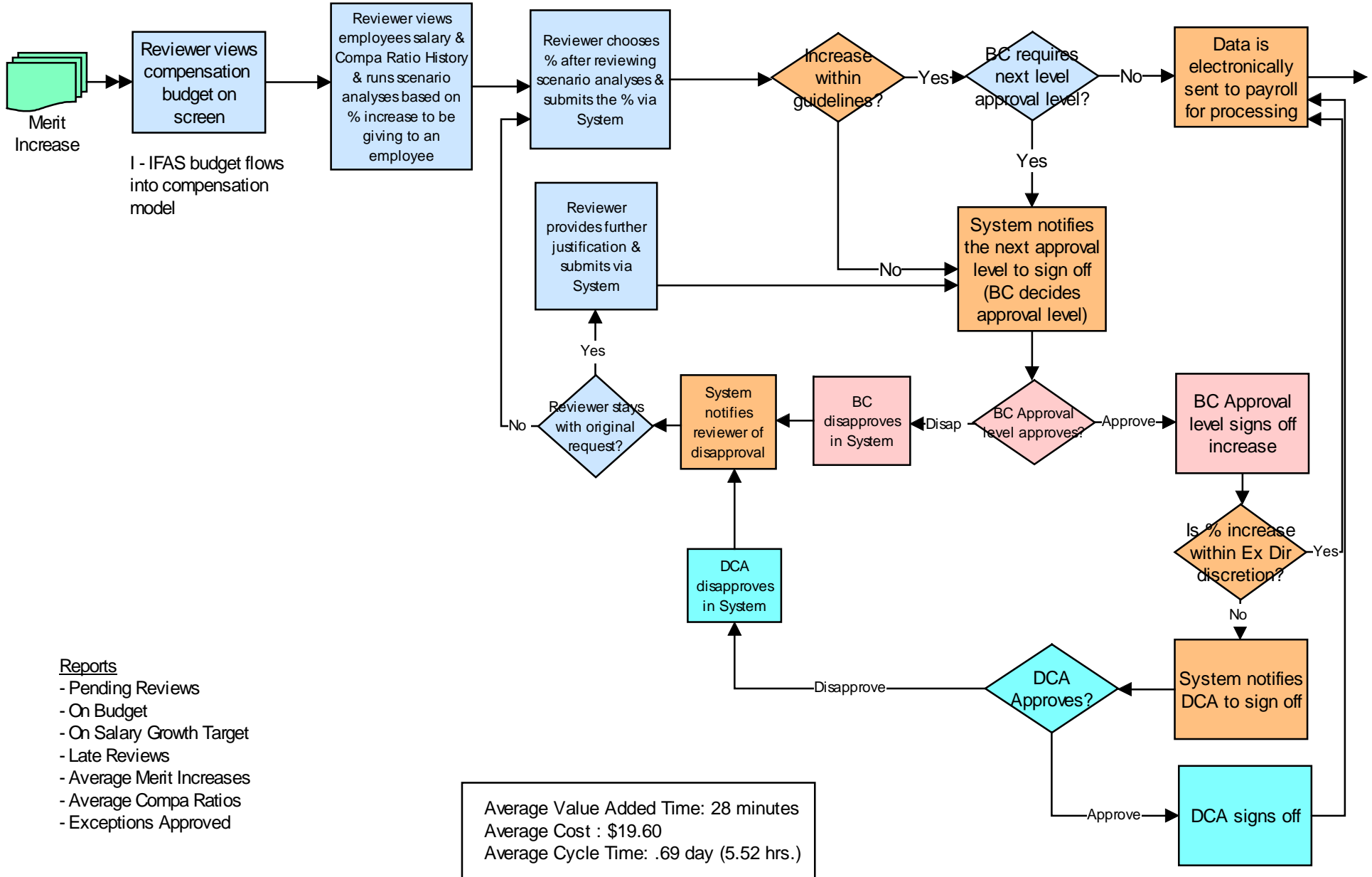


Average Value Added Time: 49 minutes
 Average Cost : \$53.72
 Average Cycle Time: 2.34 days

Merit Increase Process (To Be)

Assumptions:

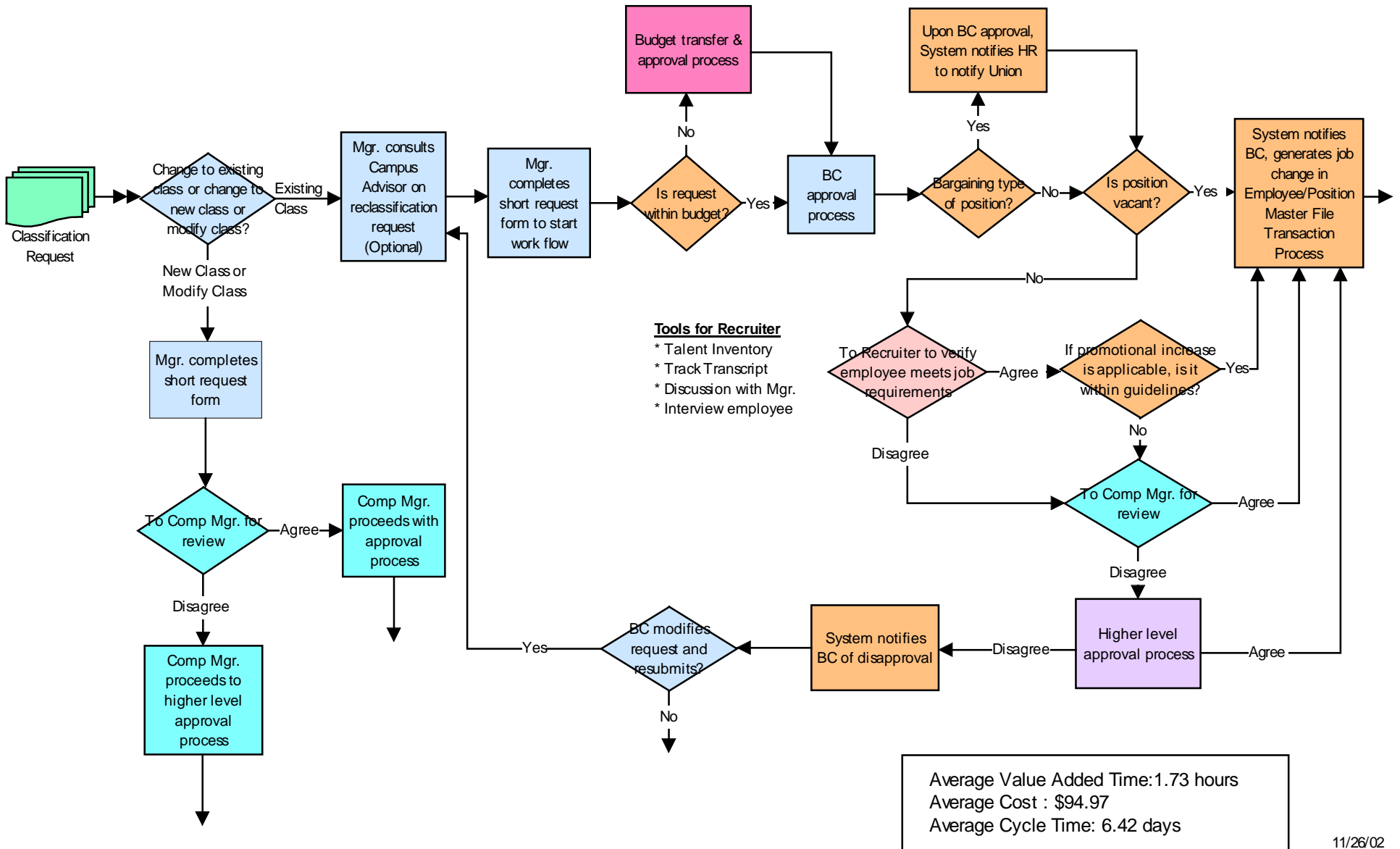
- Annual Compensation Strategy & Merit Increase Guidelines are set
- Executive Director's Discretionary Approval Level Set
- Final Annual Rating Determined through Performance Review
- Perf. Review Finalized (not under dispute or investigation)



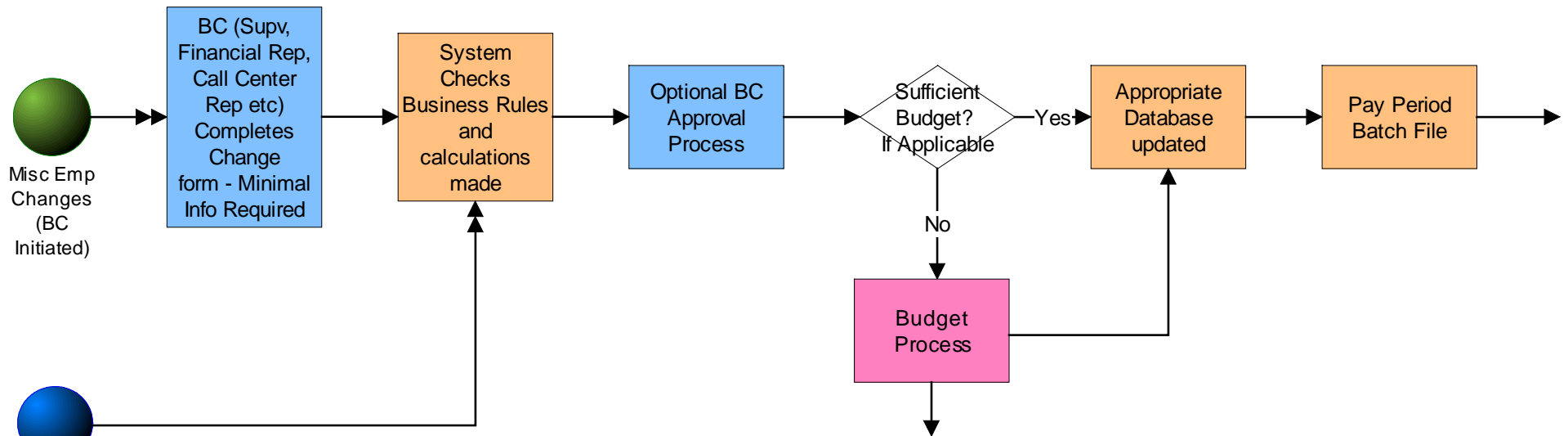
Reclassification Process (To Be)

Assumptions:

- Performance Management & Variable Pay; Flexibility to Adjust for Equity
- Career Ladders and Paths Exist; Internal Talent System Exists
- Classification Changes are Based on Business Need



Employee Master File Change Transaction (To Be)



Miscellaneous Employee Changes - (BC Initiated)

- *Change Account # or Payroll#
- *Update Supervisor
- *Pay Additives (SD, LW, Acting) and Incentive pay & send update to Talent Inventory
- *Advance Anniversary Date?
- *Job Change/Reassignment/Demo
- *Pay Plan Adjustments (grades, codes, titles, new FY)
- *Leave of Absence (not connected with FMLA)
- *Miscellaneous Transactions (Unsatisfactory probation/return to class, corrections, suspension/discipline, Extend OPS emp, Employment overlap)
- *Status Changes (end trainee, regular by default, extend prob)

Other Process Generated Employee Changes - (Process Generated)

- *Promotion/Job Change
- *Merit Increase (ann, semi-annual)
- *Appointment/New Hire
- *Separation
- *Dual Employment (form and process not mapped)
- *Pay Plan Adjustments (grades, codes, titles, new FY)
- *Union Step Plan changes (process not mapped)
- *Leave of Absence (connected to FMLA and Leave request process)
- *Outside employment

Average Value Added Time: 11.58 minutes
 Average Cost : \$11.25
 Average Cycle Time: 1.35 days

Benefits Enrollment & Change (To Be)

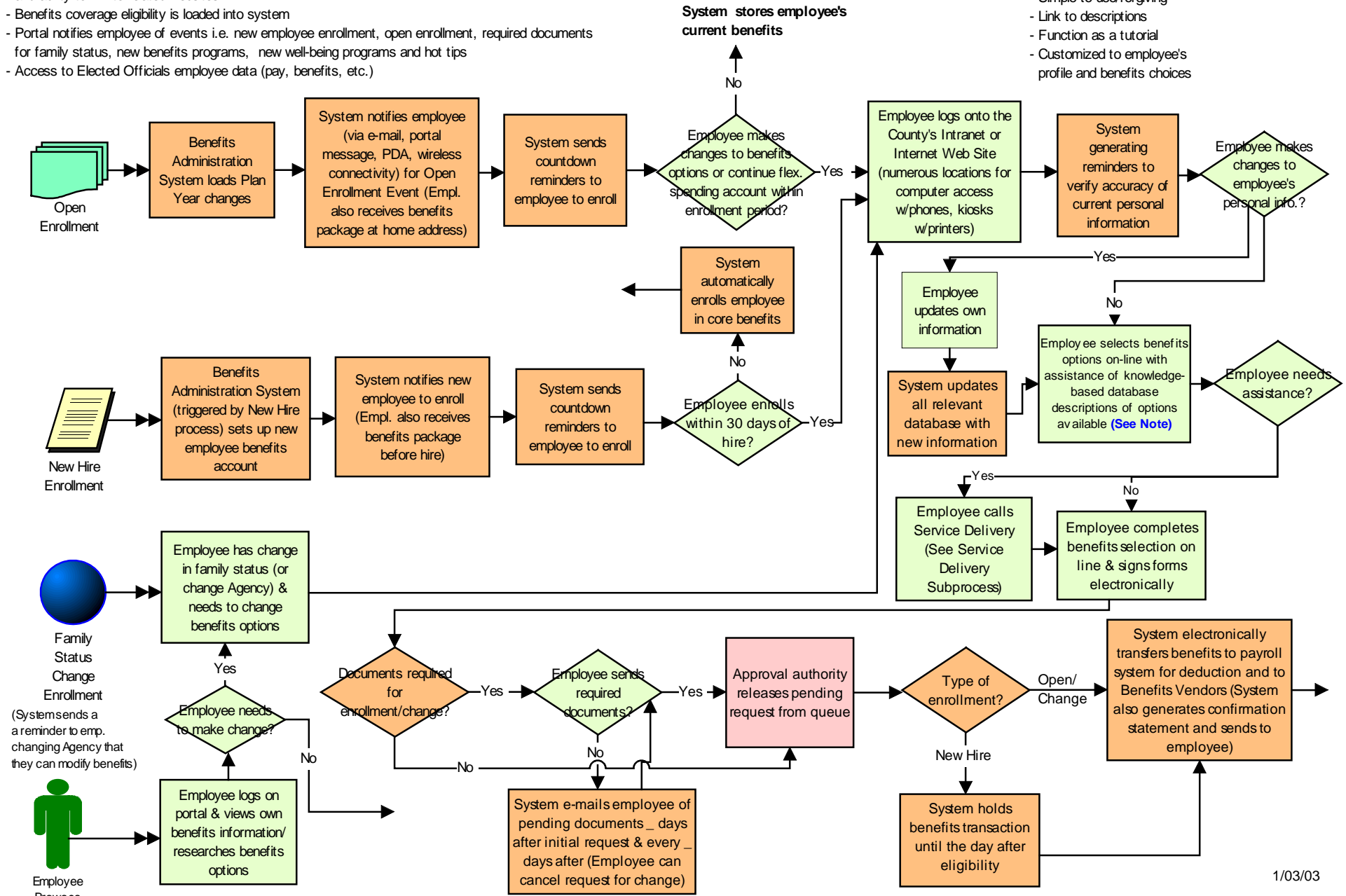
Average Value Added Time: 37.25 minutes
 Average Cost : \$19
 Average Cycle Time: .81 day

Assumptions:

- Employee portal page exists; every employee has login and access to the portal
- Single logon to portal grants employee security access to own benefits info.
- Benefits knowledge base is populated w/ descriptions of benefit options, well-being information, and ability to link to related websites.
- Benefits coverage eligibility is loaded into system
- Portal notifies employee of events i.e. new employee enrollment, open enrollment, required documents for family status, new benefits programs, new well-being programs and hot tips
- Access to Elected Officials employee data (pay, benefits, etc.)

Note:

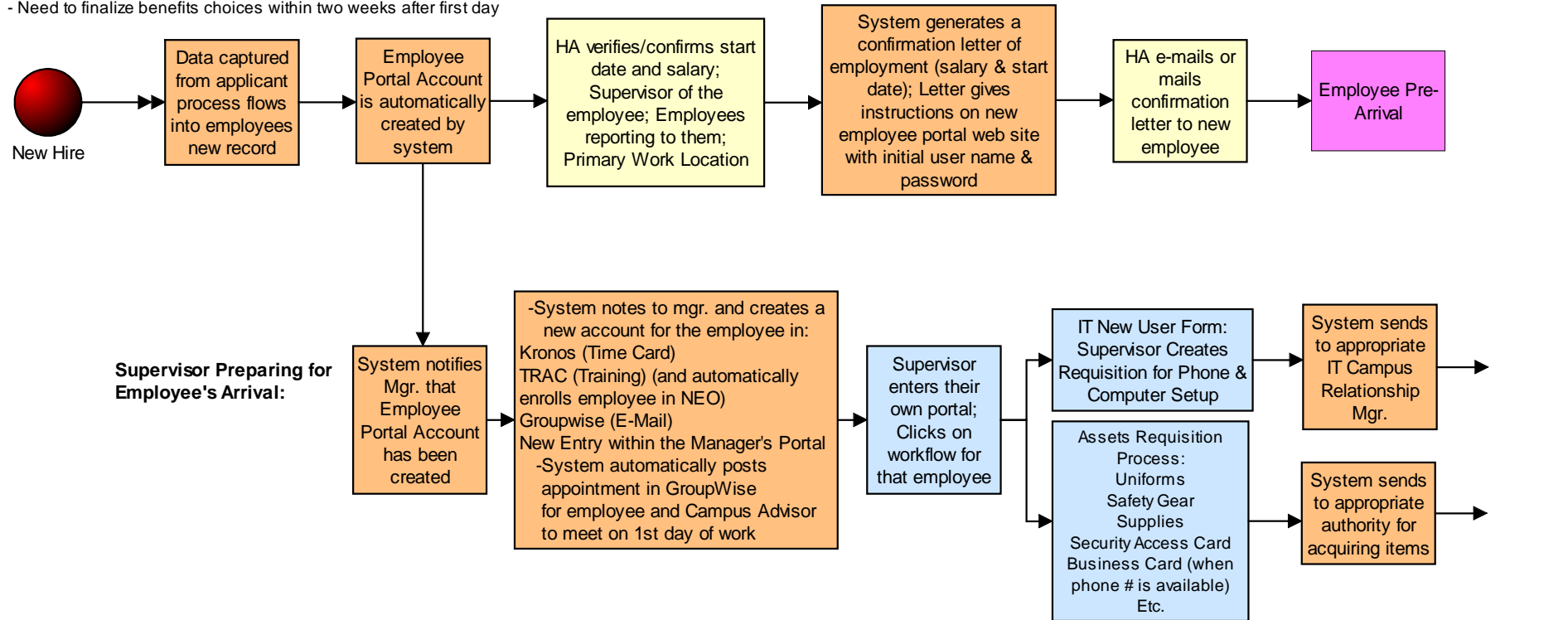
- Intelligent
- Simple to use/forgiving
- Link to descriptions
- Function as a tutorial
- Customized to employee's profile and benefits choices



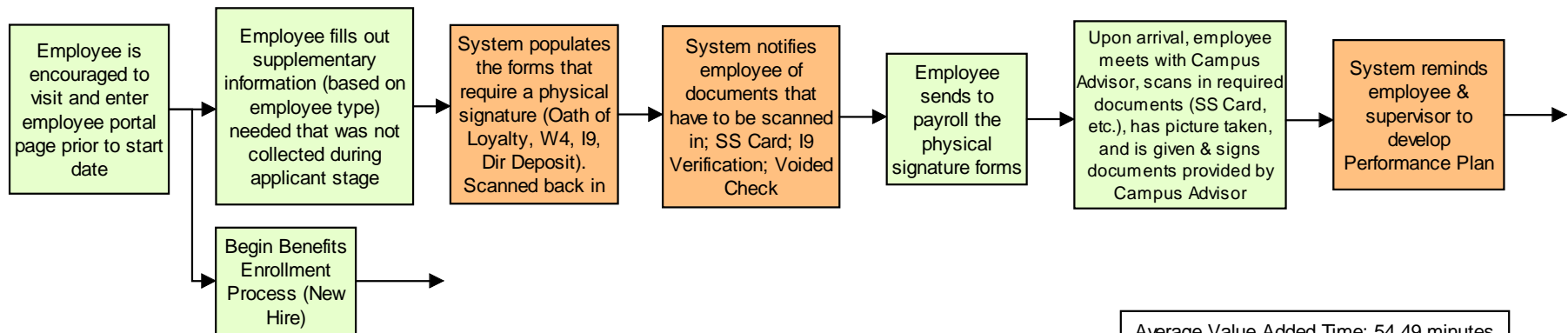
New Hire Employment Process (To Be)

Assumptions:

- Passed Pre - Employment
- Employee can easily navigate through system by themselves; Employee Portal
- Tutorial/Wizard functionality
- Employee can access their portal from anywhere (work, home, etc.)
- Need to finalize benefits choices within two weeks after first day



Employee Pre-Arrival



Average Value Added Time: 54.49 minutes
 Average Cost : \$41.43
 Average Cycle Time: 1.61 days

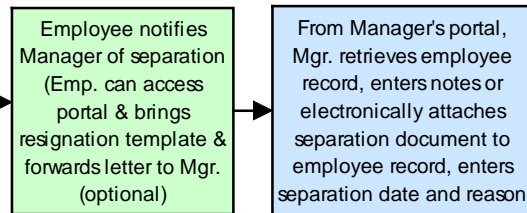
Separation Process (To Be)

Assumptions:

- Knowledge-base loaded with COBRA costs
- Employee can access leave balance information
- Employee Portal is available
- Manager Portal is available
- Document storage of employee files



Employee leaving



Benefits & COBRA

System electronically removes employees from benefits, notifies 3rd Party Benefits Providers, and notifies COBRA/Retiree Administrator (pending separation date)

Update HR & Payroll Database

System updates HR database & changes status to TERM on effective date (flag Term Reason-Terminated - Ineligible to hire for 5 years)

System sends Payroll transaction batch file at end of pay period

Final Paycheck

System notifies employee and supervisor to answer questions about final paycheck

System forwards answers to appropriate person

Exit Interview

System notifies employee to complete Exit Interview Questions (with link to Survey Questions)

Employee completes survey?

System notifies Talent Mgr.

Talent Mgr follows up to get survey results

Assets Management

System notifies employee (and Mgr.) to return county properties to Mgr. (list of assets assigned to employee is captured in System)

Employee selects option to interview with HR?

System notifies Talent Mgr.

System attaches exit interview results to employee's record

Talent Mgr schedules, conducts exit interview & enters results in employee's record

Tuition Reimbursement

System checks IFAS for tuition reimbursement layout from last 12 months

System alerts/sends data to Tuition Reimbursement Billing Process

IT Account, Info.

System notifies Campus Relation Manger and Security and Controls to remove employee's related IT accounts, info. (e.g. phone directory, etc.)

Average Value Added Time: 48.46 minutes
Average Cost : \$35.68
Average Cycle Time: 1.63 days

Employee separation's information

System notifies employee to access employee's portal for separation's information

Employee accesses portal to calculate pay out and view other benefits, separations related information

Reports/Output

- Eligibility - Notification to 3rd party benefits vendors
- COBRA notification
- Separation report
- Retirement trigger for Certificate of Earning
- Separated employee's pay check routing
- Exit interview roll-up information
- Employee ability to review separation payout and benefits information

Others

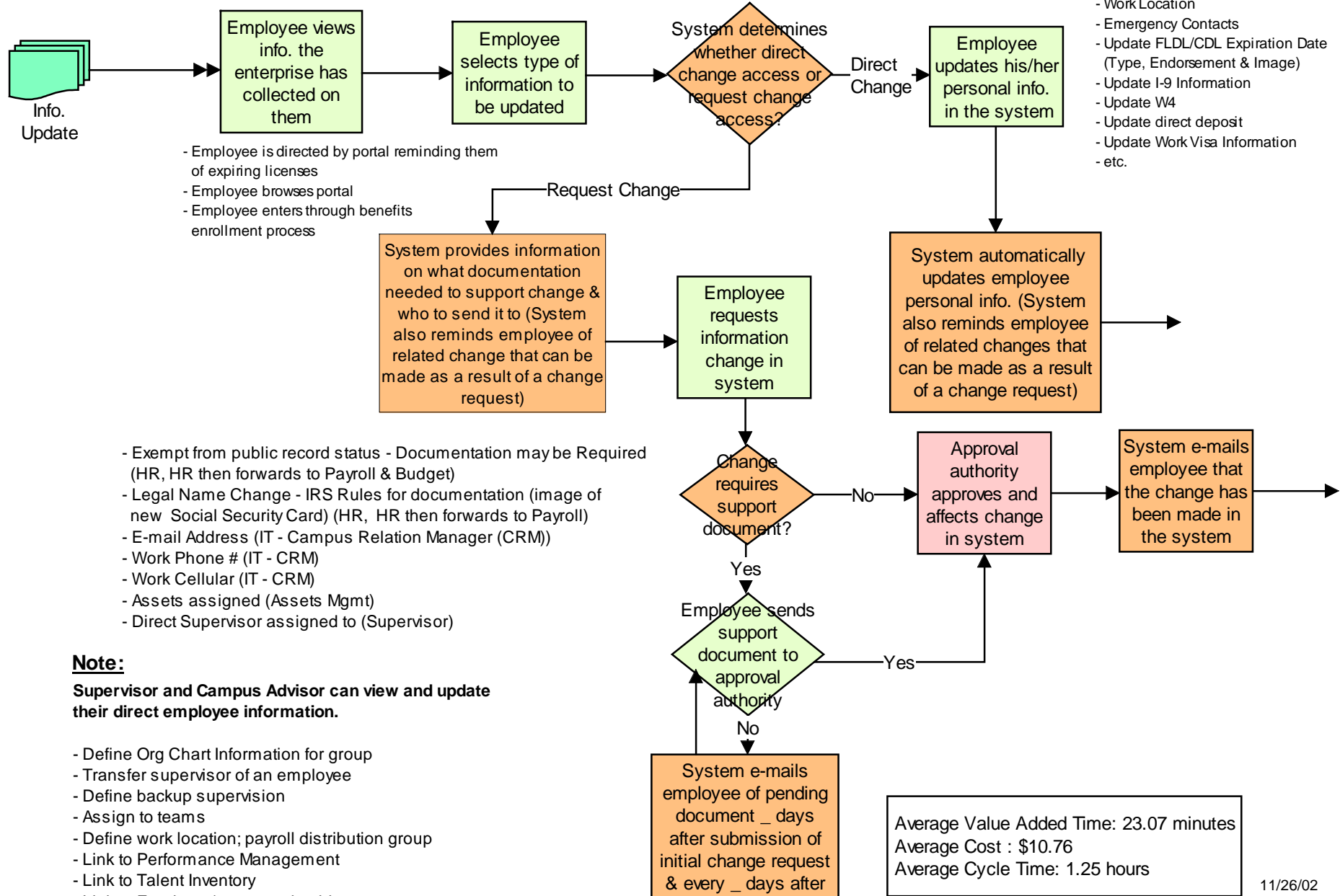
- Accurate separation address
- Detailed separation data for targeting training and follow-up
- Tying asset management to employee record may provide better return of items
- Follow-up and recovery of Tuition dollars spent
- IT security close out of account at separation

Assumptions:

- Employees have access to their info. only
- Company Directory has basic information on all employees (phones, title, photo if appropriate)
- Supervisor and Campus Advisor have restricted access to view their direct employees information

Employee Information Update Process (To Be)

- Address
- Secondary Address
- Home Phone #
- Work Location
- Emergency Contacts
- Update FLDL/CDL Expiration Date (Type, Endorsement & Image)
- Update I-9 Information
- Update W4
- Update direct deposit
- Update Work Visa Information
- etc.



- Employee is directed by portal reminding them of expiring licenses
- Employee browses portal
- Employee enters through benefits enrollment process

- Exempt from public record status - Documentation may be Required (HR, HR then forwards to Payroll & Budget)
- Legal Name Change - IRS Rules for documentation (image of new Social Security Card) (HR, HR then forwards to Payroll)
- E-mail Address (IT - Campus Relation Manager (CRM))
- Work Phone # (IT - CRM)
- Work Cellular (IT - CRM)
- Assets assigned (Assets Mgmt)
- Direct Supervisor assigned to (Supervisor)

Note:

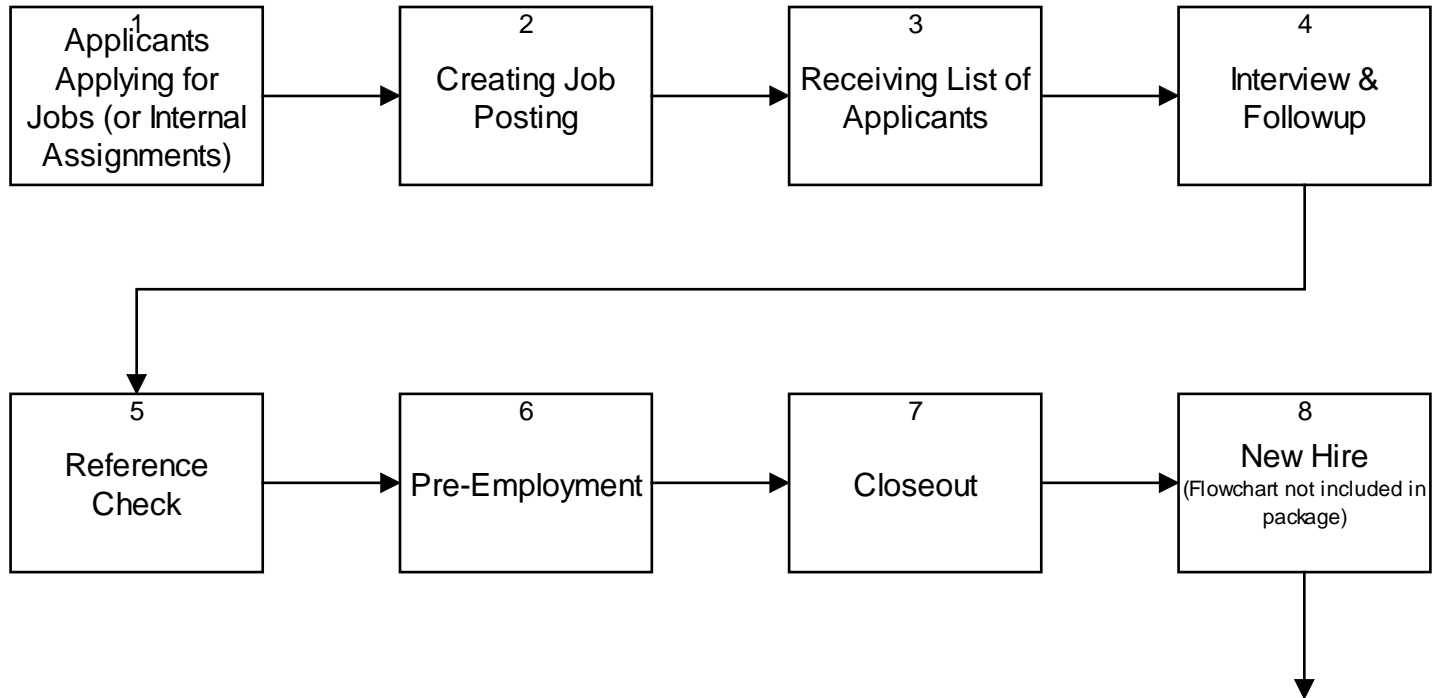
Supervisor and Campus Advisor can view and update their direct employee information.

- Define Org Chart Information for group
- Transfer supervisor of an employee
- Define backup supervision
- Assign to teams
- Define work location; payroll distribution group
- Link to Performance Management
- Link to Talent Inventory
- Link to Employee's transaction history

Average Value Added Time: 23.07 minutes
 Average Cost : \$10.76
 Average Cycle Time: 1.25 hours

Talent Acquisition (To Be)

(Master View)



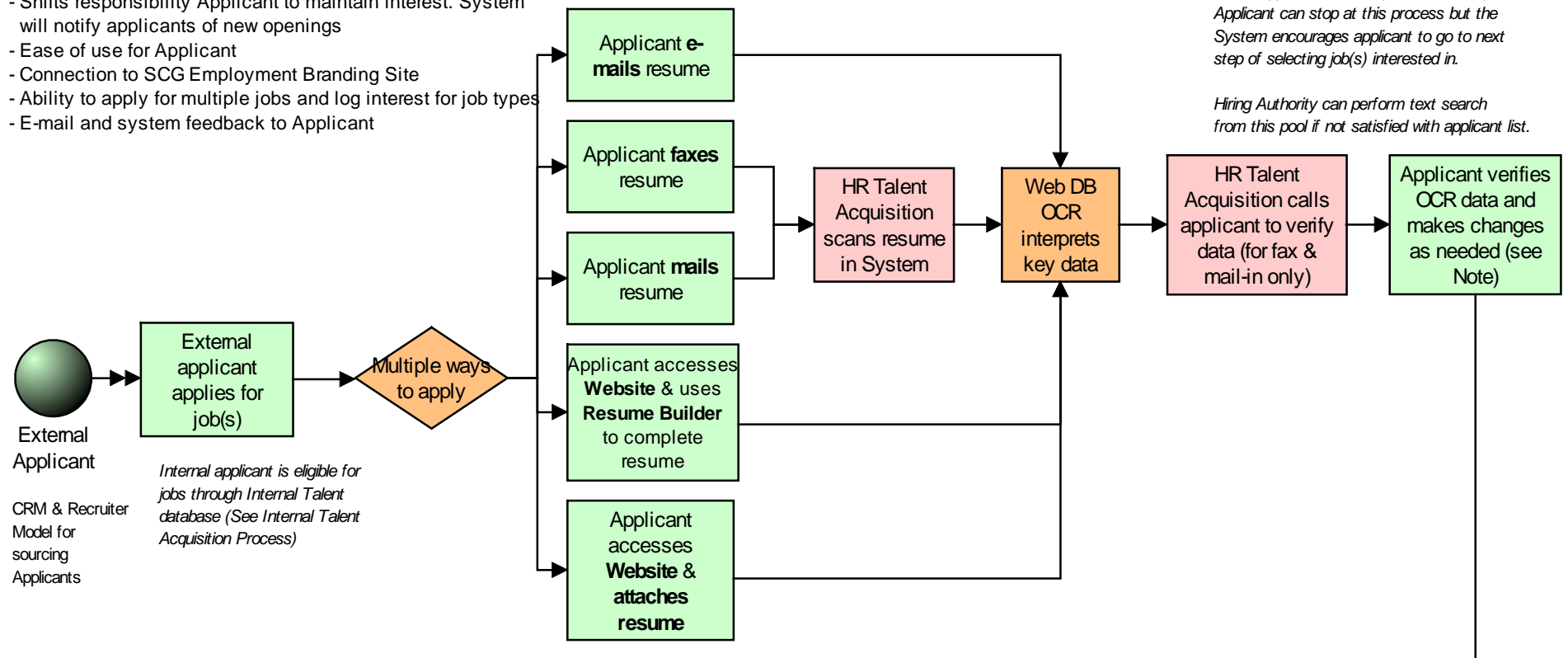
Talent - Applicants Applying for Jobs (To Be) (External Talent)

Assumptions:

- Shifts responsibility Applicant to maintain interest. System will notify applicants of new openings
- Ease of use for Applicant
- Connection to SCG Employment Branding Site
- Ability to apply for multiple jobs and log interest for job types
- E-mail and system feedback to Applicant

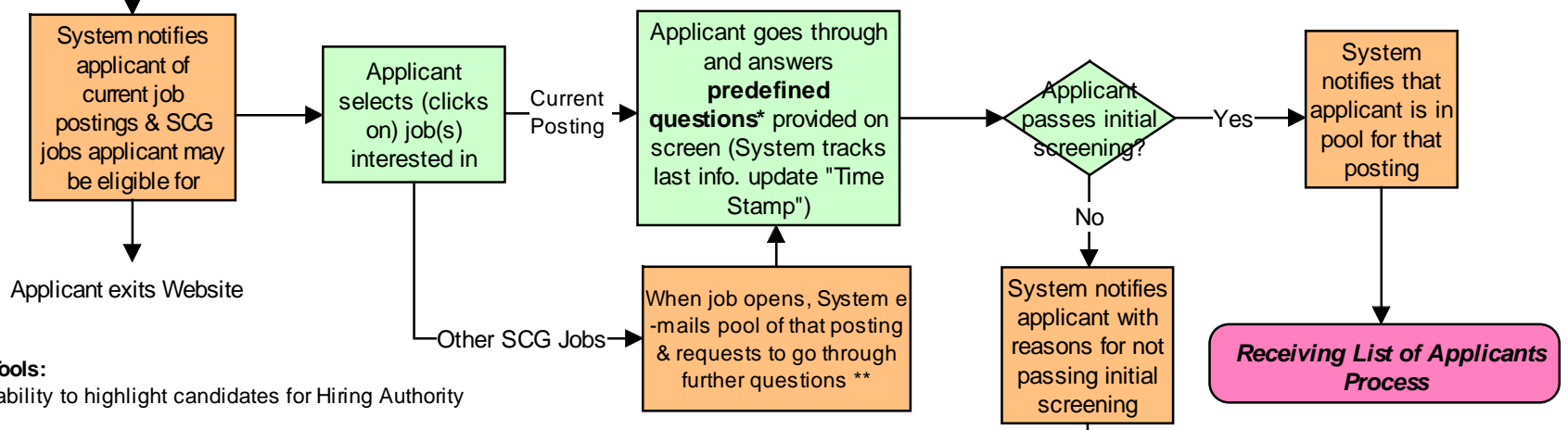
Note: Applicant is in the pool at this step. Applicant can stop at this process but the System encourages applicant to go to next step of selecting job(s) interested in.

Hiring Authority can perform text search from this pool if not satisfied with applicant list.



CRM & Recruiter Model for sourcing Applicants

Internal applicant is eligible for jobs through Internal Talent database (See Internal Talent Acquisition Process)



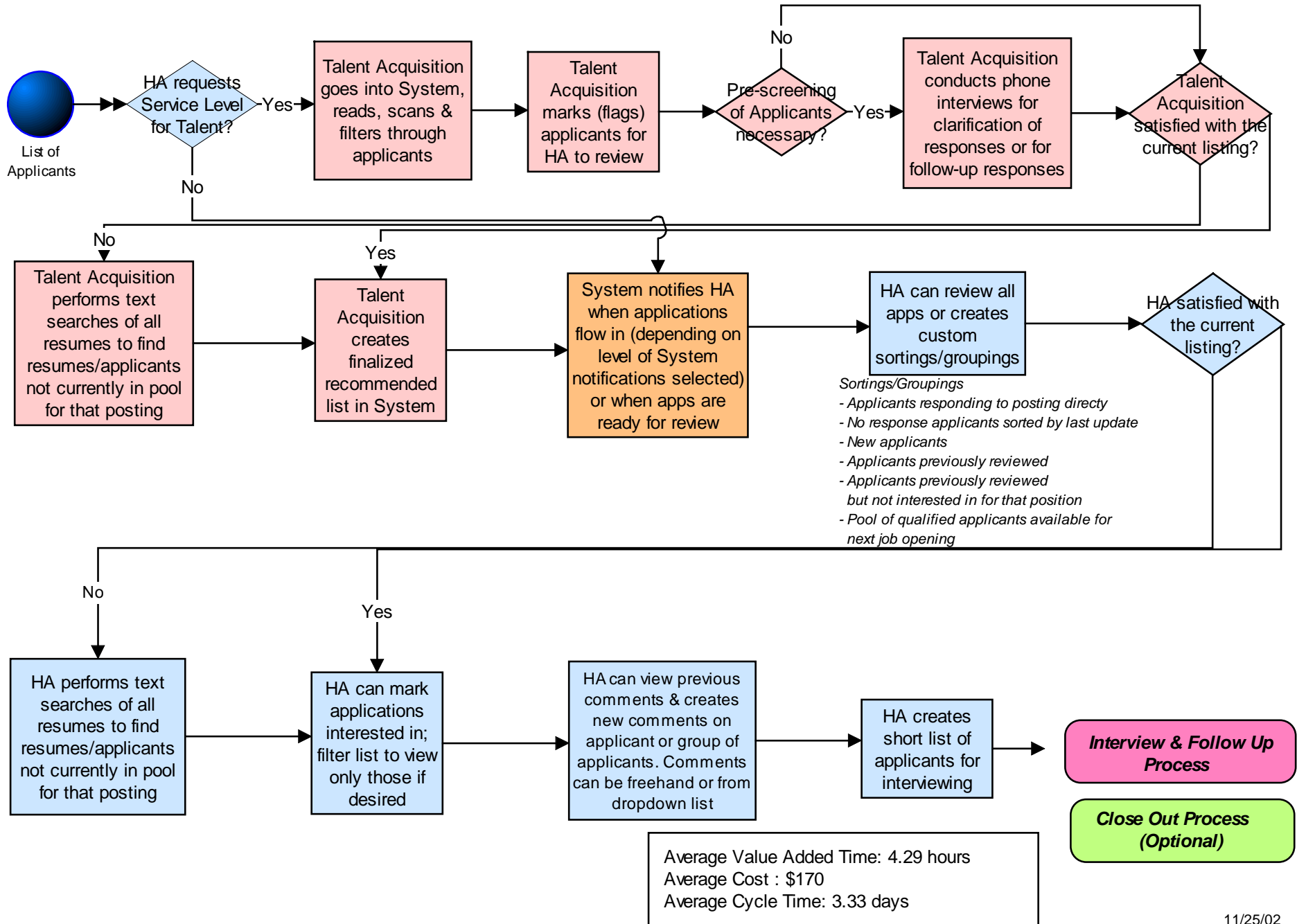
Recruiter Tools:

- Recruiter ability to highlight candidates for Hiring Authority

*Predefined questions - security, background, previous SCG employment (if yes, alert HR Recruiter for eligibility), system searches for possible previous SCG employment

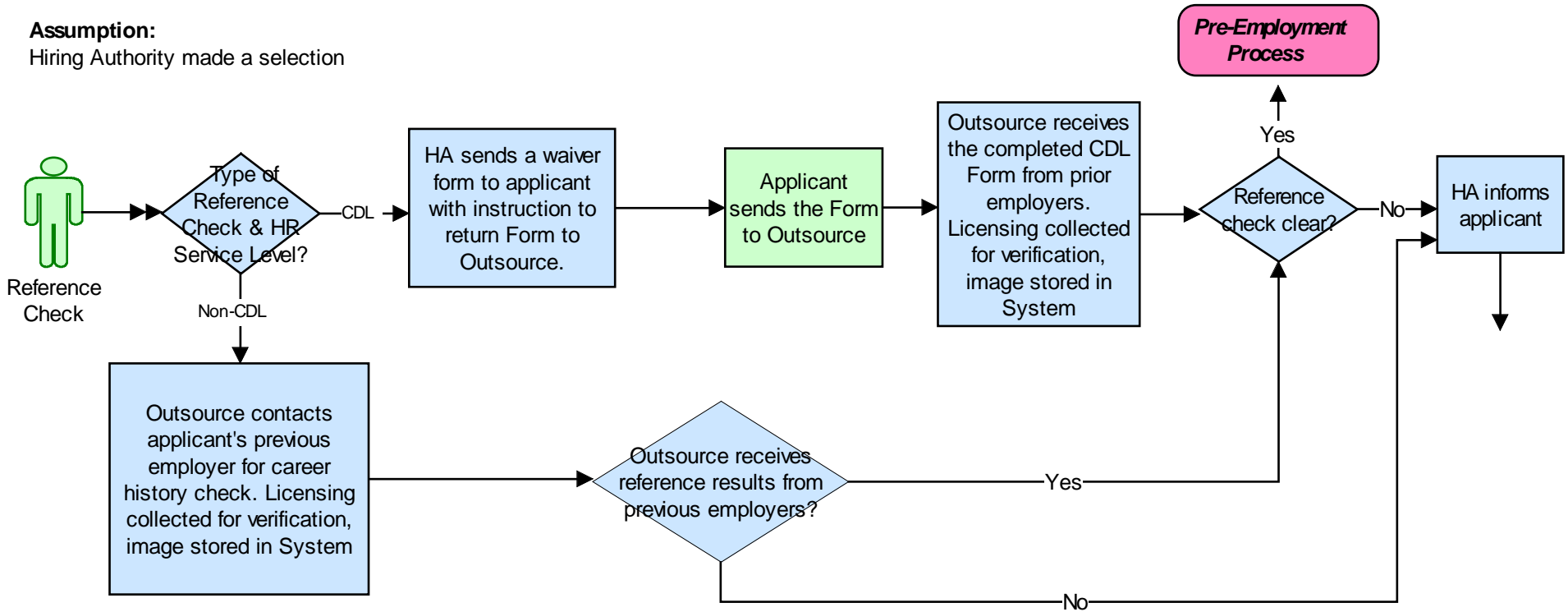
** - Period of time for email
 - Applicant knows upfront 1 yr to archive/stop emails, not answering predefined & preferred qualifications questions will not guarantee consideration

Talent - Receiving List of Applicants (To Be)



Talent - Reference Check (To Be)

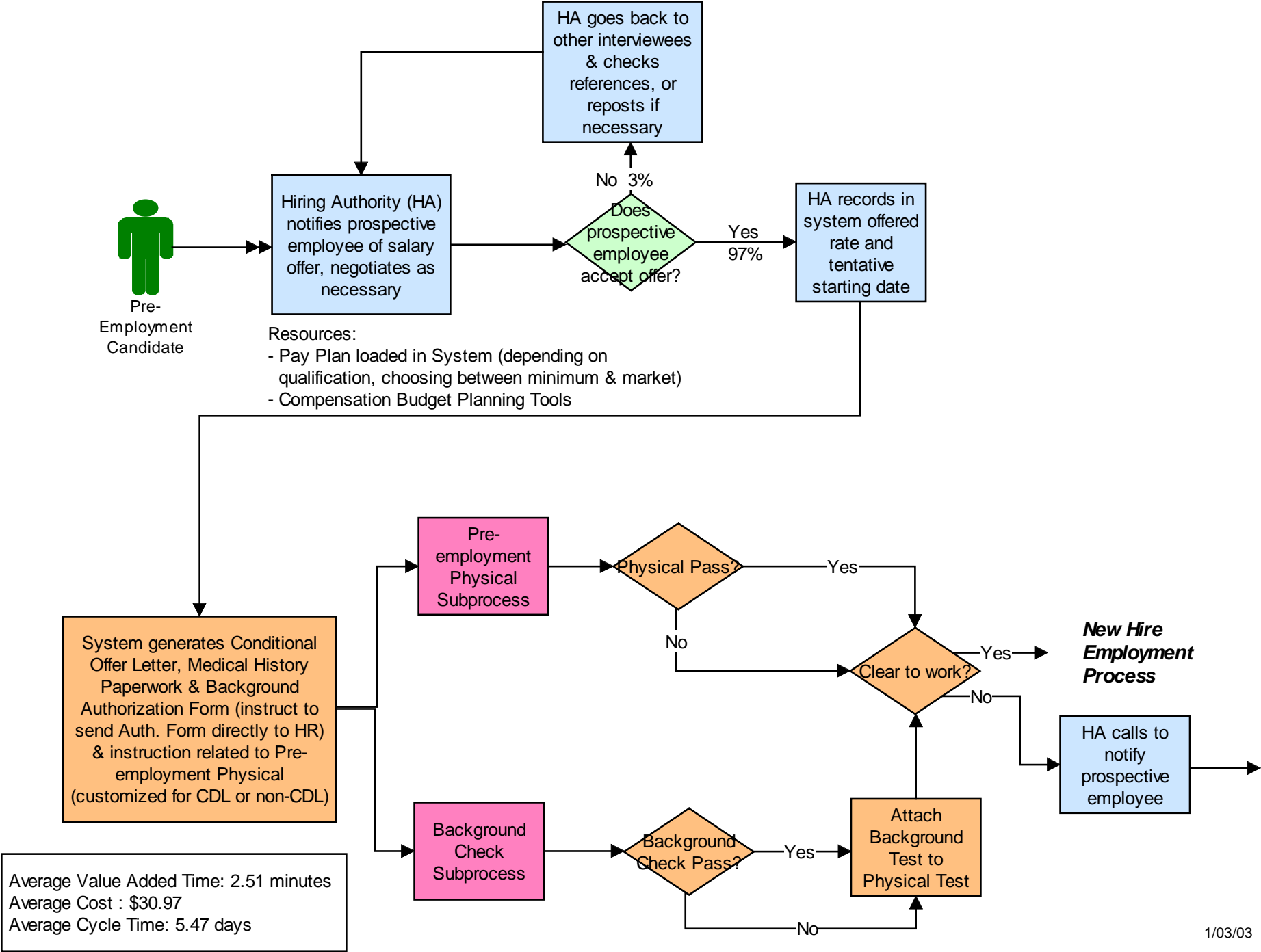
Assumption:
Hiring Authority made a selection



* The total outsourced cost for the reference check process is \$10,000 annually.

Average Value Added Time: 1.88 hours
Average Cost : 35 cents + outsource cost*
Average Cycle Time: 3.89 days

Talent - Pre-Employment (To Be)

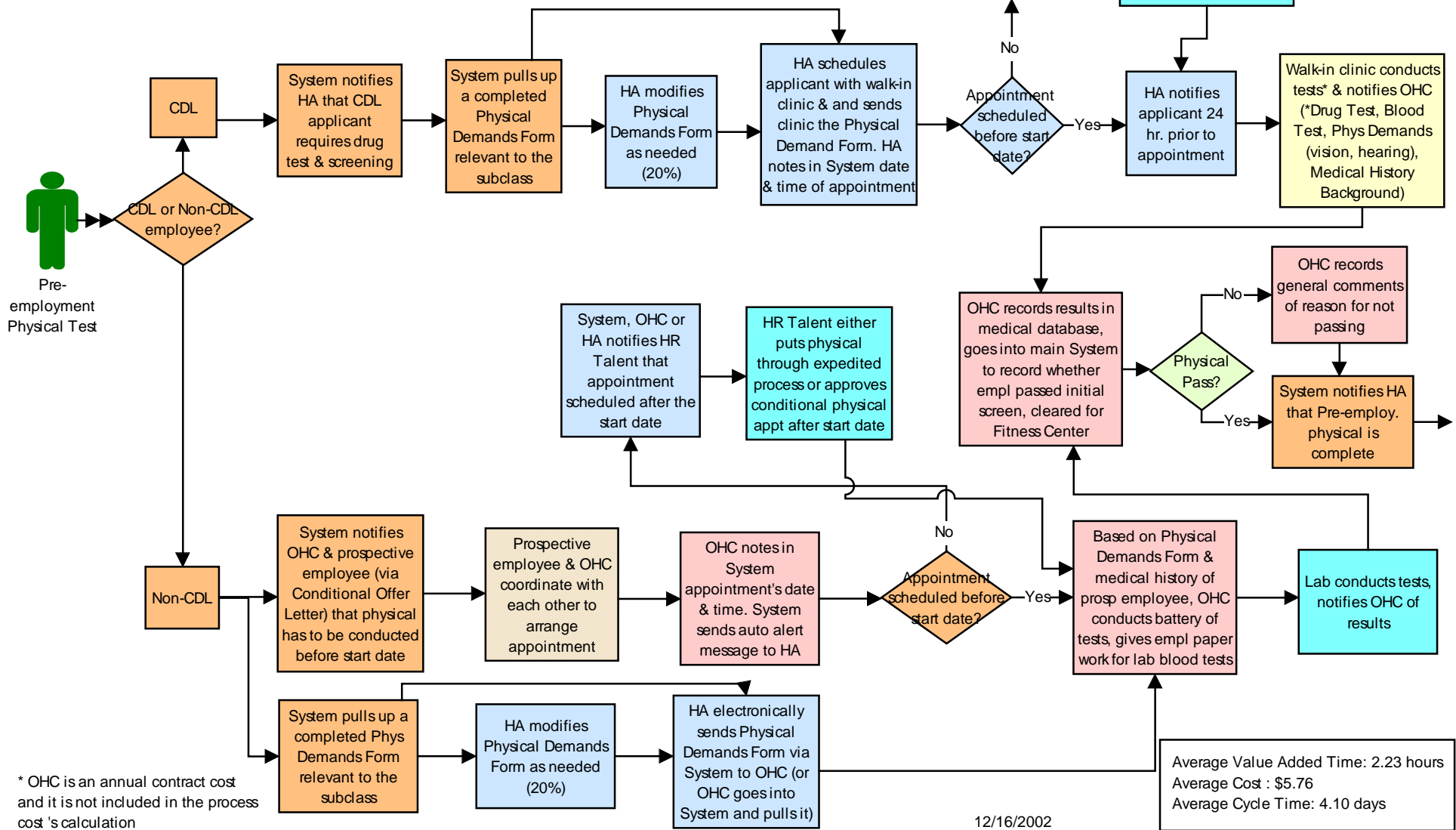


Talent - Pre-Employment (To Be)

Pre-employment Physical Subprocess

Assumption:

System already generates Conditional Offer Letter, Medical History Paperwork, Background Authorization Form (instruct to send Auth. Form directly to HR) & Instruction related to Pre-Employment Physical Customized for CDL or Non-CDL



* OHC is an annual contract cost and it is not included in the process cost's calculation

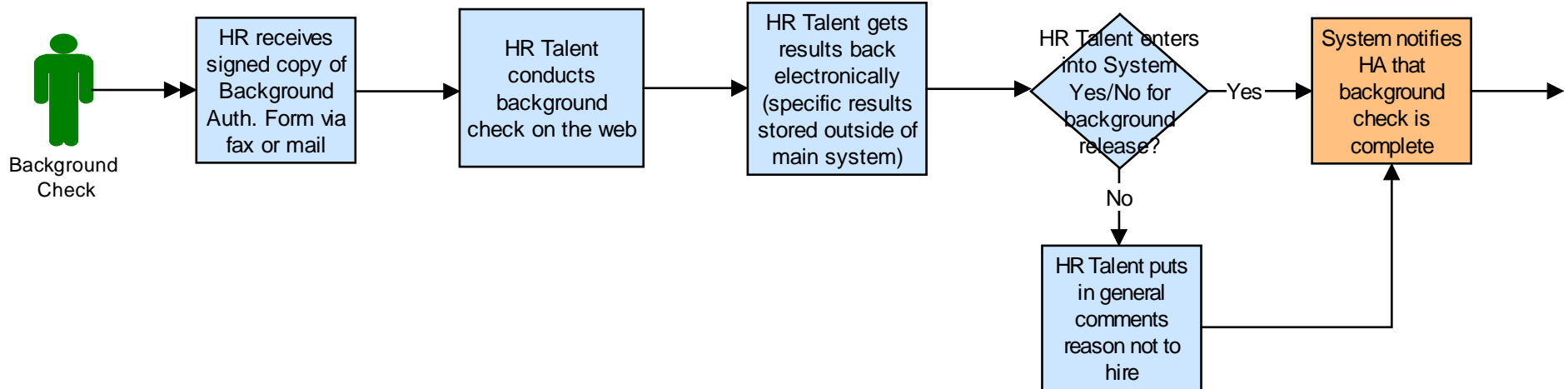
Average Value Added Time: 2.23 hours
 Average Cost : \$5.76
 Average Cycle Time: 4.10 days

Talent - Pre-Employment (To Be)

Criminal Background Check Subprocess

Assumption:

System already generates Conditional Offer Letter, Medical History Paperwork, Background Authorization Form (instruct to send Auth. Form directly to HR) & Instruction related to Pre-Employment Physical Customized for CDL or Non-CDL

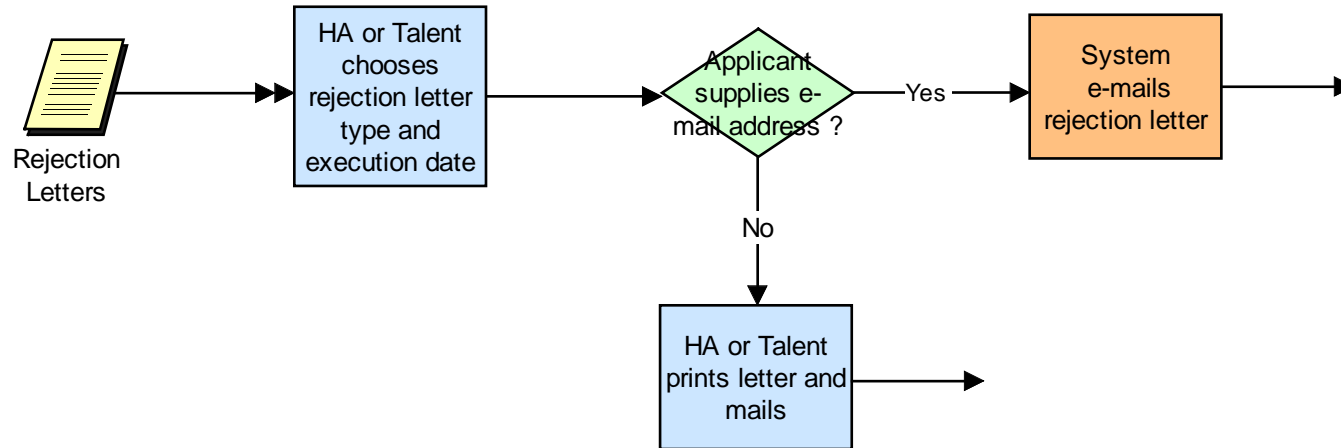


Average Value Added Time: 32 minutes
Average Cost : \$13.67
Average Cycle Time: 2.12 days

Talent - Close Out (To Be)

Assumption:

- Hiring Authorities can choose HR Service Level, which could be Recruiter or Call Center, to perform rejection letters function.



Note:

Hiring Authority has options at what point of the selection process to send rejection letters:

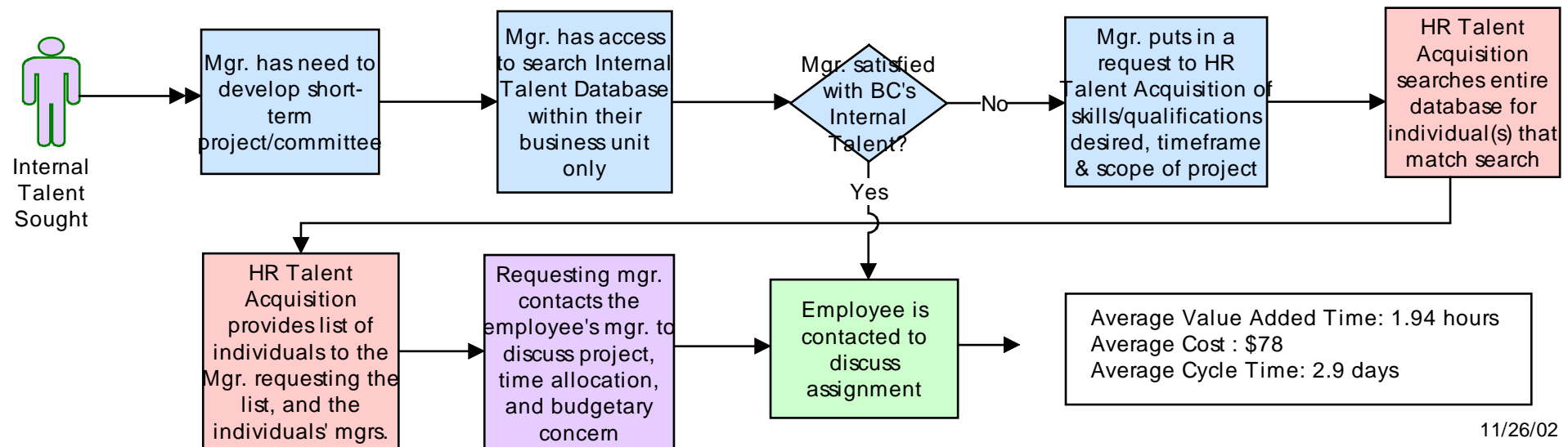
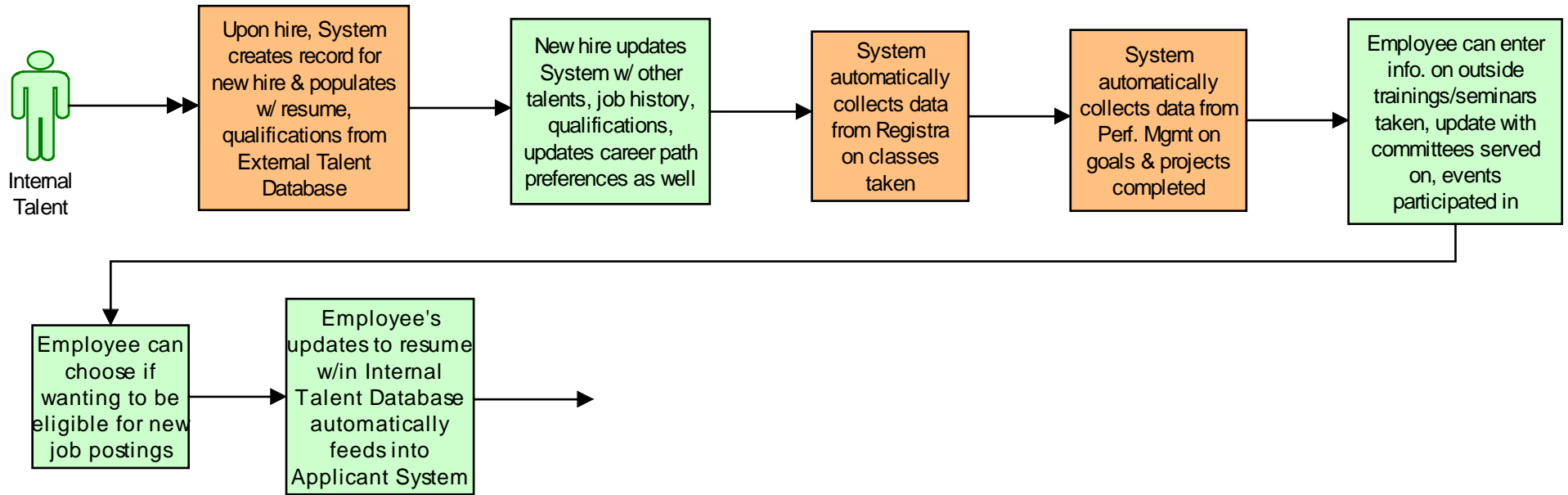
1. Send to applicants who are not interviewed after creating short list of applicants for interviewing; and
2. Send to applicants who were interviewed but not selected after the selection was made; or
3. Send to all applicants not selected after the selection was made

Average Value Added Time: 9.5 minutes
Average Cost : \$5.21
Average Cycle Time: 1.31 days

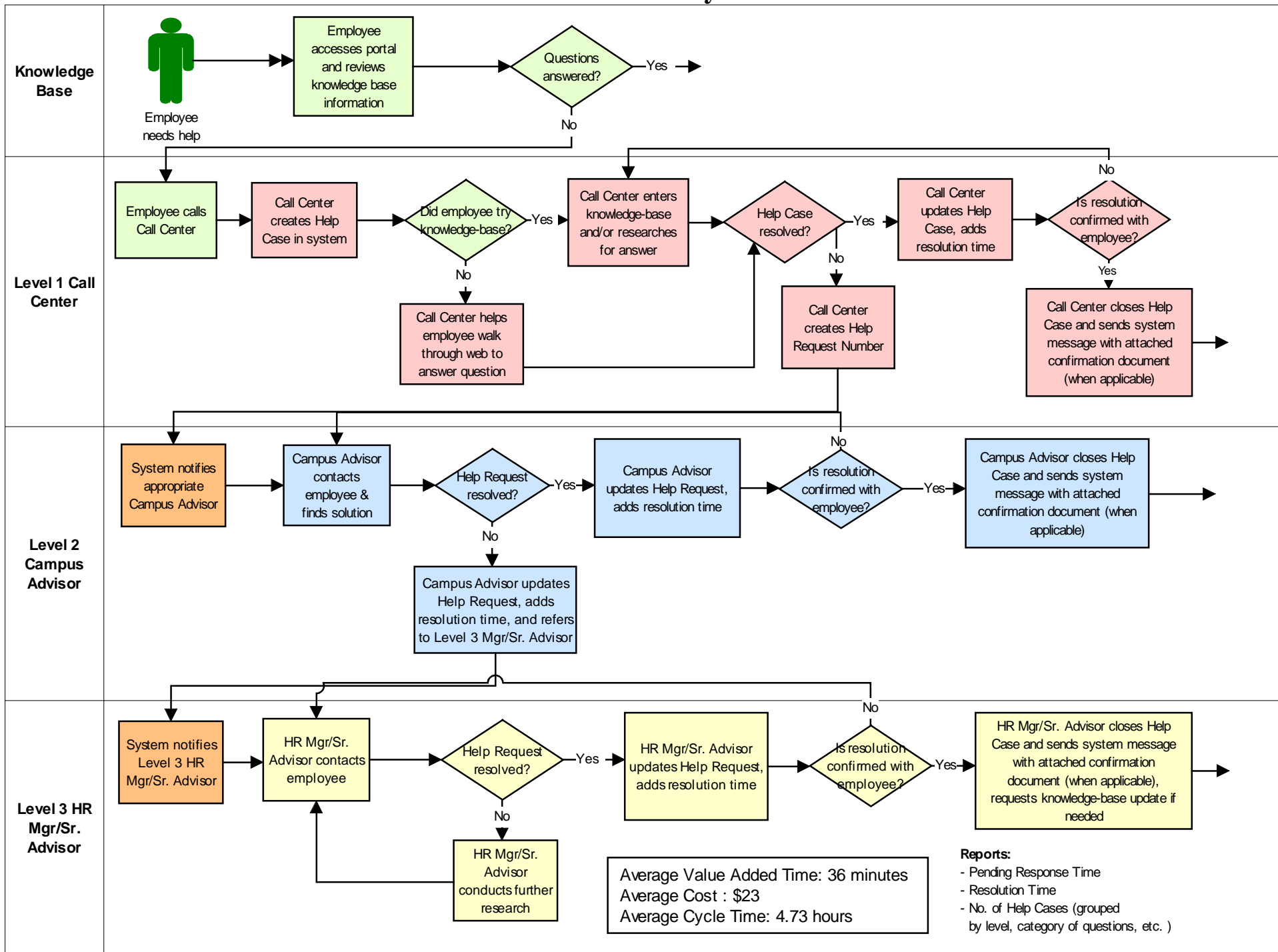
Internal Talent Acquisition (To Be)

Assumptions:

- Individual has passed Pre-Employment Process and is a new hire
- Career paths exist
- Competency sets exist
- Employee can access and update information on self in System at any time



HR Service Delivery Process



Average Value Added Time: 36 minutes
 Average Cost : \$23
 Average Cycle Time: 4.73 hours

Reports:
 - Pending Response Time
 - Resolution Time
 - No. of Help Cases (grouped by level, category of questions, etc.)

