

Appendix B: Human Resources Business Functions

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1 High Level Human Resources (HR) Business Functions

The High Level HR Business Functions include the following HR Business Areas:

- Workforce Management and Succession HR Planning
- Job Review
- Recruitment and Selection Strategy
- Recruitment
- Selection
- Classification System Development
- Compensation Development
- Classification/Compensation Administration
- Pay Implementation
- Development and Administration
- Employee Leave Administration
- Employee Exit Administration
- Employee Development
- Organizational Development and Related Consulting Services
- Safety and Claims Administration
- Disability Accommodations and Employment
- Labor Contract Administration and Negotiations
- Grievance and Disciplinary Administration
- Performance Appraisal and Merit Pay

The following Key High Level HR Business Areas and Functions were included as part of the High Level Business Plan:

- Recruitment
- Selection
- Employee Leave Administration
- Position Management
- Workforce Management (Competency Management)
- Employee Performance Management
- Career and Succession Planning

1.1 Current Process Description

1.1.1 Recruitment Process

- Currently agencies find it challenging to attract the appropriate applicant pool.
- Advertisements for positions in the same job classifications are not consistent.
- Getting an exception to a hiring freeze takes too long, especially when an immediate hire is necessary.
- There is inadequate access to recruitment/outreach data.
- Some agencies do not send job postings to the unions unless it is contractually required.
- Several agencies follow different recruitment processes.
 - King County Sheriffs Office (KCSO) does not take referrals from job assignment because of civil service requirements. If applicants pass the written and physical ability tests conducted by Public Safety Testing then the applicants may be asked to participate in further testing by KCSO.
 - The Legislative Branch has its own HR process as adopted by motion.
 - Prosecuting Attorney's Office (PAO) and District Courts do not use King County (KC) HR to hire.

1.1.2 Selection Process

- Several agencies have different selection processes.
 - PAO and District Courts are not required to consider Gossett Ordinance provisions for hiring above Step 5 of the salary plan.
 - Superior Court does not consider Gossett Ordinance provisions for hiring above Step 5 of the salary plan.
 - The Legislative Branch has its own HR process as adopted by motion.
 - PAO and District Courts do not use KC HR to hire.
 - PAO and District Courts are not career service.
 - All paperwork for newly hired employee is completed at the Public Health (PH) HR office. No employment paperwork is mailed to the newly hired employee.
 - KCSO has civil service rules that call for the creation of a civil service list of certified eligible candidates.

1.1.3 Employee Leave Administration Process:

- Employees do not always notify human resources in a timely manner when they experience a change in leave status.
- The county may continue to pay benefits it is not legally required to pay.
- There is no penalty to the employee for failure to provide proper notification.
- Employees do not have easy access to leave information.
- Employees request leave changes through paper forms.
- Departments do not have access to leave data.

In addition, there are workforce management environment/process inefficiencies:

1.1.4 Position Management

- There is currently position control in King County to the extent that there are two points in the year where there is a one-to-one match of positions and headcount. In December, after the budget is adopted and FTEs are authorized by appropriation unit, payroll reconciliation is done and individuals are matched to positions. Then in April, as part of the Proposed Status Quo (PSQ) phase of the budget process, the match is updated to serve as the basis for the future year's budget development. Seventy-five percent of the county's budget is for staffing costs.
- Other than those two points in the year, any position management is done at the agency level using spreadsheet or database side systems. There is no central system that can be used to plan, budget, and administer the county's workforce as a whole.
- Agencies already using PeopleSoft have not been using the position management functionality.
- Position Management, when fully implemented, can be used for much more than budgeting. It can streamline the recruitment and hiring process, store reporting relationships at the position level, link training to job class, and support employee performance management.

1.1.5 Competency Management:

- There is no consistency within King County Government around competency management.
- There are multiple job codes for the same classifications.
- There are position inequities in the same classification.
- There is no defined process for correcting/realigning equity among positions with the same classification.
- There is a lack of a standardized lexicon of common terms related to knowledge, skills, and abilities.
- There is a limited ability in the county as to how to determine competencies.

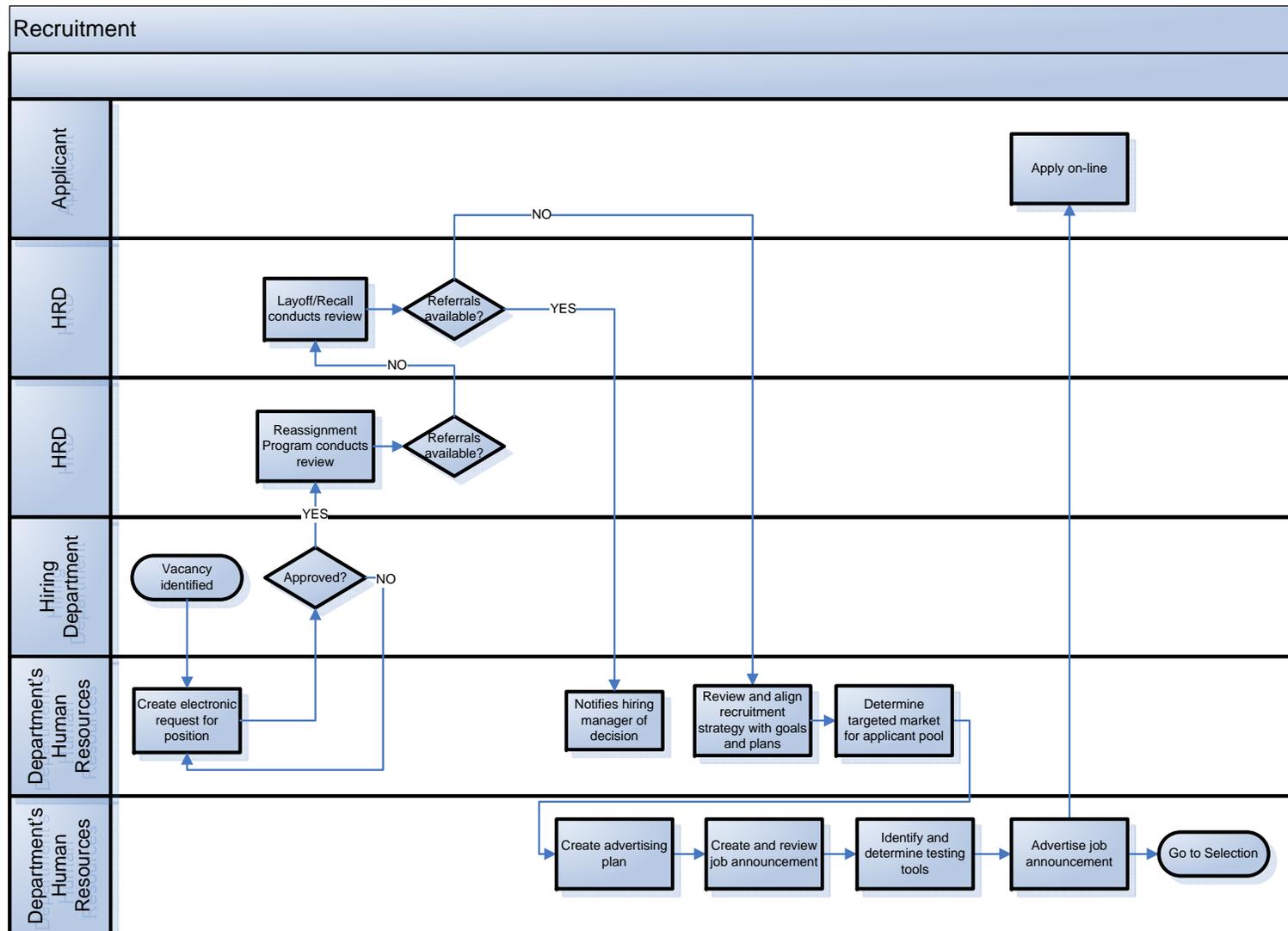
1.1.6 Employee Performance Management:

- There are no standard processes in place to ensure that all County employees are evaluated on their job performance.
- Performance appraisals are not generally completed for represented employees and not all non-represented employees have their performance consistently evaluated.
- Supervisors do not have effective tools to realize employee performance improvements.
- The performance appraisal and merit pay systems for non-represented employees are linked for many County agencies.
- MSA and PeopleSoft have separate processes for entering merit pay adjustments into each system.

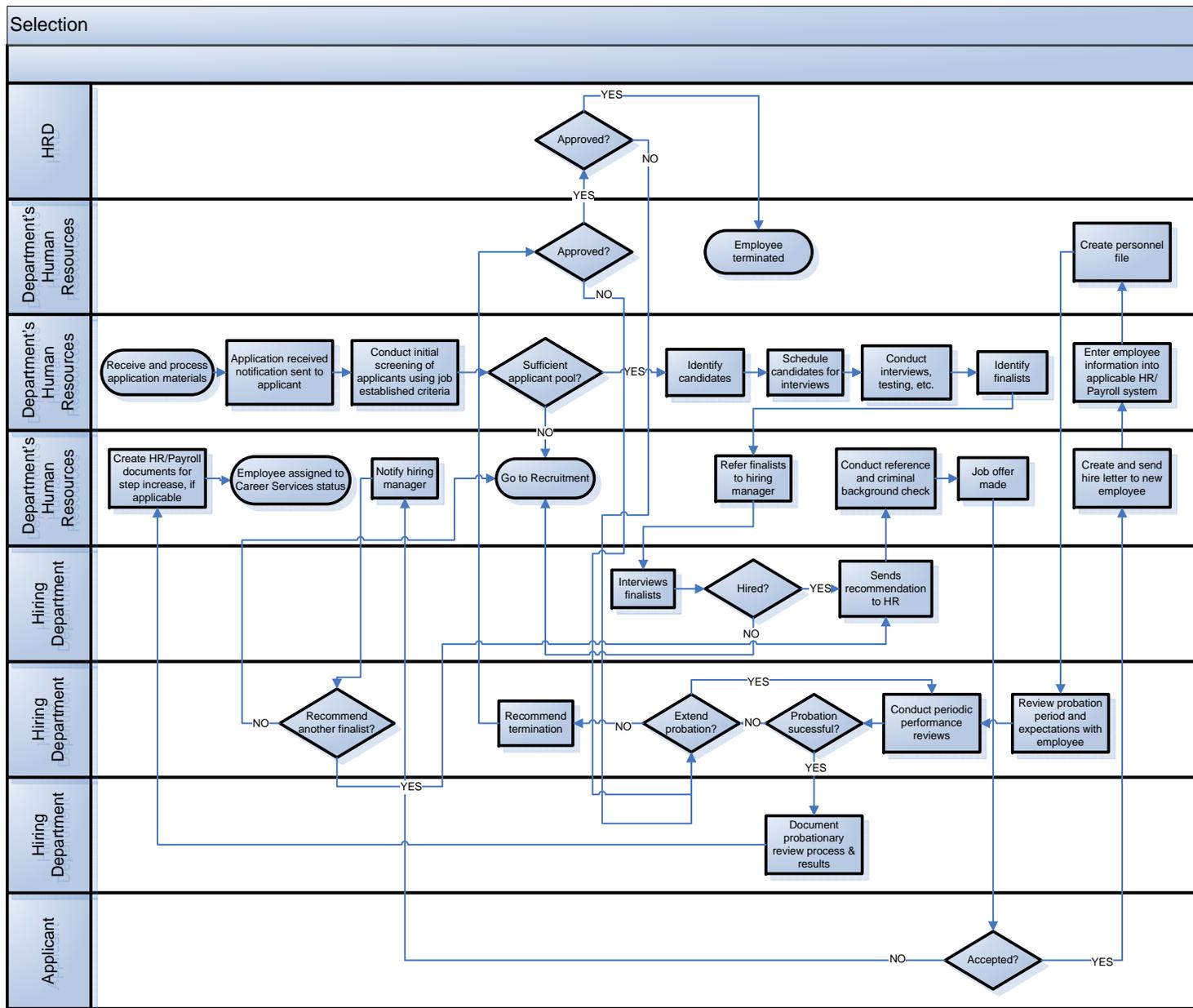
1.1.7 Career and Succession Planning:

- There currently is no formal career and succession planning process in place for the majority of King County Agencies, other than to meet immediate needs.
- The workforce in King County is aging. 60% of the county employees are age 45 or older.
- 30% of the county workforce will be retirement eligible within the next 3-5 years.
- The majority of the agencies are not currently doing succession planning for other than immediate needs.
- Agencies do not have the resources or budget to do adequate succession planning.
- There is inadequate availability of personnel information such as retirement and turnover statistics.

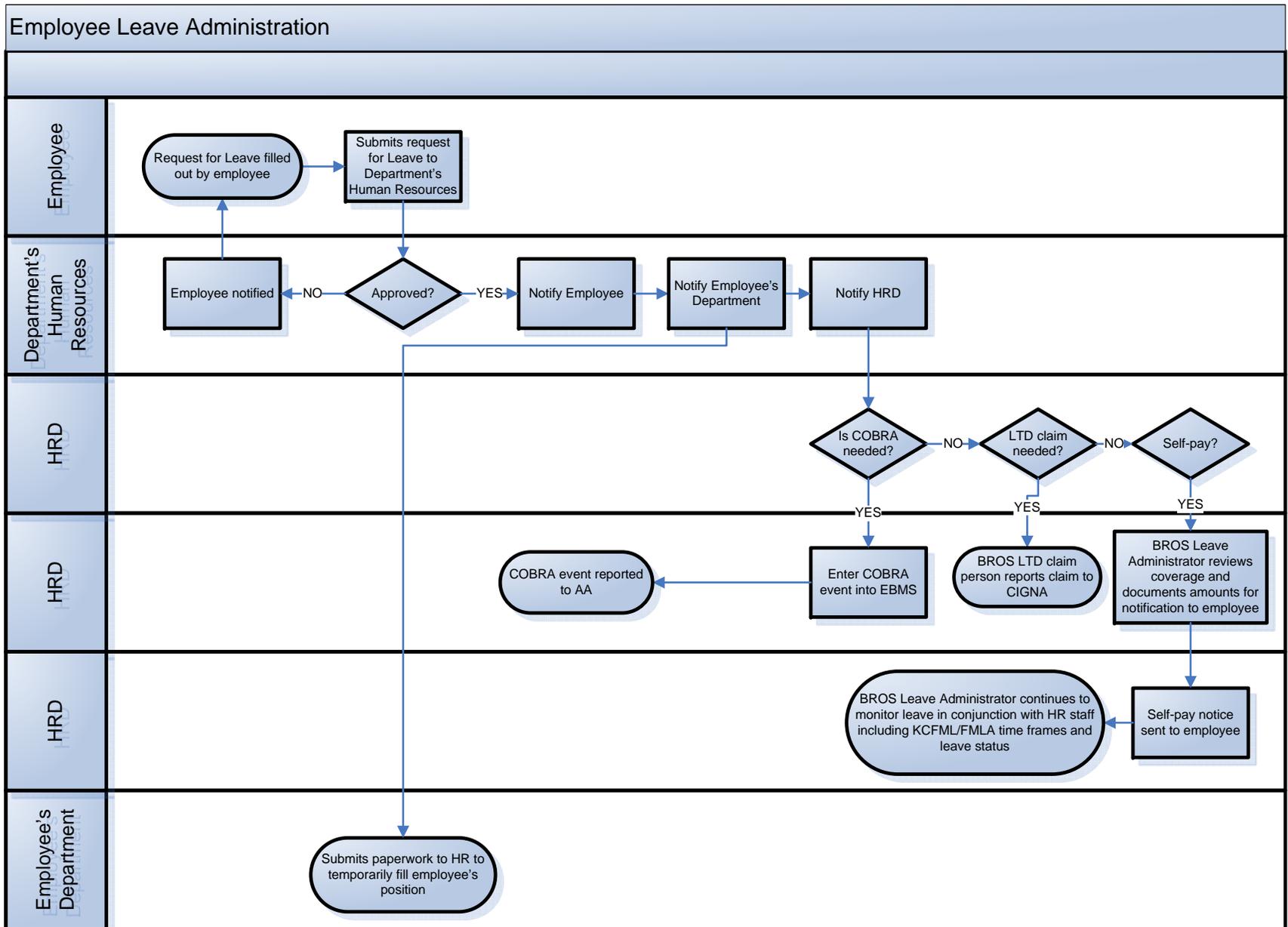
1.1.8 Current Process Flow Maps:



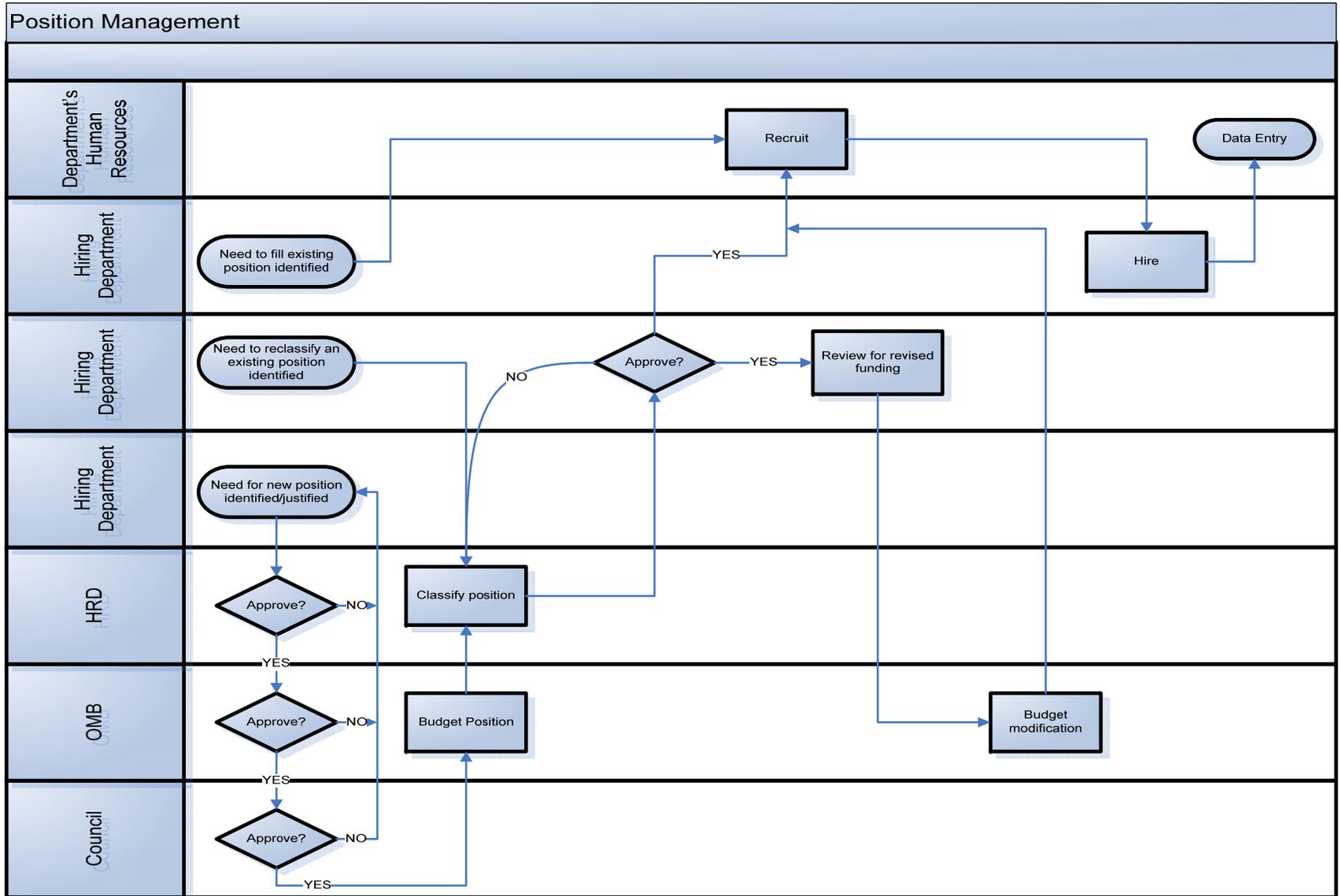
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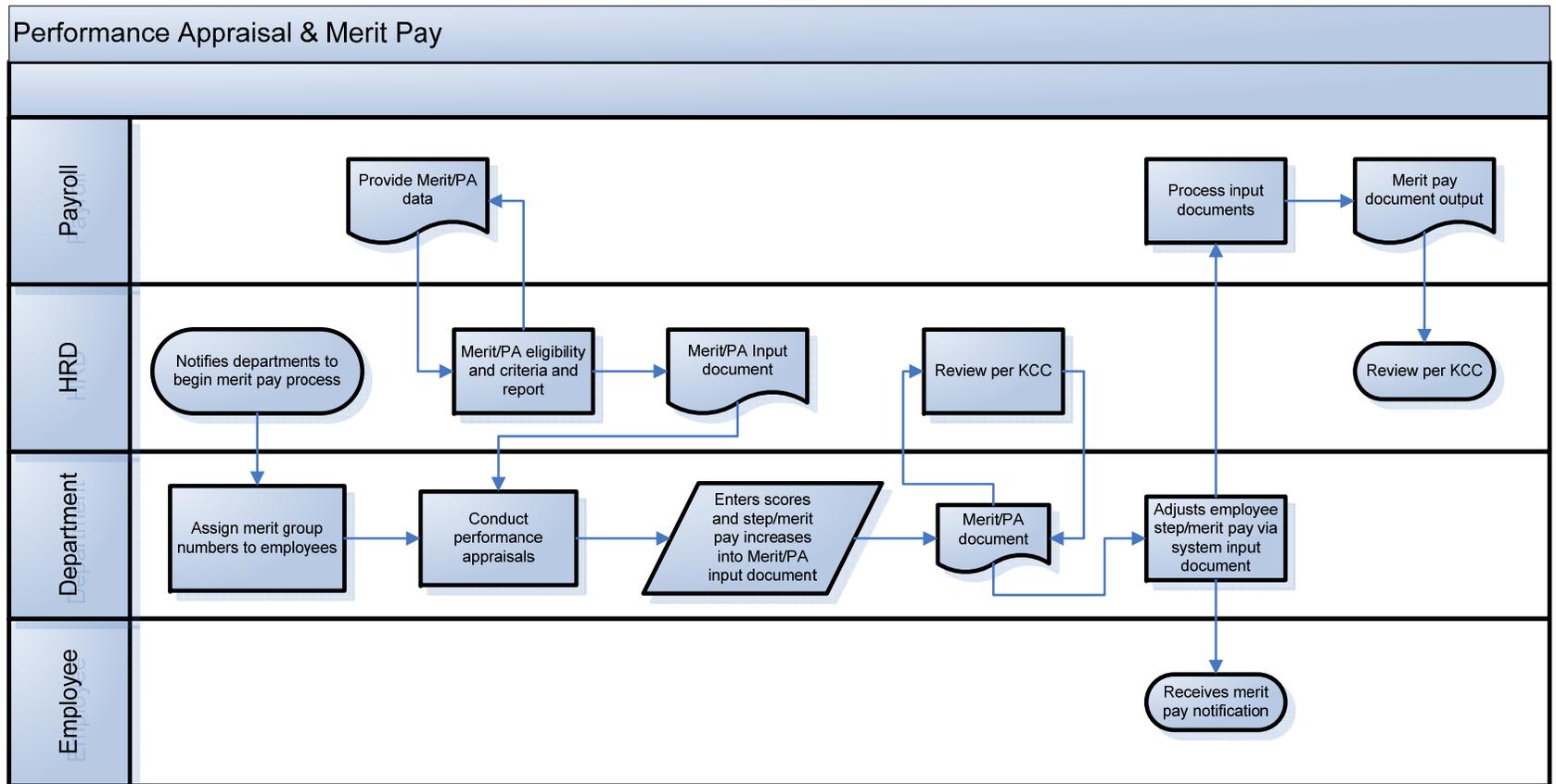
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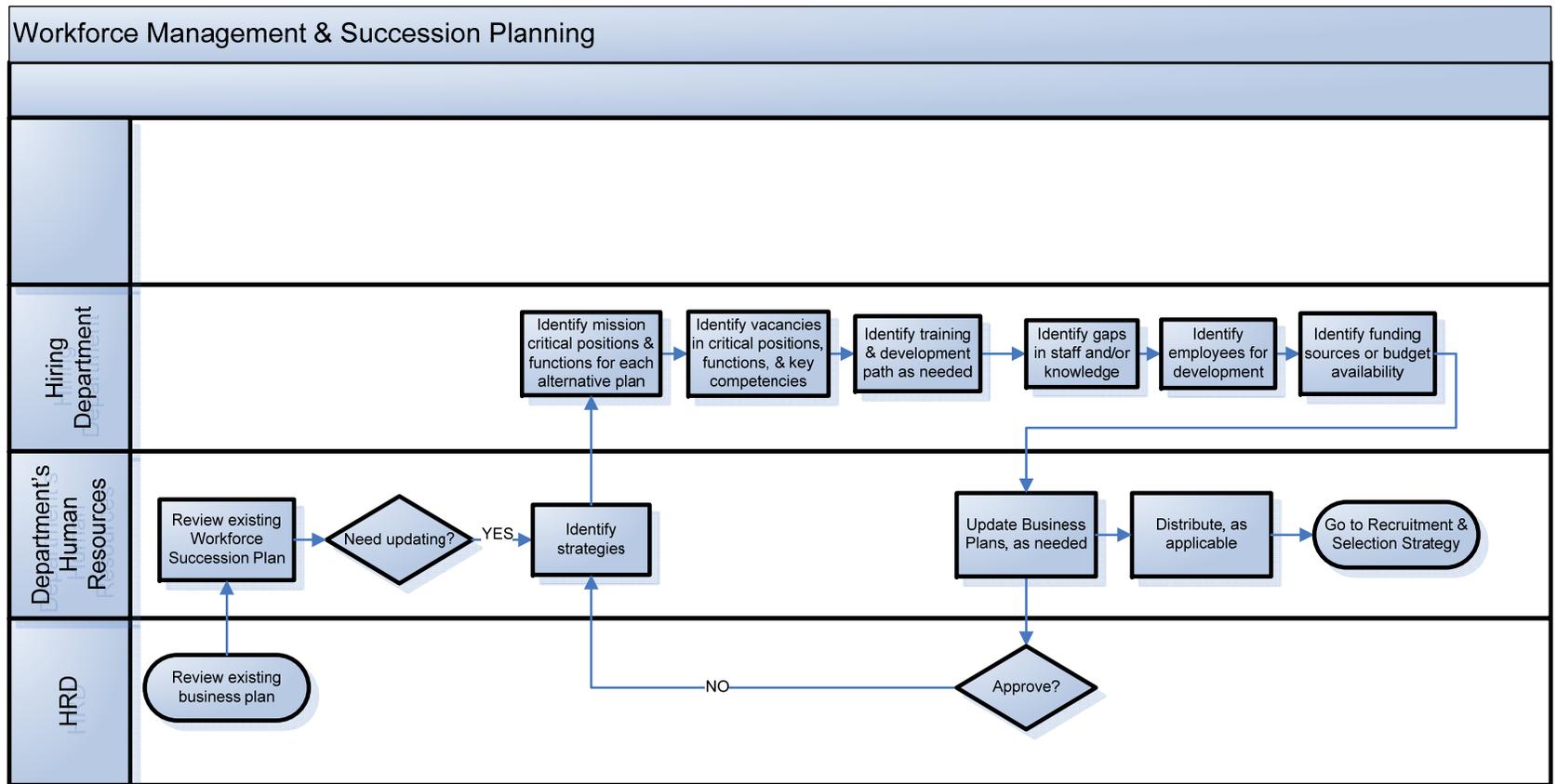
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1.2 Process Inefficiencies:

1.2.1 Recruitment:

- Inconsistent job announcements.
 - Job announcements need to have consistent knowledge, skills, and abilities to get the right people into the interviews.
- Multiple extensions are sometimes necessary.
 - Often the recruitment is extended multiple times to attract the right people.
- Multiple postings are sometimes necessary.
 - Reopening recruitment is sometimes needed because the right people do not apply.
- Limited job posting frequency.
 - Jobs are only posted twice a week.
- Insufficient pay rates for crafts personnel.
 - Adequate resources to pay the crafts people are not available.
- Recruiting impacted by economic conditions.
 - Downsizing has combined jobs and insufficient training causes errors in recruiting.
- Lack of training in Applicant Tracking software.
 - There is a need for more training on PeopleSoft Applicant Tracking (learning curve is significant).
- Application may not always be necessary.
 - Not all positions should require a county application; rather, a resume and cover letter should be considered acceptable when appropriate.
- Limited utility of single online application.
- “One size fits all” online job application is not effective for the variety of jobs to be filled.
- Do not know what other positions the applicant has applied for.
- No central recruiters.
- No pooling of resources.
- No development and identification of core competencies.
- Difficult to use internet recruiting sources because of need to “pay as you go”.
- Need better applicant tracking system.
- One application is entered multiple times.
- No EEO information file is readily available.

1.2.2 Selection:

- Inadequate training.
 - There is a lack of training for managers in selection procedures.
- Inconsistent processes.
 - There are inconsistent processes with the same classification.
- DYE flowcharts only address Career Service (CS) hiring.
- Payroll system transfer is not fully known.
- There is a resistance to having personnel files reviewed outside of the agency.

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- No rehire eligibility policy in KC.

1.2.3 Employee Leave Administration:

- Inefficient employee tracking process.
 - In order to know what day people came to work, departmental payroll clerks must be contacted. Some departments maintain this information in an ad hoc automated system, while others track when people came to work manually. This information is not maintained in MSA or PeopleSoft, although PeopleSoft has this capability.
- There is no system to enter leave information into.
- DYE flowcharts do not include adequate mention of King County Family Medical Leave (KCFML) or Federal Medical Leave Act (FMLA) at the beginning of the process.
- The Legislative Branch has its own HR process as adopted by motion.
- PAO handles leave administration in-house in most cases.

1.2.4 Position Management:

- ARMS/MSA agencies (excluding Public Health) match positions to people in December as part of payroll reconciliation prior to loading the new budget into the financial system. During the April PSQ budget phase, the match is updated.
- IBIS/PeopleSoft agencies do not use the position management function available in PeopleSoft.
- Any other “position management” is done at the agency level using spreadsheet or database side systems.
- Budget Office – Staff must be able to compare current position information (filled/unfilled, incumbent, salary, cost center, total FTE count, etc.) against the “official” budgeted positions as of a certain date at the beginning of the calendar year. Ensure there is a one-to-one relationship between headcount and FTE for each position for tracking.
- Core Financials – Staff must be able to reconcile roll up costs against both the budget FTEs and the actual cost at any point in the year.
- Labor Relations—Staff must be able to create reports on both budgeted positions/\$ and actual positions at any point in the year in order to run "what if" scenarios to cost out proposed (and actual) labor agreements.
- Human Resources Division – Staff must be able to:
 - See all information about each budgeted and non-budgeted position,
 - Easily identify and track new FTE / Regular positions added by the Budget Office,
 - Easily identify and track termination of existing FTEs/regular positions from the budget,
 - Ensure easy tracking of a one-to-one relationship between headcount and FTE for each position.
- Benefits – Staff must be able to see benefits set up for each position. Benefits and Retirement Operations (BROS) establish eligibility for retirement with the Department of Retirement Systems (DRS). DRS retirement eligibility is based on

positions. The lack of position management creates all sorts of problems for the county in terms of establishing eligibility. Especially for short term temp positions and part time positions that work flexible hours such as part time transit operators. Unless they change the statute in what constitutes eligibility for retirement, eligibility requires a lot of extra monitoring for King County.

- Transit – The preferred process must minimize the amount of data entry needed to move Transit Operators and Mechanics (changes in shifts and/or bases) for the 3x per year Shakeups. A one-to-one model would mean someone must enter either create corresponding "transfer" transactions or change the org/cost center and pay rate for each incumbent change.
- Wastewater -- Similar needs to Transit's for an annual shakeup process.
- Policy or Code vs. business needs:
 - Dual Slotting (2 people in 1 FTE)
- Filling position with temporary when employee is on military leave, health leave, etc.
- Providing overlap time to train new employees.
- Job titles:
 - Represented and non-represented the same.
 - Different unions use same.
- Unique requirements:
 - 4,000 transit drivers and transit mechanics change assignments (shifts and/or bases) 3 times a year.
- Public Health and EMS are not on PONS, only Jail Health Services is.

2 Best Business Practices

2.1 Industry Best Practices

2.1.1 Recruitment and Selection:

- Recruiting should be paperless.
- Should have standard job classifications, job descriptions, job profiles and other job specific data available online.
- Managers should submit requests to fill existing positions electronically into a central system.
- Predetermined criteria should be determined for both internal and external job postings based upon position, location, timing and business need.
- External job postings should be centralized and automated.
- Job information should be available to applicants via Career sites.
- External candidates should use a self-service portal to enter personal data, work history, education, and direct resume.
- There should be defined assessment methods and/or interview criteria established for all job families.
- Online tracking of candidate selection process and results should be entered into a candidate electronic record.

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- Invitations to interview, rejection letters and standard offer letters should be generated automatically using templates and workflow.
- Background checks should be paperless.

2.1.2 Employee Leave Administration:

- Should have a single point of contact to simplify leave administration.
- Should have a dedicated account team and support staff to provide leave administration assistance.
- Should be integrated with HR/Payroll systems to reduce duplicate data entry and to facilitate communication.

2.1.3 Position Management:

- For a fairly static organization with jobs and job descriptions mostly fixed, the HR system should be structured by position - attach data to the positions and move employees in and out of those positions.
- Information related to positions should be tracked; such as union, qualifications, and required licenses, regardless of whether an employee holds the position.
- Data specific should be used to each position as the basis for organizational planning, recruitment, career planning, and budgeting.
- All standard job classifications, descriptions, profiles, and other position specific data (e.g., job code, salary, competencies) should be available on-line, linked, and available as a single position specific record.
- Salary planning should be driven by actual salaries for existing employees.
- Hierarchies should be standardized and maintained centrally in the integrated information architecture and business intelligence platform.
- All standard position classification and related information should auto-populate forms and appropriate self-service templates (i.e. requisitions and employee change forms).

2.1.4 Employee Performance Management:

- An implementation plan should be designed to align 360-degree evaluation processes with organization/business culture and goals.
- A results-oriented set of measures should be established that balances business goals, customer needs and satisfaction, and employee involvement, development, and satisfaction with working conditions.
- Goals should be communicated to all levels of the organization/business.
- All employees should be trained in the process.
- Accountability should be established at all levels of the organization, through leading by example, cascading accountability, and keeping everyone informed.
- Performance data should be collected, used and analyzed. Feedback should be provided.
- The leadership role should be shared; this strengthens the continuity of the performance management process despite changes in top management.

2.1.5 Competency Management:

- Knowledge, skills and abilities and educational requirements for each job classification should be defined.
- Competencies to drive knowledge, skills and abilities and competency profiles should have a common structure and definition.

2.1.6 Career and Succession Planning

- Succession planning should be linked to the overall business strategy.
- Critical management positions should be identified. Future vacancies in these positions should be identified. Key managers should be prepared to potentially fit into the vacancies.
- There should be a unified approach to succession planning to maintain consistency between different business units (agencies)
- A common core set of competencies or behaviors should be used to establish a standard of comparison to identify high-potential employees.
- Technology should be used to integrate employee data and used to facilitate the process (make it shorter, simpler, or more flexible).
- A mentoring program within the organization/business should be developed.
- The percentage of openings filled from within the organization/business and diversity i.e. gender and ethnicity should be key factors in the evaluation of a successful succession plan.
- A cyclical, continuous identification process should be used to focus on future leaders.
- There should be individualized development plans for each employee.
- A method of assessment to monitor the succession planning process should be developed.

2.2 Best Practices supported by PeopleSoft

2.2.1 Recruitment and Selection:

- A comprehensive assessment of the applicants should be performed to determine the candidate's fit with the organization's environment and culture, and position's KSAs (knowledge, skills, and abilities).
- There should be candidate information sharing: recruiters should be electronically notified of other positions that a candidate has applying for or other positions for which a candidate might be qualified.
- Recruiting should be paperless; all candidate data should be entered into the electronic candidate record through candidate self-service, Manager Self-Service (MSS), or direct entry by HR.
- Processing of external job postings should be centralized and automated; third-party vendors' solutions should be considered for distribution of job postings.
- Paperless background checks should be performed; internal or external resources performing background checks should receive data electronically and provide results electronically.

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- Hiring manager and all appropriate functions (e.g., facilities, security, equipment, IT, purchasing, travel, telecom, and training) should be prompted automatically for all on-boarding requirements for new hires.
- On-line new hire checklist should be utilized to monitor completion of on-boarding process.
- New hire record should be pre-populated with available applicant data from HRMS or other recruiting/staffing application software.
- Organizational policies and procedures should be communicated to the employees as part of on-boarding process and as part of reassignment or transfer.
- Information should be available to applicants via Careers site; electronic acceptance of offer letters and pre-employment transactions.
- Staffing performance should be tracked and monitored using relevant metrics; e.g., time to requisition, time to offer, time to start, cost per hire, sourcing effectiveness.
- Reporting managers should be automatically notified to contact new employees and begin goal setting process.
- All standard job classifications, descriptions, profiles, and other job specific data (e.g., job code, salary, competencies) should be available on-line, linked, and available as a single job specific record.
- Managers should submit requests to fill existing positions via MSS (Manager Self-Service); data electronically integrated into central HRMS.
- There should be an automatic validation of appropriate salary ranges performed for each position against approved budgets and against salary range tables maintained by Compensation.
- Predefined criteria should be determined for both internal and external job postings based upon position, location, timing and business need.
- Defined assessment methods and/or interview criteria should be established for all job families.
- All standard job classification and related information should auto-populate appropriate self-service templates (e.g., requisitions and employee change forms).
- Recruiting & Staffing resources should apply job family based workforce planning demand management principles against requisition requests to ensure time is optimized into staffing efforts that add the most business value.
- External candidates should use self-service portal entering personal data, work history, education, and directed resume.
- Employee self-service capabilities should be available for employees to apply for positions as internal candidates.
- Online tracking of candidate selection progress and results should be entered into a candidate's electronic record.
- Invitations to interview, rejection letters and standard offer letters should be generated automatically using templates and workflow.

2.2.2 Employee Leave Administration:

- Should have absence calendars with multiple and continuing absence indicators, default values etc.
- Should have Work and Holiday Schedules.
- Should have Absence Data Capture e.g. start date, duration, end date, absence type, absence code, reason, approval, notification date, injury related, incident number, OSHA referral, medical information etc.
- Should have absence summaries - employee history for all reasons, by employee, by department/division.
- Should have absence statistics – by department/division for specific month.
- Should be able to produce management and operational reports.
- Should be able to administer FMLA – approve employees request for FMLA, set up FMLA leave schedules, and track the progress of the individual FMLA leave request; workflow to monitor leave request.
- Should be able to manage retroactive process.
- Should have disability plans – define and calculate.
- Should have leave plans – define plans, calculate leave accrual based on length of service and service hours, view leave hours.
- Should have defined leave codes – set up earnings codes or time reporting codes mapped to earnings codes that affect leave accruals and special accumulators.
- Should be able to process and report all leave accrual, usage, transfer, and adjustment activity that affect an employee’s leave balances.
- Should be able to validate time reported against TRCs of leave to determine availability of leave.
- Should be able to define comp earned, taken, and validate time reported against TRCs of comp time to determine availability.
- Should be able to enter and update absences, void absences, and adjust entitlement balances.
- Should be able to determine absence periods – eligibility, minimum absence, or wait-per-absence conditions that must be met before entitlement can be used.
- Should be able to define entitlement accrual method and frequency, entitlement amount, proration and rounding, automatic adjustments, accumulator preferences.
- Should be able to link take element to one or more entitlement elements, approvals, combining like absences, earnings and deduction links, configurable fields, specify the conditions under which the take process should generate matching data, day formula, automatic offsets, time period requirements, linked absences, negative entitlement, priority processing for same-day absences.
- Should have self-service to project future entitlement balances; to request and/or approve time off.

2.2.3 Position Management:

- The functions within PeopleSoft should be used to establish the hierarchical structure of the approved positions within the organization.

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- PeopleSoft functions should be used to define the positions and related position attributes; such as skills, department, job code, etc.
- Using position management should achieve more effective processes and better utilization of the PeopleSoft HCM applications.

2.2.4 Employee Performance Management:

- An employee performance database should be used to track appraisals. This capability should be implemented through PeopleSoft functionalities such as those related to training, salary and development.
- An online individual development plan tool should be integrated with PeopleSoft databases related to training, promotions, and employee statistics.
- Reporting tools should be used for report and analysis of performance metrics, and performance targets.
- Reporting tools should be used to track education and training achievements.
- Reporting tools should be used to track performance improvement plans and disciplinary matters.
- Standard and exception reports should be used to support monitoring.

2.2.5 Competency Management:

- Job profiles should define a set of competencies, sub-competencies, and responsibilities that apply to workers in the same job, job family, position and/or salary grade.
- Rating models should define the values used to measure the level of performance and/or proficiency.
- A competency library should be built using online components and third party providers.
- Employee profiles should track and rate employee skills, abilities, and knowledge and assign levels of proficiency. Degrees, licenses, honors and awards received by employee are recorded.
- Employees should be able to add and update their own competencies and accomplishments into the system.
- Managers should be able to approve and/or add competencies and accomplishments for their employees into the system.
- Managers should be able to search and match employees and applicants to a set of competencies and/or accomplishments required for a job or project team.

2.2.6 Career and Succession Planning

- Individual career plans should be developed for employees in an organization.
- A hierarchy or network of jobs should be developed.
- Logical career progressions and the relationship between the jobs should be identified.
- Employee preferences for job, location and mobility should be identified.
- Employee short and long-terms goals should be identified.
- Employee career mentors should be identified.
- Employee’s strengths and developmental areas should be identified and evaluated and linked to the employee’s competency data file.
- Key positions should be identified and put into a hierarchy order.
- Job-related competencies and accomplishments should be defined for key positions.
- Employee candidates for key positions should be identified.
- Multiple career paths should be developed for employees who are ready for promotions.
- Position competencies and employee competencies should be matched and ranked.

3 Future Process Description

3.1 Recruitment and Selection:

- Vacant positions will be advertised online.
- Applicants will apply for advertised vacancies online.
- Hiring departments will be able to screen applications on their desktop PCs.
- Employment notification letters will be generated and sent online.

3.2 Employee Leave Administration:

- Employee will request a leave online.
- Supervisor will approve/deny leave request online.
- Appropriate departments will be notified of employee’s leave status online.
- Employee’s department will submit online a request to temporarily fill the employee’s position.
- Employee will be able to view leave balances online.

3.3 Position Management:

- Up to date job descriptions will be accessible online to employees and supervisors.
- Department approval process will be online.
- A position’s job code number will correspond with a position’s relevant information e.g. job classification, salary level, organization, etc.

3.4 Employee Performance Management:

- Performance appraisals will be conducted online.

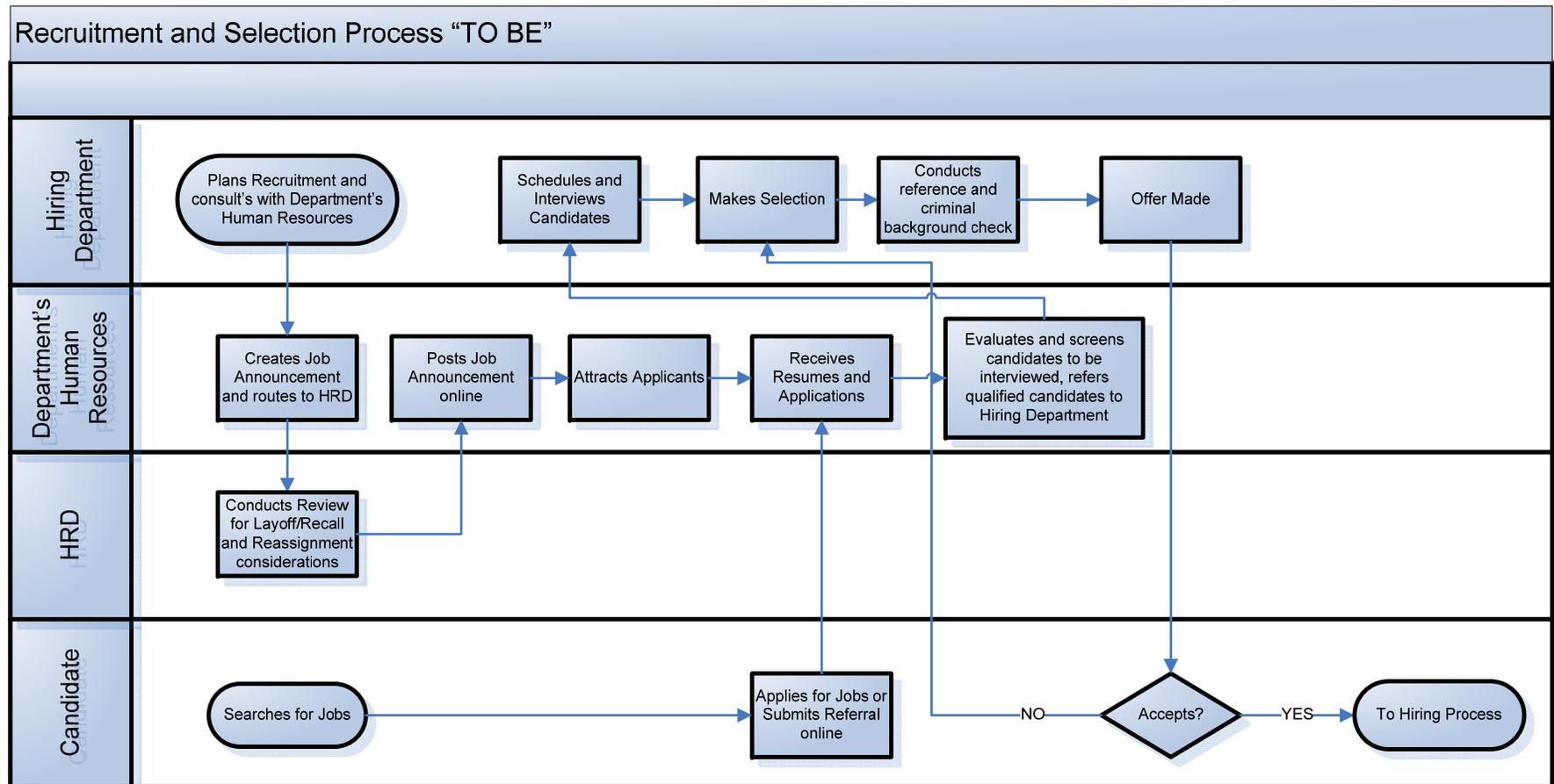
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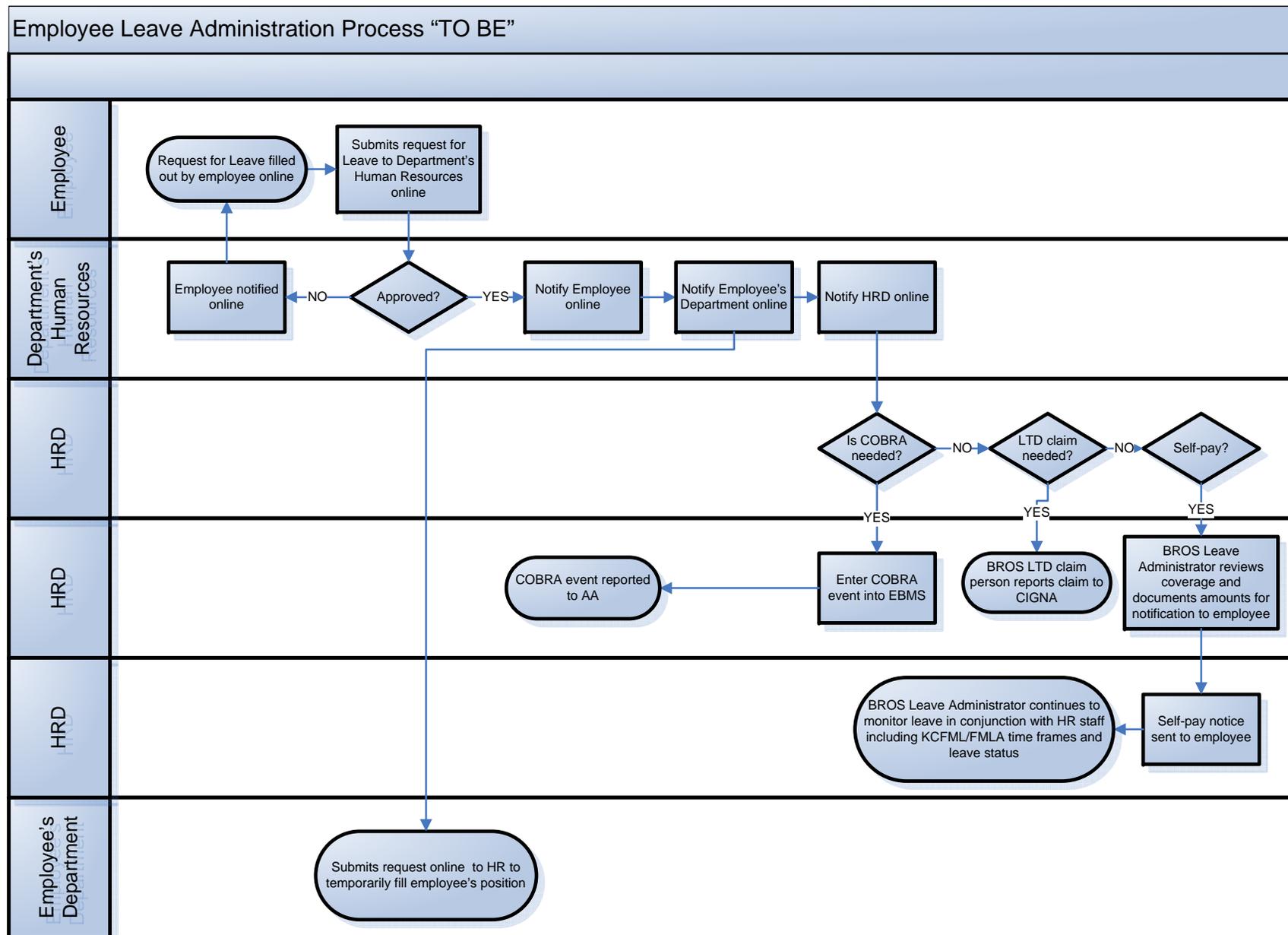
- Each job description will have defined knowledge, skills and abilities and educational requirements.
- There will be a common structure and definition of competencies to drive the knowledge, skills, and abilities and competency profiles.

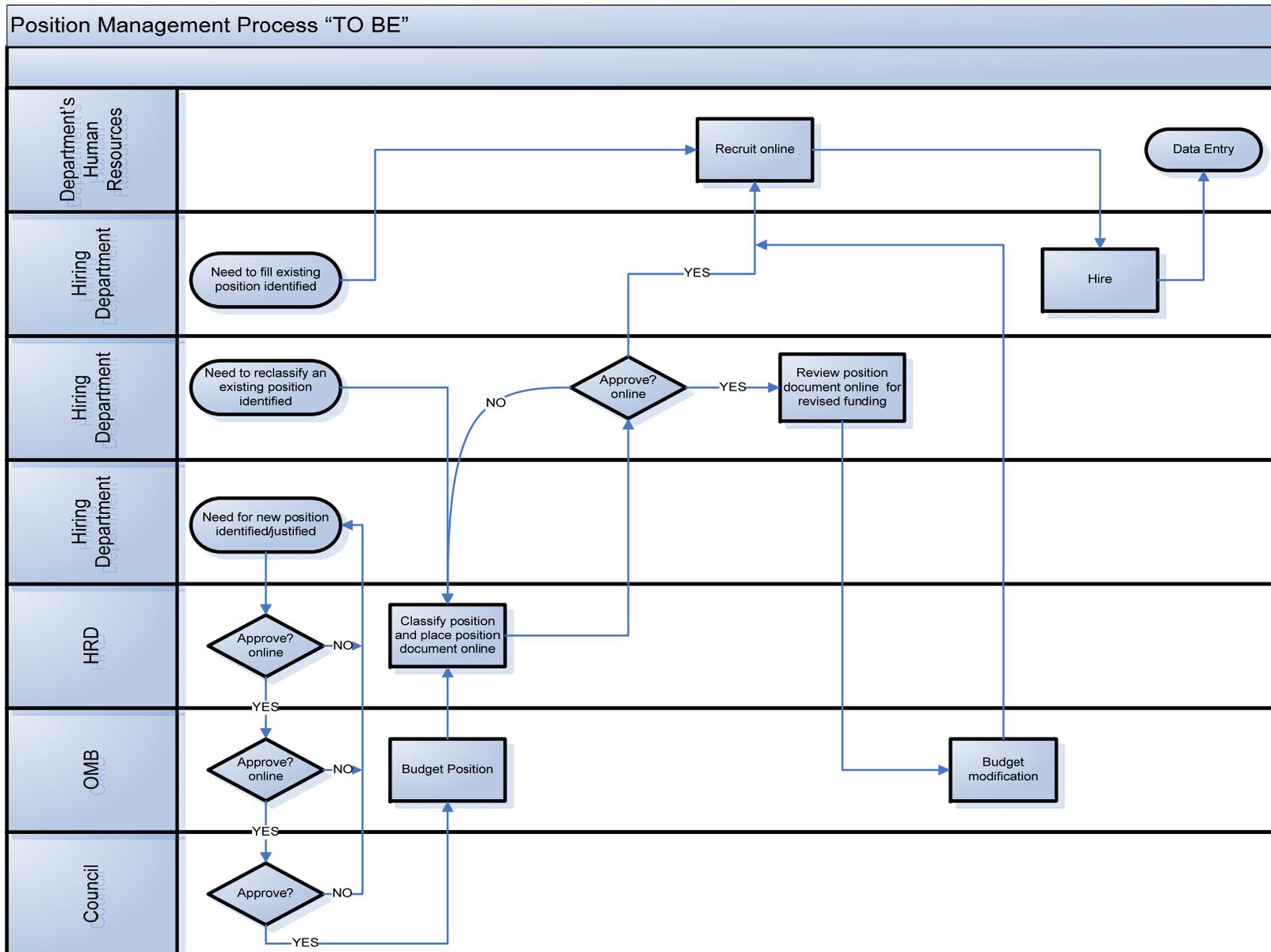
3.6 Career and Succession Planning

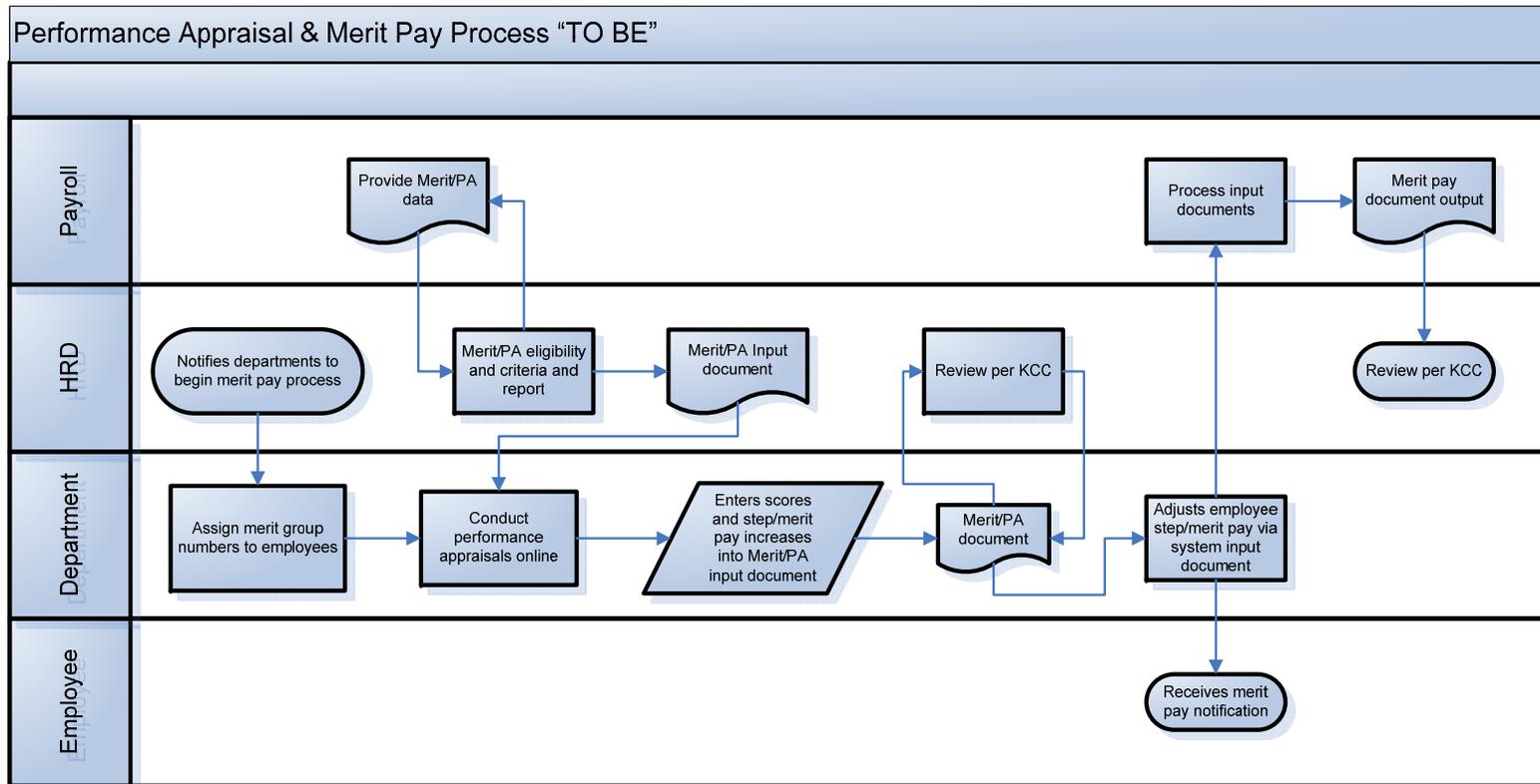
- Critical management positions will be identified in the department/division.
- Key managers of the department/division will be identified and prepared to potentially move into the critical management positions when they become vacant.

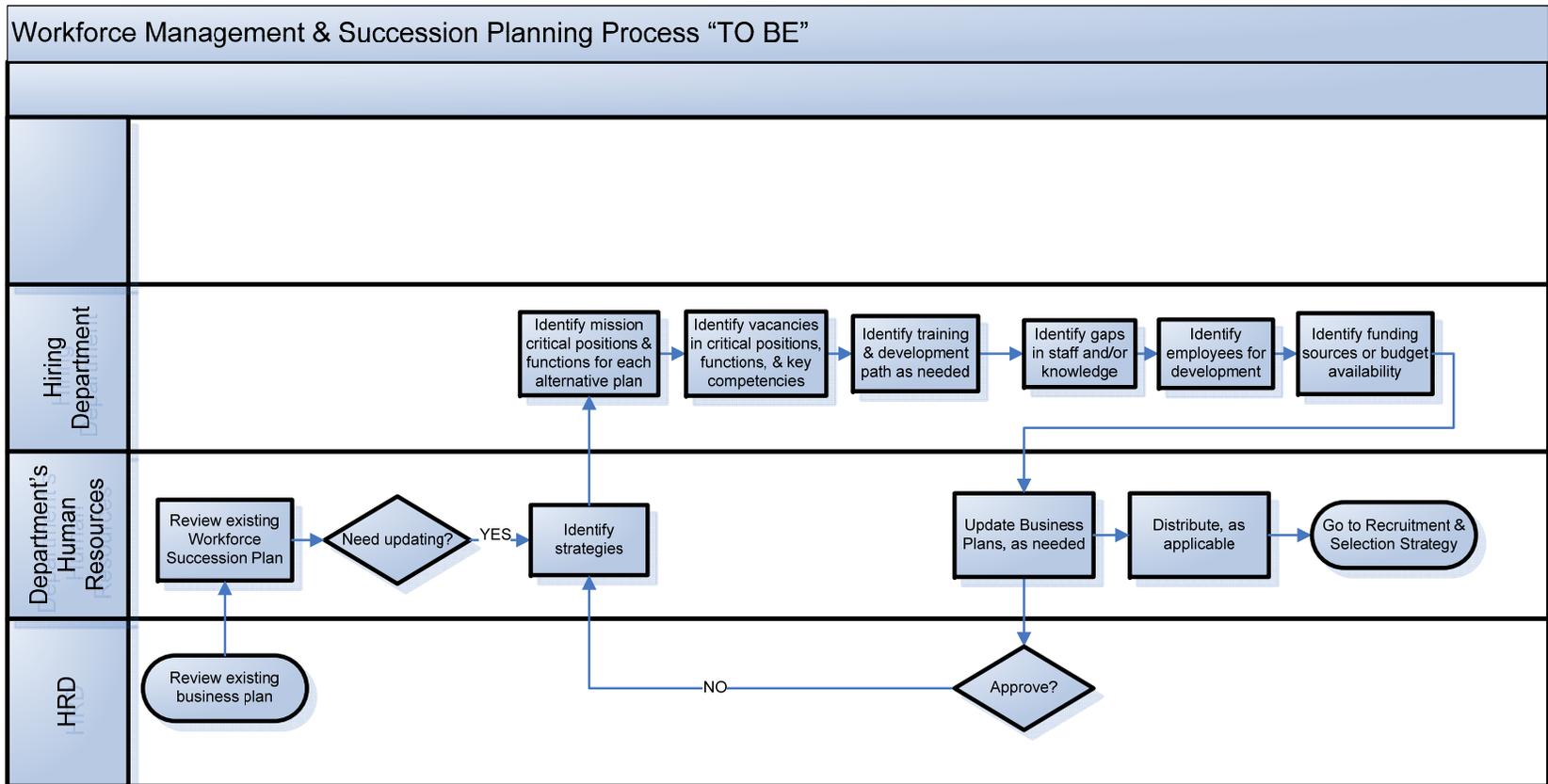
3.7 ABT Future HR Process Flow Maps:











3.8 Improvement Opportunities

3.8.1 Recruitment and Selection:

- Use of PeopleSoft by all departments for applicant tracking.
- An active pool of applicants for positions that need filling on a reoccurring basis needs to be created.
- Provide alternative online job application formats appropriate to the job type being filled.
- Jobs should be posted online daily and automatically pulled on the job's closing date.
- Automated workflow management is needed.
- Training of managers in selection skills is necessary.
- System checklist needs to be developed that is intuitive with job code, union code, etc. and generates a checklist for selection panel.
- Development of a Web-based training manual covering recruitment and selection for managers and supervisors.
- A salary link to complete request to hire above base rate and route for approval needs to be created.
- Creation of a template is needed for job offer that pulls in name, address, approved salary, etc. to generate offer letter.
- Development of an automated new employee checklist with orientation schedule, information sent for ID badge, and a key card for building access, including a system for new employee orientation with tracking complete with approvals.
- Elimination of the code requirements that require the approval of county executives for initial pay is needed. This would be a change to a county ordinance.
- Generation of an automated notification (keyed off hire date) is needed to inform a supervisor that a probationary performance appraisal is necessary.

3.8.2 Employee Leave Administration:

- Centralize leave administration in order to ensure proper compliance of very complex leave statuses, i.e. FMLA, KCFML, USERAA, ADA, WC, DRS, and WFCOA.
- Develop procedures to monitor overlaps between all the leave programs at the county and identify what statuses are applicable, to include overlaps or possible conflicts.
- Manage leave absence to ensure that only those employees entitled to county-paid benefits receive them and thus contain costs.

3.8.3 Position Management:

- One HR /Payroll system that would move to a consistent job coding structure is critical.

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- Job codes should be available through county Intranet and should include additional information such as EEO code, default FLSA, and exempt/non-exempt status.
- Timely updates of payroll systems with job codes are necessary.

3.8.4 Competency Management:

- Defined knowledge, skills and abilities and educational requirements for each job classification.
- Development of a common structure and definition of competencies to drive KSA and competency profiles.

3.8.5 Employee Performance Management:

- Implementation of a true “Merit Pay Plan” that unhooks performance appraisal from merit pay.
- Development of a performance appraisal process which can be used as an effective performance improvement tool.

3.8.6 Career and Succession Planning:

- A single HR/Payroll system with online capabilities.
- Access to HRD Consolidated Data Warehouse (CDW) could provide valuable personnel statistics.
- Establishment of a mentoring program in context of succession planning throughout the County.
- Construction of guidelines for succession planning.
- Construction of an online retirement reporting database accessible by the departments and constructed based on departmental requirements.
- Sharing of resources’ information across agencies.
- Creation of desk manuals by function.

3.8.7 List of Improvement Opportunity Priorities

Sixteen (16) improvement opportunities from five HR business processes were prioritized by the SMEs. The five HR business processes were Recruitment, Selection, Employee Leave Administration, Employee Development and Performance Appraisal and Merit Pay.

The following improvement opportunities were identified as value priorities based on the results of a prioritization exercise by the SME’s:

- Employee Leave Administration as the improvement opportunity that was the most important, and
- Performance Appraisal and Merit Pay as the second most important.

168 high value dots were distributed and 114 medium value dots were distributed by the SMEs.

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Improvement Opportunity	Ranking	
	High	Medium
Recruitment:		
<ul style="list-style-type: none"> • Use of PeopleSoft by all departments for applicant tracking. 	10	10
<ul style="list-style-type: none"> • Jobs should be posted online daily and automatically pulled on the job’s closing date. 	3	15
Selection:		
<ul style="list-style-type: none"> • Automated workflow management is needed. 	9	11
<ul style="list-style-type: none"> • Training of managers in selection skills is necessary. 	1	14
<ul style="list-style-type: none"> • Generation of an automated notification (keyed off hire date) is needed to inform a supervisor that a probationary performance appraisal is necessary. 	3	15
Employee Development:		
<ul style="list-style-type: none"> • Develop a common database to record employee training that stays with the employee. 	13	5
<ul style="list-style-type: none"> • Develop a self-service system allowing the employee to sign-up for training classes. The System should automatically inform the employee of required training and allow the departments to enter their own required and optional training, certifications, memberships, and licenses. 	8	21
Employee Leave Administration:		
<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 WFCA. 	31	1
<ul style="list-style-type: none"> • Develop procedures to monitor overlaps between all the leave programs at the County and identify what statutes are applicable, to include overlaps or possible conflicts. 	25	3
<ul style="list-style-type: none"> • Manage leave absence to ensure that only those employees entitled to County-paid benefits receive them and thus contain costs. 	28	0
Performance Appraisal and Merit Pay:		
<ul style="list-style-type: none"> • Implement a true “Merit Pay Plan”. Unhook performance appraisal from merit pay. Merit pay belongs in compensation and benefits. 	13	13
<ul style="list-style-type: none"> • Develop a performance appraisal process which can be used as an effective performance improvement tool. 	24	6

3.9 Human Resources High Payback Opportunities

3.9.1 Implement performance management best practices.

At present, King County has a performance appraisal process in place that, when used, reportedly meets their needs. Additionally, the county has an employee development plan process by which employees are able to rate themselves and identify areas in which they wish to grow and move as their career with the county progresses. Neither the performance appraisal nor the employee development plan processes are mandatory, nor are they used consistently.

3.9.2 Refine and standardize the collective bargaining processes.

Currently, King County operates under the terms of 85 collective bargaining agreements and 65 union contracts. The language and terms of these collective bargaining agreements and contracts varies considerably. These disparities have resulted in grievances and litigation because of misinterpretations of the contract language.

3.9.3 Develop and implement succession planning and mentoring programs.

Over the next 3-5 years, approximately 30 percent of the current King County work force will become eligible for retirement. As these long-term county employees leave King County, a great deal of position or business specific information will leave with them.

3.9.4 Automate, integrate, and standardize processes.

One of the most significant problems facing the Human Resources Business Area is the presence of two primary HR/Payroll systems. Additionally, due to the limitations in accessing data in one or both of the primary systems, the departments have found it necessary to purchase or develop ad hoc systems that will better support their individual needs.

3.9.5 Implement quality management.

Currently, King County does not have a formal quality assurance program. Numerous challenges arise in the absence of a quality assurance program including a lack of communication as to needs and expectations; a mentality that “since we’ve heard nothing all must be o.k.”; a lack of accountability to process evaluations; and a failure to continually improve policies, processes, and procedures based upon feedback.

3.10 Impacts, Benefits, Issues and Decisions

3.10.1 Impacts

Recruitment and Selection:

- Applicants,
- Agency staff.

Employee Leave Administration:

- Large cultural change,
- Training for employees and managers.

Position Management:

- Countywide impact especially agencies with employees who change location assignments several times a year.

Competency Management:

- Need to identify employees who will be impacted by this change.

Employee Performance Management:

- Large cultural change,
- Employees,
- Management,
- Union contracts and collective bargaining agreements.

Career and Succession Planning:

- Large culture change,
- Increased diversity in the workplace.

3.10.2 Benefits

Recruitment and Selection

- Web-based,
- Central database eliminates duplicate data entry,
- Work flow enabled,
- Integrated to HR,
- Improves time to hire,
- Improves competition for resources,
- Increases credibility,
- Creates a transparent process,
- Improves job fair access.

Employee Leave Administration:

- Work flow enabled,

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- Flexible rules templates,
- Streamline absence requests,
- Available 24/7,
- Cost reduction – improve benefits management – no longer pay employees benefits that they are not eligible to receive,
- Improves leave entitlement,
- Increases timeliness and accuracy,
- Allows employees to forecast their leave and see current leave utilized,
- Support leave donation,
- Improves consistency across county in leave application procedures,
- Monitors overlaps between all programs at the county and what statutes are applicable and the overlaps or possible conflicts,
- Increases communication,
- Increases accuracy in benefit payments,
- Reduces risk of improper determinations,
- Improves consistency of application involving litigations, tort claims and grievances,
- Improves supervisory and managerial consistency,
- Better performance management,
- Reduces number of arbitrations,
- Reduces number of lawsuits.

Position Management:

- Improves data accuracy,
- Permits better control and approval processes ,
- Creates a reporting hierarchy (reports to),
- Can be used to create Org Charts,
- Streamlines data entry by auto populating dept, FTE, shift, etc. (reduces volume and increases accuracy),
- Streamlines creation of job requisitions and requirements by identifying the positions you can recruit,
- Assists with setting up security for the PeopleSoft system,
- Enables the use of FTE budgeting and tracking,
- Provides the ability to track filled and unfilled positions,
- Enables the ability to track changes to positions historically,
- Enables the use of Succession Planning,
- Allows an organization to maintain fewer, more generic, job codes,
- Will be able to use PeopleSoft delivered position reports (e.g. Vacant Positions, Incumbent History, Position Hierarchy),
- Can be used to model potential organization changes.

Competency Management:

- Reduces process turnaround time,
- Greatly improves efficiencies,

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- Improves accuracy,
- Improves consistency,
- Greatly improves quality of hire,
- Achieves higher retention levels due to better job matching to applicants.

Employee Performance Management:

- Fairness,
- Increases productivity,
- Rewarding of true outstanding performance, rather than length of service,
- Employees will have a clearer understanding of what is expected of them,
- Employees will steadily enhance their performance,
- Employees will have the opportunity to prepare themselves for career growth,
- Leaders will have the training and tools to manage performance in a consistent, open and equitable manner,
- Provides a performance feedback tool rather than a pay increase tool,
- Improves communication of performance expectations,
- Provides support for disciplinary actions,
- Provides further awareness of core values of the organization,
- Results in performance appraisals for every county employee,
- Provides ready reference to support day-to-day activities,
- Encourages process efficiencies,
- Encourages standardization of processes and application of policies.

Career and Succession Planning:

- Ensures that as the county workforce changes, critical knowledge is effectively maintained as necessary to meet business needs,
- Consolidates employee data,
- Better workforce, employee morale,
- Better organization and planning capabilities,
- Better management of workforce. Increased efficiencies,
- Would provide a standardized program across the county,
- Greatly improves efficiencies,
- Improves accuracy,
- Improve consistency,
- Greatly improves quality of hire,
- Achieves higher retention levels due to better job matching to applicants,
- Reduces process turnaround time,
- Improves workforce development,
- Allows for targeted recruiting,
- Increases awareness of diversity,
- Supports Affirmative Action Plans,
- Provides ability to forecast vacancies,
- Improves retirement planning for employees,
- Allows for pre-placement and turnover support,

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- Reduces time to bring new employee up to speed,
- Provides additional training method,
- Provides greater flexibility to hire the best candidates,
- Provides greater accountability to hire the most qualified candidates for specific positions.

3.10.3 Issues:

Listed below are issues identified during the HLBP. The issues are categorized as Activity, Planning, Management and Scope, as defined in the ABT program Issue Management Plan (see Appendix I for full definitions). No specific risks beyond already identified ABT program risks were identified. Specific tasks to address these issues will be included in the HLBD work plan.

Planning Issues:

- Not all applicants have access to computers or the Internet which may result in a loss of qualified candidates. A decision will need to be made to continue or not continue the employment application paper process,
- A decision will need to be made regarding what HR tasks will be centralized and decentralized,
- The impact of implementing position management functionality countywide will need to be assessed.

Management Issues:

- It will take a huge effort to document current KSAs and enter them into PeopleSoft,
- A decision will need to be made as to whether the county should purchase the ePerformance module to enhance the employee performance management business process,
- The HR business practices may be applied inconsistently by the departments,
- Labor Relations will need to bargain the changes that will affect represented employees.

3.10.4 Decisions:

Recruitment and Selection:

- Implement countywide?
- How will differences in hiring processes among agencies be dealt with?
- Will paper process continue?
- Will PCs be setup in HR departments for applicants?

Employee Leave Administration:

- Need to define control processes – centralized vs. decentralized.

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Position Management:

- A decision was made to implement position management using system functionality and strong business rules.

Competency Management:

- Where and who will manage this data?
- How far down the organization levels will this be implemented?
- What role will labor have in this process?
- What are the steps that need to be taken to address employees who are impacted?

Employee Performance Management:

- Should ePerformance module be purchased?
- When should process be implemented?

Career and Succession Planning:

- When should process be implemented?