


FEBRUARY 4, 2022

Human Resources eToolKit

A PROACTIVE APPROACH TO HUMAN RESOURCES

JESSICA HOOD
DEPARTMENT OF ADMINISTRATION



Reporting and Analytics

Workplace Conflict Resolution

Performance Management

Time and Leave Administration

Introduction

In 2015 the South Carolina Department of Administration (Admin) was established as a result of the South Carolina Restructuring Act of 2014 (Act 121). The Department was created as a cabinet agency with the purpose of working closely with the Governor to further the state's efforts to better serve South Carolinians. Admin provides training, operation of the statewide enterprise accounting system, IT shared services, state fleet management, citizen assistance programs, state real estate services, preparation of the Executive Budget, state-owned building management and human resources guidance and support.

Within each of these functions, Admin strives to achieve its mission:

“Lead to identify efficiencies. Collaborate to provide services to enhance security and trust. Innovate to increase effectiveness.”

Each year Admin identifies strategic goals which will advance the agency's effort to align with its mission. These goals are outlined in Admin's annual strategic plan. In 2021 three key objectives were identified to support the continued goal to “recruit, develop, and support employees to serve the state and its citizens.” In particular, executive leadership recognized a growing need for the agency to “foster employee investment in the success of the agency's services through communication and accountability.” (Exhibit 1)

Admin's Strategic Plan Goals and Objectives



Lead. Collaborate. Innovate.

- Recruit, develop, and support employees to serve the state and its citizens.
 - Facilitate professional growth through organizational and employee development initiatives.
 - Develop initiatives to recruit and retain employees.
 - Foster employee investment in the success of the agency's services through communication and accountability.
- Advance an enterprise approach to state government services.
 - Partner with agencies to create and improve statewide services.
 - Collaborate with agencies and other stakeholders on new and innovative services and systems.
 - Provide direction and guidelines necessary to advance an enterprise approach.
- Provide a customer focus for all agency services and products.
 - Modify existing processes, systems and communication methods to improve the customer's experience with Admin's services.
 - Develop standards for measuring and managing the customer experience.
- Promote transparency and accountability in managing the resources of the state.
 - Develop and manage initiatives to enhance the accuracy and consistency of data.
 - Expand public awareness and data-driven decision making through enhanced reporting of data.
- Advance the protection of citizen's data.
 - Continuously enhance the security of the state's Enterprise Resource Planning System.
 - Mature Information Security and Privacy Programs.

Exhibit 1 – Admin Strategic Plan

Within the 2021-2022 Strategic Plan a specific task was assigned to Admin Human Resources (HR) regarding this objective. HR is to develop resources which assist supervisors in the management of their employees – to include performance management and accountability.

Problem

Admin policies, procedures and forms are stored on Admin's SharePoint intranet pages for employees to access as needed. Employees are required to acknowledge critical HR policies and procedures at the time of hire and on an annual basis. In addition to these policy acknowledgements, some limited training is available upon request; However, there is not a

standardize process in the communication and explanation of HR guidelines, resources, and responsibility.

Furthermore, most employees (supervisors and non-supervisors) do not utilize Admin's SharePoint pages to access these policies and procedures. HR continuously receives requests for copies of forms or guidance on basic policy and procedural questions. From these interactions, it is also apparent many supervisors know certain benefits or policies exist; however, they do not always understand their correlating roles or responsibilities.

This lack of process creates inefficiencies and more time allocated to repetitive, remedial work rather than proactive and vital functions of HR. An in-depth review of this problem is needed to determine the critical elements that should be incorporated or addressed in the new process. Moreover, the identified and selected process should meet the agency's strategic goal while also addressing the specific concerns identified from the internal assessment. An effective process should:

1. Successfully communicate essential HR policies, materials, and employee benefits.
2. Support supervisors in their respective roles.
3. Reduce HR's involvement in managing the managers supervisory functions.
4. Decrease the amount of time spent responding to repetitive, basic policy or procedural questions.

In addition to core HR functions, the Admin works with agency division directors to compile daily reports for executive leadership review. This data is cross-referenced within HR and manually compiled into one report before final submission. The current process makes this task time

consuming and cumbersome. Autonomizing certain portions of this process would assist in making this more process efficient.

HR will need to utilize as many budget neutral tools and resources as possible in the creation of this process.

Data and Analysis

HR reviewed Admin’s policies and procedures to identify the ones in which they believe are essential for supervisors to possess a fundamental understanding. Out of the thirty-four (34) policies and procedures, HR identified ten (10) policies:

Affirmative Action	Grievance
Annual/Sick Leave	Leave Without Pay
Anti-Harassment	Other Leave
Disciplinary	Workplace Violence
Family and Medical Leave Act	Work Hours

Each of these policies are essential for supervisors to understand their role in either implementing, facilitating, or enforcing.

In tandem with this review, HR logged and itemized manhours for a period of approximately nine (9) weeks. During this timeframe, a total of 1,909.25 hours was recorded by five (5) employees. This was broken down into a total of 647 benefits/time and leave administration hours, 637 employee relations/performance management hours, 518.75 COVID/other hours and 106.5 training/recruiting hours (Exhibit 2).

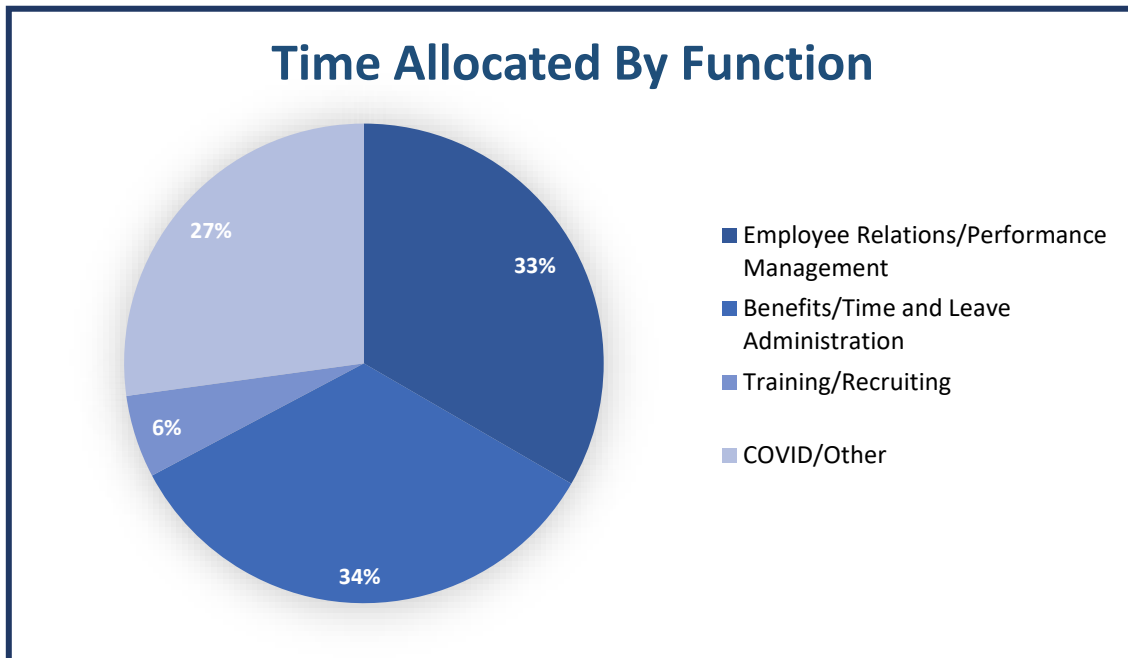


Exhibit 2 – Time Allocation Chart

Additionally, HR reviewed internal transaction and log spreadsheets to determine which type of actions and requests were higher in volume. With the exception of COVID related functions and classification/compensation actions, the majority of items logged fell into four (4) major categories:

- Time and Leave Administration
- Benefits (Family Medical Leave Act/Americans Disabilities Act)
- Employee Relations (conflict resolution and disciplinary)
- Performance Management/EPMS

Below is a comparative chart of these categories and their respective transactions/counts (Exhibit 3). This data further confirmed information compiled through manhour data.

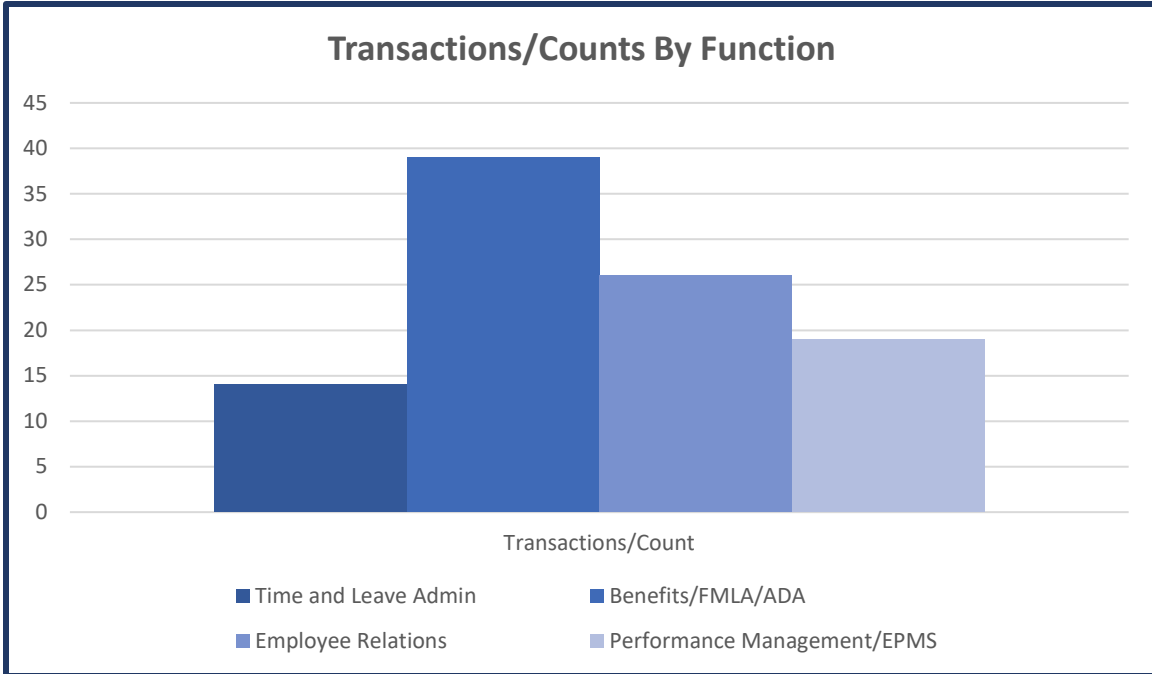


Exhibit 3 – Transaction/Count Graph

When cross referencing the compiled data with the material HR previously reviewed, it appears to corroborate nine (9) of the ten (10) previously identified key policies and materials. While still important for managers to understand, the Affirmative Action policy was not clearly substantiated as a critical item from the compiled data.

Plan

As previously indicated, the chosen solution should meet the strategic goal from executive leadership while also addressing the specific concerns identified from HR’s internal assessment. Because it is tied to a strategic goal, there will be external factors which will define the scope of this plan. This will directly impact the creation and implementation process.

The strategic plan runs on a fiscal year. Therefore, the final product and implementation is due by June 1, 2022. Additionally, there will be added layers of review and approval required before

final implementation may occur. This will increase the time needed during the creation process which may impact implementation. A major benefit of finding a comprehensive solution, is that final approval from executive leadership will come with buy-in at the highest organizational level. This will provide invaluable support to HR when the process is rolled out.

HR has been directed to utilize as many budget neutral tools as possible for the creation and implementation of this solution. The recommended solution is to create a toolkit by revamping the current HR intranet pages (Exhibit 4) to better assist both supervisors and non-supervisors. This would allow HR to utilize many tools and resources already available, such as SharePoint, Adobe Captivate, Admin Image Library, Pexel Library, and materials from Admin policies and procedures. In addition to reducing cost, HR will be able to use an existing application and servers to house the resources. This will save valuable time in the creation phase.

HR can also use this opportunity to diversify its communication methods. Currently, the HR intranet page simply provides contact information and few external links. The policies and procedures are stored on a separate page and making key information difficult to locate. HR will be able to implement written, visual, and audio learning techniques in the new toolkit. This will offer various learning options which will benefit employees.

The toolkit will be comprised of an HR landing page. From this page, users will be able to select from the following options (Exhibit 5 and 6):

Benefits, Classification and Compensation, Employee Relations. The benefits, classification and compensation, and employee relations pages will provide condensed

and concise information pulled from key portions of the identified policies and material. This will assist individuals who learn through written communication without requiring those individuals to comb through extensive policies and procedures. Additional resources may be provided as needed, such as external links to SCPEBA, HR State Regulations, Comptroller General Payroll Calendars, etc.

News and Events. The news and events page will assist with pinning push notifications and updates for easy access. This will allow employees to quickly identify upcoming events, such as benefit open enrollment appointments, health days, toolkit updates, and highlighted changes to forms, policies, or procedures.

Talent Management. The talent management page will allow employees to access e-learning content specific to their roles. One portal will relay information tailored to all employees while another portal will be tailored to those who serve in a supervisory capacity. This will provide individuals with text, visual and audio methods for learning.

Reporting and Analytics. The reporting and analytics page will assist in automating the reporting process from division directors, HR, and executive leadership. This will allow division directors to upload their data directly into the portal. HR will be able to monitor and amend any data as needed. Executive leadership will be able to view and pull information from this data as needed. All of this should be accomplished in one portal, with functionality and privileges set based on role. SharePoint active directory may assist in these role designations.

To bring this plan to life, HR will need to work closely with the Division of Program Management. This division actively manages and updates the agency's intranet site. Admin's Web and Policy Director, Donna Meares, will play an important role in the revitalizing of the SharePoint pages. Donna is the content manager and, at times creator, for the intranet. HR will regularly meet with Donna to provide mockups, feedback for creation and final implementation. Additionally, Admin IT will assist HR in the coding and creation of the analytics and reporting functions which will plug into the intranet page.

Executive leadership will be briefed and provide directives for any required changes through this creation phase. Once a complete shell and beta version is created, tests will be performed to confirm functional accuracy and navigational ease. The final test module will be presented to Executive leadership for final approval.

Upon approval, HR will work with Director of Strategic Communications, Kelly Coakley, to draft a communication to employees that will introduce the new toolkit. This communication will be pushed to all agency employees. HR will also communicate this toolkit in new employee orientation and supervisory practices training.

This will be integrated into operational procedures as process improvements continue. Currently this will assist in the proactive communication and explanation of key HR materials. It will also improve the analytics and reporting process for HR and division directors on the aforementioned daily reports.

Exhibit 4 – Current HR Intranet Page

Admin HR

Benefit Links

- [Insurance Benefits, Retirement Benefits and Deferred Compensation](#)
- [Dell Government Employee Purchase Program](#)
- [PerksCard Registration](#)
- [State Human Resources Regulations](#)
- [Jobs](#)

HR Communications


- [Holiday Schedule](#)
- [Payroll Dates](#)
- [State Pay Bands](#)

Contact Information


Exhibit 5 – Revised HR Toolkit Mockup

ADMIN HUMAN RESOURCES


- Home
- Benefits
- Class and Comp
- Employee Relations
- News and Events
- Talent Management
- Contact Us




Latest News, Events and Communications
[Learn more →](#)



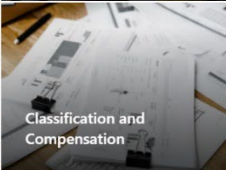
Talent Management



Employee Relations



Benefits




Classification and Compensation

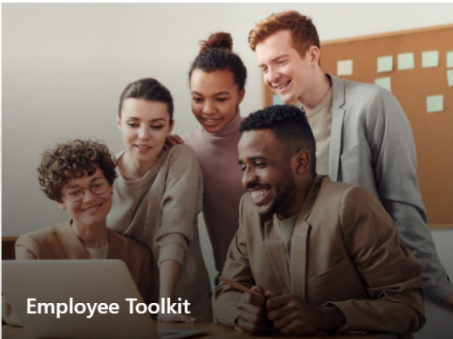
Exhibit 6 – Revised HR Toolkit Mockup

Talent Management

- Home
- Benefits
- Class and Comp
- Employee Relations
- News and Events
- Talent Management
- Contact Us



Management Toolkit



Employee Toolkit

Evaluation Method

Once the HR toolkit is implemented, HR will conduct surveys of supervisors and non-supervisors.

This survey will attempt to ascertain:

1. Who has utilized the toolkit?
2. Was it user friendly and easy to navigate?
3. Did they find it beneficial?
4. If so, what portions do they find most helpful?
5. What areas or functions of the toolkit do they believe could be improved?
6. What other materials and resources would they like to see in the future?

HR will also need to monitor the reporting and analytics portal to ensure smooth integration and process flow for divisions and executive leadership. Additionally, HR will utilize SharePoint metrics to determine foot traffic and analytics. HR should also continue monitoring internal metrics (i.e., weekly manhours, transaction reports, log spreadsheets, etc.). HR will need to continue to update the toolkit based on feedback, updated content, and executive leadership direction.

Summary and Recommendations

Admin executive leadership identified the need to “foster employee investment in the success of the agency's services through communication and accountability” as part of the agency’s strategic plan. As such, they tasked HR with developing resources which assist supervisors in the management of their employees. These resources should provide support related to performance management and accountability. HR also identified an internal need to standardize a process in the communication and explanation of HR guidelines, resources, and responsibility.

The standardization of this process should center around performance management, time, and leave administration, employee relations and benefits.

HR needs to find a solution which meets both the internal and strategic goal. This comprehensive solution should:

1. Successfully communicate essential HR policies, materials, and employee benefits.
2. Support supervisors in their respective roles.
3. Reduce HR's involvement in managing the managers supervisory functions.
4. Decrease the amount of time spent responding to repetitive, basic policy or procedural questions.

Additionally, HR should strive to be as budget neutral as possible.

The recommended solution is to create a toolkit by overhauling the current HR intranet pages to better assist both supervisors and non-supervisors. Within the toolkit there will be benefits, classification and compensation, and employee relations pages. These pages will present information from key policies and procedures in a concise, clear manner. There will also be a news and events page which post notifications and updates on the latest HR news and toolkit offerings. A talent management portal will be available to provide easy access to short e-learning content tailored specifically to employees in their roles as supervisors and non-supervisors. Lastly, the reporting an analytics page will assist in streamlining the reporting process between division heads, HR, and executive leadership.

Upon approval and implementation, HR will utilize methods such as surveys, SharePoint metrics and analytics, and internal HR logs and spreadsheets, to evaluate and determine efficacy of the solution and any required modifications.