AN EVALUATION AND PROCESS IMPROVEMENT OF THE SCVRD EMPLOYEE

NETWORK ACCESS PROCEDURES

Certified Public Manager (CPM) Project

Evaluate and Improve the Effectiveness of the South Carolina Vocational Rehabilitation

Department Employee Network Access Procedures

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INTRODUCTION

Background

South Carolina Vocational Rehabilitation Department (SCVRD) has offices throughout the state with over 1000 employees serving South Carolinians with disabilities. More information about the agency can be found at the following link. <u>SCVRD website</u>

Every full time employee has computer access to the SCVRD network through agency computers or through the Social Security Administration (SSA) network at Disability Determination Services (DDS) using Terminal Services. The Employee Leave and the Employee Performance Management System (EPMS) applications are computer based as well as the Case Management System (CMS), Finance, Human Resources (HR), Procurement and Training Centers systems. Almost all positions with the agency require an employee to use their assigned computer daily to perform their job functions. Employee access to the different computer systems are based on the employee's job functions. New employees need access to the SCVRD network on their first day of work and job changes for existing employees require their computer access changed quickly.

Problem Statement

Employee network access requests are initiated by a Network ID Request form and direct contacts by email or phone. In some cases Information Technology (IT) is not notified until after the action is needed and, on occasion, not at all. Current Network ID Request forms are not accurately nor completely filled out causing delays in processing requests. There is no method in place to assign email groupings consistently causing employees to miss critical group emails. Employee program access through the application menu is not always invariable for employees assigned the same job duties.

If network access is not granted, removed or corrected employees cannot do their job properly and security violations are probable. The system for assigning counselor access is complicated by the additional assignment of caseload in CMS and budget information for procurement. For a counselor to be able to have full computer access, a network ID request has to be completed by HR. In addition, all employee data must be entered in the OHR system. With respect to the employee profile, their CMS access level is assigned, a caseload is assigned by Area Development Directors and caseload data entered (goals, team, caseload number, name). An applicable caseload budget is entered, applications menu assigned, network account created, and email groups are designated.

The counselor network access is the most complicated but all employees' network access is dependent on manual entries by multiple areas of the agency. If any of the entries are not completed properly or timely, the employee will not be able to perform their job correctly.

Definition of Terms

<u>Application menu</u> – This is a program that controls which programs are available to the employee and is how the employee launches their assigned programs.

<u>Area Development Directors</u> – Each of the three directors are responsible for multiple area offices.

<u>DDS IT Support</u> – Division of IT that supports the Disability Determination Services area of the agency.

<u>Email groupings</u> – Email groups facilitate mass emailing. Groups are comprised of similar users such as all counselors or all area supervisors. Individual email accounts can be members of multiple email groups.

<u>Help Desk</u> – Division of IT that routes and resolves IT related problems for agency employees.

<u>Human Resource Action Requests form</u> - This form is used to request an HR action such as new hires, promotions, terminations, relocations.

<u>IT</u> – Information Technology – The IT department includes Network Support, Systems Development, Telecommunications, Help Desk and the DDS IT Support Group.

<u>Network Access</u> – This includes the employee's computer account, password, email account, email grouping, application menu access on the SCVRD network.

<u>Network ID Request form</u> – Form is submitted electronically to establish or modify network access and hardware.

<u>Network Support</u> – Division of IT that assigns user accounts and email groupings.

<u>OHR</u> – Office of Human Resources

Outlook - A Microsoft program consisting of email, calendar and other functions

<u>Password</u> – Used in combination with the User-ID to logon to the system. The initial password assigned by Network Support must be changed by the user during the first logon.

<u>Request for IT services form</u> – This is the form used to request information technology services. The form is submitted electronically and is also known as an '81' request designated by the form number.

SCVRD - South Carolina Vocational Rehabilitation Department

Systems Development Manager – Is the manager for the group that includes programmers, database specialists, and the system analysts.

<u>User-ID</u> – This is the identification an employee uses to logon on to the system. It is based on the employee's name with added characters if needed to make it unique.

Data Collection

The primary data needed for this project was from the 'Request for Employee Network ID' form. (See appendix A) Data used in this analysis are all 'Request for Employee Network ID' forms processed from July 1, 2006 through September 30, 2006. These requests are emailed to IT, Case Services and Budgets to be processed. When the menus have been assigned a copy of the email request is put in the 'Completed Network ID Request' folder in Outlook. The completed date is also hand written on a printout of the forms after the menu and ID have been created.

When requests are received Network Support assigns an ID, initial password, and email grouping as needed for the new or existing employee. Menus are assigned by the Assistant IT director or in his absence the Systems Development Manager. Menus are assigned by looking at the job title of the employee and in some cases comparing it to someone in a similar role. HR maintains a spreadsheet log of all Human Resource Action Requests. All of these requests are scanned and emailed to the Human Resources Action Request Mailbox. The log details when the request was received and when it was processed. The time period used in analyzing the logs (see appendix B) was July 1, 2006 through September 30, 2006. There were164 Network ID requests logged during the period.

Current menu group assignments for all counselors were chosen to be reviewed for consistency in assignment by creating a report (see appendix C) from the menu database assignment table. Network Support uses a printout of the email groupings (see appendix D) when a User-ID is created. A count was also done on the number of entries in the Counselor email group. A successful Network ID request is when all steps in assigning network access (see appendix E) are accurately completed prior to or on the effective date for new employees or on the effective date for existing employees. The exceptions are requests for employees leaving. Employee leaving requests must be completed within a week of the employee leaving to prevent unauthorized access. Employee leaving requests should not be completed prior to the employee leaving so the employee can continue working until the last day of employment.

During the quarter examined there were 164 Network ID requests processed with 62 requests completed after the effective date of the action. This is a 37% failure rate on timely completions of Network ID request. By comparing the completed dates with the effective date and the date the request was received by IT, a determination can be made whether the requests were processed timely by IT. One of the late requests was completed in excess of 1 day after the request was sent by HR. The rest of the requests were completed on the same day or by the next business day.

By comparing the 'effective date' from the request to the date the request was emailed to the HR Action email box it can be determined if the request was sent in time by HR for it to be processed when needed. HR considers a request a success if it is processed within 7 days of receiving the request. There were 216 requests during the time period with 25 requests completed after the 7 day period. The number of HR Action requests is higher than the number of Network ID request because some of the HR Action requests (such as a temporary salary adjustment) do not require a change in network access. This is an 11% failure rate on processing the requests during the quarter. There were also 38 (17%) requests received in the HR action mailbox after the effective date of the action.

The counselor position was chosen for analysis of menu assignments and email grouping since this is the largest job group in the agency. All counselors should have the same email groupings and menu access. There were 185 counselors at the agency when the menu assignment

and email grouping analysis was done. A lack of consistency was found in the menu assignment of counselors. There were also 218 employees in the Counselor email group. This is 33 more employees than we have counselors assigned to this email group. In looking at how Network IDs were assigned by the Networking group the password assigned was always the same. The password was required to be changed on the first logon by the user but the User-ID was predictable. This could lead to unauthorized access to our network.

Data Analysis

In analyzing the data the following problems were identified:

- No documentation on menu assignments by job title.
- It is a very manual (time consuming) process by HR and IT.
- Depends on the individual (IT and HR) to be consistent in processing requests.
- Password security issue.
- Email groupings have not been reviewed and verified.
- Network ID requests do not show what previous position was held so that the old email group can be deleted.
- 37% of Network ID requests were completed late.
- IT completes requests quickly but menu grouping assignments are inconsistent.
- 17% of HR Action requests are received after the effective date.
- 11% of HR Actions requests take longer to process than the 7 days allowed.

The manual process, lack of documentation and inability to track progress of requests were identified as the primary causes of the recognized problem areas with the existing process. In reviewing the identified problems with management it was decided that any solution must meet the following criteria:

- Menu access must be consistent for each job title.
- Automate the manual process where possible to reduce employee time used on Network ID processing.
- Email groupings must be consistent for each job title.
- Reduce the Network ID requests completed late as much as possible.
- Eliminate the password security issue.

To meet these goals a team was put together in IT consisting of the following people:

- Jay Rolin IT Director
- Kanika Darby Applications Analyst
- Aniha Davis Applications Analyst
- Radha Tirumalaraju Database Specialist
- Mia Howard Project Specialist
- Lynn Goodman Systems Development Manager
- Robert Luther Assistant IT Director

Implementation Plan (see appendix F)

After analyzing the data and the requirements of management it was decided by the team that a system (applications and stored procedures) would be developed to automate the assignment of menu groups, email groups, user-ids, initial passwords, Case Service access levels, and email notification of appropriate users. This system will be able to handle menu assignments for field employees. There will be exceptions needed for certain State Office employees due to the nature of their jobs. Due to Microsoft security, user-ids and email groupings can not be assigned directly by the system. An email will be generated by the system to the Network Support group for entry into the network (see appendix E). The email will include the generated User-ID, initial password, and email groups for the employee. If a menu group is not available for a job title the system will assign a default menu group and include the error in an email to the appropriate group.

OHR sends a file to SCVRD daily that has employee information so that HR will not have to enter the information twice. This system was deployed approximately one year ago. Prior to that, HR had to enter the information twice. By modifying the information that we import into our system we were able to get pending information about employee changes (new hires, reclassifications, terminations, etc.) before the action occurred. This meant that the system could process actions on the day the action was scheduled to occur without intervention from anyone except for the part that the Network Support group had to complete manually. Network Support will receive an email stating exactly what needs to be entered into the system and when it needs to be entered. Network ID Automation, program user documentation and automated email examples (see appendix G) were created to assist in training the employees that were directly affected by the change in procedures. This system will eliminate the need for a Network ID request to be created for each employee by HR and eliminate the manual menu assignment by the Assistant IT Director.

If HR does not enter the information into the OHR system in time, the ID and other assignments will not occur in time. HR has readily agreed to enter the information on time because the new system will save time by eliminating the Network ID Request emails. The system depends on accurate information being maintained in the menu and email grouping tables. Updates to these tables will need to be done when menu groupings or email groupings need to be changed. IT and Case Services have regular meetings to review these types of issues. Assignment of Counselor ID requests are complicated by the need to assign a caseload to the counselor as well as budget information for the counselor. The HR action form will need to be modified to allow for entry of the caseload information by the managing Area Supervisor. HR will enter this information into OHR's system in an optional field. This will allow the automated system to assign the caseload and budget information automatically. If it is a new caseload then an email will let the Budget Department and Case Services know that it needs to be assigned. To identify which counselors do not have all of the required information, a nightly computer batch routine will check the information for all counselors and send an email to the Budgets Department, Case Services and IT.

Evaluation Method

Management determined that there were five criteria that had to be met for this project:

- Menu access must be consistent for each job title.
- Automate the manual process where possible to reduce employee time used on Network ID processing.
- Email groupings must be consistent for each job title.
- Reduce late completion of Network ID requests as much as possible.
- Eliminate the password security issue.

Due to the design of the system menu access and email groupings assignments will be consistent for each job title. A regular review by the Case Services and other stakeholders will need to be done to insure that the assignments meet the requirements of the positions of the employees. A random generator is creating the initial passwords and will need to be reviewed by the Network Administrator regularly to insure that it is functioning properly and procedures are being followed in Network Support. Reports will now be able to be run to compare the employee's action date with the automated ID assignment to insure the system is performing properly and that HR is entering the data in OHR's system on time. This report will show if the system has reduced the Network ID requests that are completed late. When the system has been fully implemented, HR and IT personnel will be interviewed to uncover any other issues that need addressed as well as making sure that employee time savings are occurring as expected.

Appendix A

Personal Personal Personal Personal Personal Employee Employee Leaving Effective Date: 07/02/06	el Employee Employee Position Change Name Change
Name of Employees: Tracy Manning	Position: Employment Coach
Office: Spartanburg AO	Org Code: 2201
Received By IT Director.	Date
Assistant Commissioner 1 Email Group(s)	Regional Supervisor
Hardware Installation Required: 🗌 Yes 🗌 No	
Hardware Removal Required. 🗌 Yes 🗌 No	Date
Menu's Requested: (1):	Org Code:
(2).	Org Code:
(3):	Org Code:
Assigned	1 to
Ass't IT Director.	Yes No
	Yes No
Systems:	
PC Repair	Yes No
Networking.	□Yes □No
User Files - Move Remove.	
User Name - 🛄 Assigned 📃 Removed:	
	Received Comp 07/14/06 07,

Name	Org. Code	Action Code	Date Email Rec'd	Date Signed by Eric	Days to Process	Days for Email to be sent	Effective Date	effdate- daterec.	Days for letter to go to Commissioner	Letter sent to L Bryant	Notes	email sent
John Doe	2604	17	09/05/2006	09/11/2006	6	10	09/05/2006	0.00	4	09/15/2006	ds	09/15/2006
John Doe	2604	17	09/05/2006	09/11/2006	6	10	09/05/2006	0.00	4	09/15/2006	ds	09/15/2006
John Doe	2409	6	08/03/2006	08/03/2006	0	1	08/04/2006	1.00	1	08/04/2006	d	08/04/2006
John Doe	2601	6	08/16/2006	08/17/2006	1	6	08/17/2006	1.00	5	08/22/2006	d	08/22/2006
John Doe	2108	6	09/12/2006	09/13/2006	1	3	09/13/2006	1.00	1	09/14/2006	d/redo	09/15/2006
John Doe	2301	12	08/16/2006	08/17/2006	1	6	08/17/2006	1.00	5	08/22/2006	d	08/22/2006
John Doe	1103	17	08/16/2006	08/21/2006	5	6	08/17/2006	1.00	1	08/22/2006	d	08/22/2006
John Doe	203	2	08/15/2006	08/15/2006	0	2	08/17/2006	2.00	2	08/17/2006	d	08/17/2006
John Doe	2701	6	07/03/2006	07/03/2006	0	8	07/05/2006	2.00	8	07/11/2006	ds	07/11/2006
John Doe	107	6	07/03/2006	07/03/2006	0	8	07/05/2006	2.00	8	07/11/2006	ds	07/11/2006
John Doe	901	6	09/08/2006	09/08/2006	0	5	09/10/2006	2.00	4	09/12/2006	ds	09/13/2006
John Doe	901	6	09/08/2006	09/08/2006	0	5	09/10/2006	2.00	4	09/12/2006	ds	09/13/2006
John Doe	901	6	09/08/2006	09/08/2006	0	5	09/10/2006	2.00	4	09/12/2006	ds	09/13/2006
John Doe	200	12	08/15/2006	08/15/2006	0	2	08/17/2006	2.00	2	08/17/2006	d	08/17/2006
John Doe	1401	17	08/31/2006	08/31/2006	0	0	09/02/2006	2.00	0	08/31/2006	d	08/31/2006
John Doe	1404	17	08/31/2006	08/31/2006	0	0	09/02/2006	2.00	0	08/31/2006	d	08/31/2006

Appendix B

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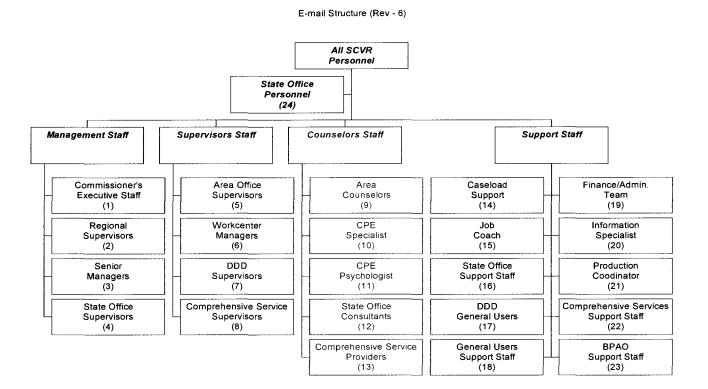
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Appendix C - Counselor menu assignments report

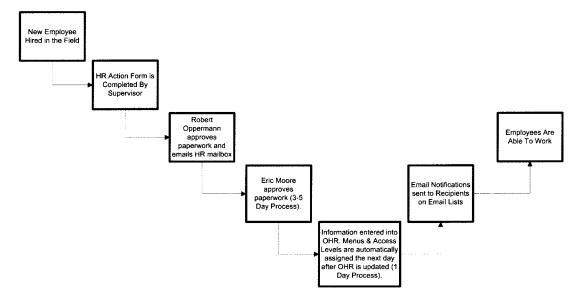
There were four different menu group assignments in the Counselor job title group.

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Appendix D

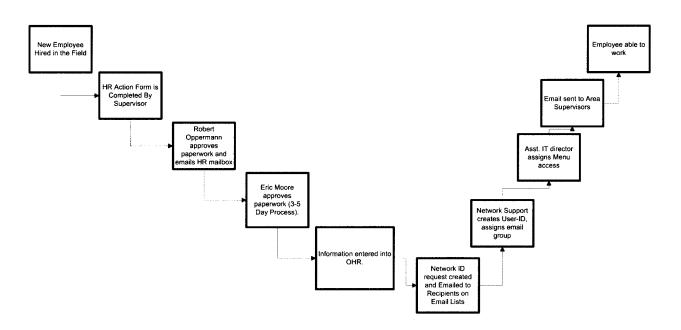


Appendix E



New Employee (Regular): New Automation Process for New Employees

New Employee (Regular): Manual Process for New Employees



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Timeframe	Person Responsible	Resources needed	Action needed
Jul-Sep 2006	Jay, Robert, Human Resources		Information gathering
Sep-Oct 2006	Radha, Kanika, Aniha, Jay	OHR information available	Design tables to store data about menu, email groups
October 23, 2006	IT team	Meetings with CS	Email groups determined
			Met with IT managers and HR managers to discuss updates with
November 3, 2006	IT team, HR Director		the automation program - initial test begins (Srv 8)
Nov -Dec 2006	Mia, Jay, Robert	Meetings with CS, Database help	Menu assignments by Job Title
			Testing moved from server 8 to server 2 (from test server to
Decmber 1, 2006	IT team		production server)
			Get OHR information about pending HR actions and store in
November 2006	Radha, Kanika, Lynn	OHR pending information	database
, , ,			Develop program and stored procedures to automate email
			notification, email groups, menu assignments and password
Nov 2006 - Jan 2007	Radha, Kanika, Aniha	User input	generation.
January 5, 2007	IT team, CS Director		Finalized CMS access list and Menu groupings
· · · · · · · · · · · · · · · · · · ·			Meet with other analyst and IT managers to discuss adding case
January 8, 2007			load information to the Automation program
January 2007	Kanika, Radha, Aniha, Robert		Testing of application and stored procedures
January 2007	Kanika, Aniha	User meeting	Training of new system
			Meeting to discuss adding case load information to the
January 8, 2007	IT team		Automation program
	IT team, CS Director, Budget		
	Director, Area Office Dev.		Meeting to discuss adding caseload to the HR action forms and
January 22, 2007	Director, HR Director		implementing it into the Automation program
Jan-Feb 2007	Robert, Radha, Aniha		Running automated system and verifying with manual system
February 2007	IT team		Working on code for terminations and caseload/budget codes
			Running automated system in production. Radha will monitor for
February 2007	Radha		errors.
February 2007	Aniha, Radha, Kanika		Add in automated Counselor assignment module
March 2007	IT team		Test and deploy final version

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Automation Program

Overview

The purpose of the Network ID Application is to automate the manual process of creating UserIDs and Email Addresses for new employees. The automation will also take care of assigning Menus and CMS Access based on position. Email notifications will be sent to recipients (if applicable) listed at the end of this document.

Network ID Application

The purpose of the Network ID Application is to automate the manual process of creating UserIDs and Email Addresses for new employees. The automation will also take care of assigning Menus and CMS Access based on position. Email notifications will be sent regarding new employees.

UserID:	The program will create UserIDs for new employees to access our Software Applications. A UserID is required to access applications like the Employee Leave System and EPMS. An email notification will be sent to the networking group to assign a UserID to logon to a computer system.
Email Addresses:	The program will create SCVRD email addresses for new regular employees. Networking will have to assign email addresses for DDS employees and be responsible for creating the actual outlook email accounts.
Menus:	Automatically assigns menus for employees based on position (i.e. Personnel will be assigned a Personnel Menu, Counselors will be assigned a Counselor Menu, Supervisors will be assigned an Administrative Menu, etc.) Robert Luther will still have to manually assign menus on an as needed basis (i.e. when a Budget employee needs a Finance menu and when multiple menus are required).
Employee Access:	Case Services decided the level of access, by position, for access to the CMS program. Access levels are given to employees based on position. There will be cases when employee access will require a manual update and there is a another program to use for this purpose.

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Email Notifications:	Notifications sent for new employees (Includes Name, UserID,
	Email Address, OrgCode, Position, Access Level, & Menu)

Emails will be sent out to specified personnel. Recipients include individuals listed on the General New Employee Email List, Case Services New Employee Email List, and DDS New Employee Email List. Please see lists of recipients at the end of this document.

Sample Email – USERID AND EMAIL NOTIFICATION – CASE SERVICES EMPLOYEE

DO NOT REPLY - A USERID AND EMAIL ADDRESS HAS BEEN CREATED FOR THE FOLLOWING: John Doe ORGCODE: 2002

ROBERT LUTHER - PLEASE VERIFY IF ADDITIONAL MENUS ARE NEEDED

USERID: JDOE EMAIL: JDOE@SCVRD.STATE.SC.US POSITION: PRODUCTION ASSOCIATE I MENU: VRCEN01 CMS ACCESS LEVEL: 2

DO NOT REPLY - THIS MESSAGE IS AUTOMATICALLY GENERATED. If you have any questions please contact the Help Desk by using the Help Desk application or calling (803)896-6825

Sample Email – USERID AND EMAIL NOTIFICATION – DDS EMPLOYEE

DO NOT REPLY - DDS EMPLOYEE - PLEASE MODIFY EMAIL ADDRESS

A USERID AND EMAIL ADDRESS HAS BEEN CREATED FOR THE FOLLOWING: John Doe ORGCODE: 2002

ROBERT LUTHER - PLEASE VERIFY IF ADDITIONAL MENUS ARE NEEDED

USERID: JDOE EMAIL: UNASSIGNED POSITION: PRODUCTION ASSOCIATE I MENU: GENER01

DO NOT REPLY - THIS MESSAGE IS AUTOMATICALLY GENERATED. If you have any questions please contact the Help Desk by using the Help Desk application or calling (803)896-6825

<u>Sample Email – USERID AND EMAIL NOTIFICATION – REGULAR(GENERAL)</u> EMPLOYEE

DO NOT REPLY - A USERID AND EMAIL ADDRESS HAS BEEN CREATED FOR THE FOLLOWING: John Doe ORGCODE: 2002

ROBERT LUTHER - PLEASE VERIFY IF ADDITIONAL MENUS ARE NEEDED

USERID: JDOE EMAIL: JDOE@SCVRD.STATE.SC.US POSITION: APPLICATIONS ANALYST MENU: GENER01

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CMS ACCESS LEVEL: 0

DO NOT REPLY - THIS MESSAGE IS AUTOMATICALLY GENERATED. If you have any questions please contact the Help Desk by using the Help Desk application or calling (803)896-6825

Networking and Area Supervisor Emails

Sample Email – CASE SERVICES EMPLOYEE

DO NOT REPLY - A USERID AND EMAIL ADDRESS HAS BEEN CREATED FOR THE FOLLOWING: JOHN DOE ORGCODE: 1501

USERID: JDOE EMAIL: JDOE@SCVRD.STATE.SC.US POSITION: CASE SERVICES COORDINATOR II TEMPORARY PASSWORD: 64735049 URGENT - PLEASE SUBMIT 81 REQUEST FORM TO REQUEST HARDWARE FOR NEW EMPLOYEE PROGRAM

> L Note: Email sent to Networking and Supervisor(s) only so that the form requesting a computer for the new employee is submitted before the employee's start date.

DO NOT REPLY - THIS MESSAGE IS AUTOMATICALLY GENERATED. If you have any questions please contact the Help Desk by using the Help Desk application or calling (803)896-6825

Sample Email - DDS EMPLOYEE

DO NOT REPLY - DDS EMPLOYEE - PLEASE MODIFY EMAIL ADDRESS

A USERID AND EMAIL ADDRESS HAS BEEN CREATED FOR THE FOLLOWING:

JOHN DOE ORGCODE: 1501

USERID: JDOE EMAIL: UNASSIGNED POSITION: DDS OFFICE ASSISTANT TEMPORARY PASSWORD: 64735049 URGENT - PLEASE SUBMIT 81 REQUEST FORM TO REQUEST HARDWARE FOR NEW EMPLOYEE PROGRAM

> L Note: Email sent to Networking and Supervisor(s) only so that the form requesting a computer for the new employee is submitted before the employee's start date.

DO NOT REPLY - THIS MESSAGE IS AUTOMATICALLY GENERATED. If you have any questions please contact the Help Desk by using the Help Desk application or calling (803)896-6825

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Special Emails

The email below is a special email sent to Human Resource and IT employees when an employee changes his/her last name.

Sample Email – EMPLOYEE LAST NAME CHANGE

Subject: Employee Yellow Card - Last Name Change THE FOLLOWING INFORMATION HAS BEEN UPDATED IN THE EMPLOYEE YELLOWCARD SYSTEM: JANE TESTNAME New User ID: JTESTNAME New Email Address: JTESTNAME@SCVRD.STATE.SC.US

DO NOT REPLY - THIS MESSAGE IS AUTOMATICALLY GENERATED. If you have any questions please contact the Help Desk by using the Help Desk application or calling (803)896-6825

The email below is a special email, for a Regular (General) employee, sent to the employee's Area Supervisor and IT employees when an employee's position changes.

Sample Email- REGULAR (GENERAL) EMPLOYEE POSITION CHANGE

Subject: Position Description Change Notification

DO NOT REPLY - POSITION DESCRIPTION HAS BEEN CHANGED: JOHN DOE ORGCODE: 1321

POSITION TITLE: PRINT SHOP SUPERVISOR ACCESS LEVEL: 4 MENU: GENER01

DO NOT REPLY - THIS MESSAGE IS AUTOMATICALLY GENERATED. If you have any questions please contact the Help Desk by using the Help Desk application or calling (803)896-6825

The email below is a special email, for a DDS employee, sent to the employee's Area Supervisor and IT employees when an employee's position changes.

Sample Email – DDS EMPLOYEE POSITION CHANGE

Subject: Position Description Change Notification

DO NOT REPLY - DDS EMPLOYEE - POSITION DESCRIPTION HAS BEEN CHANGED: JOHN DOE ORGCODE: 2021

POSITION TITLE: PRINT SHOP SUPERVISOR ACCESS LEVEL: 4 MENU: GENER01

DO NOT REPLY - THIS MESSAGE IS AUTOMATICALLY GENERATED. If you have any questions please contact the Help Desk by using the Help Desk application or calling (803)896-6825

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Automation Program Email Recipient Lists

General New Employee Email List JOHN DOE

Case Services New Employee Email List JOHN DOE DDS New Employee Email List JOHN DOE