

# EXAMINING THE EFFICACY OF A STATEWIDE HUMAN RESOURCES WORKFLOW SYSTEM

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OVERVIEW

Merriam-Webster dictionary defines a workflow as “the sequence of steps involved in moving from the beginning to the end of a working process” (Merriam-Webster Dictionary, 2024). A Human Resources (HR) management workflow system would cover a variety of tasks throughout the employee life cycle. The state government employee life cycle includes an array of actions to include but not limited to job vacancy and posting, onboarding, employee movement and status, administration of pay and pay plans, leave, employee performance evaluation, disciplinary actions, separation, and recordkeeping. Currently, agencies rely on physically passing folders between multiple buildings, divisions, and offices to obtain action approvals, which can be slow and prone to delays. An electronic workflow solution eliminates this manual process by providing a digital, traceable system that streamlines approvals, enhances efficiency, and improves security by ensuring transparency and accountability at every step.

PROBLEM STATEMENT

Currently, there is no standard or consistent human resources management electronic (workflow) solution utilized by state agencies in South Carolina. To address this gap, South Carolina State Government requires a unified, practical, and scalable technological solution capable of managing the criteria range of HR-related transactions efficiently.

BACKGROUND

Several state agencies reached out to providers of intelligent automation solutions to inquire about an electronic Human Resources (HR) workflow solution. The Department of Administration (Admin) discovered that multiple agencies had engaged or were in the process of engaging various vendors to procure an electronic workflow solution. Due to the scale of the project and in accordance with state’s procurement process, the initiative will need to go through the request for proposal (RFP) process.

The preliminary requirements were confirmed with stakeholders, and Admin was designated as the pilot agency for system implementation before making it available as an option for other agencies.

This is where the project paused due to a shift in Admin’s priorities.

Requirement Number	Requirement	Description
1	Workflow metrics and tracking	Analytics and reporting that show productivity, assignments, efficiency / bottlenecks

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2	Form Construction	The ability to create electronic forms to capture information
3	Workflow Construction	The ability for the user to easily construct workflows using visual tools. Workflow steps should allow for comments. Workflow logic can be constructed using data collected in an electronic form related to the workflow
4	ADA Compliance	Forms should be ADA compliant
5	Audit Trail	A record of all workflow steps should be kept and available for auditing
6	User Dashboard	Dashboard detailing assigned and completed approvals
7	Workflow linking	The ability to link workflows across instances. An example would be: An HR workflow in DMV (let's say employee termination) requires a form to be completed with several approvals within DMV. Once it reaches a certain stage, a related workflow in another agency (let's say Admin) needs to kick-off using the data or form from the DMV workflow.
8	Setting a default configuration	When we make this solution available to other state agencies, we would like to have it "pre-loaded" with a set of standardized forms and potentially hollow workflows that link to other workflows (see requirement 7). Citizen development would allow agencies to "fill in the hollows" for inter-agency approvals, etc.
9	Integrations	Integrations for data retention, communications, file storage, SAP
10	Digital Signatures	The ability to have a person digitally sign a form
11	Licensing and Cost	A pricing and deployment model that would allow us to scale this solution as a Shared Service to state agencies and entities.

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12	Emails	Emails should be sent to users when action is required from the user. Reminder emails should be sent when actions are not taken within a configurable time. Escalation emails should be sent to managers when actions are not taken within a configurable time.
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## BENEFITS OF A HUMAN RESOURCE MANAGEMENT WORKFLOW SYSTEM

Access People HR identified six reasons workflow management can help HR offices become more efficient and productive.

*NOTE: Access People HR delivers business wide and industry-focused software solutions.*

1. **“Outdated tasks are eliminated.**  
Workflow management tools can help identify outdated and unnecessary tasks. These tasks can be eliminated or automated to save time and resources.
2. **Human error is low.**  
Automating processes can reduce the risk of human error. This will improve accuracy and consistency. For example, a workflow management system will ensure that all required steps in a process are completed correctly and within a specified time.
3. **Enhanced collaboration and communication.**  
Workflow management tools can improve communication and collaboration among team members. This can reduce the risk of miscommunication and delays. For example, automated notifications can be sent to team members when tasks are assigned or completed. This reduces the need for a manual follow-up.
4. **Improved Productivity.**  
Workflow management can streamline many processes, saving time and allowing HR offices to focus on more strategic initiatives.
5. **Better accountability.**  
Improved accountability is achieved by providing visibility into progress and tracking completion of tasks. For example, automated reminders can be sent to users to ensure tasks are completed on time.
6. **Overall improvement of products and services.**  
Improved overall business operations leads to HR offices producing better products and services for their customers.

Benefits of a HR workflow:

1. **Reduces errors** – Standardized processes reduce manual entry errors and improves accuracy in employee data.

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2. **Reduces the use of paper** – By reducing printing cost, savings are recognized, and the risks of documents being lost, and confidential information being exposed is minimized.
3. **Improves the approval procedure** - Efficiency is increased as movement in waste is decreased. Less time will be spent obtaining signatures, emailing, and mailing documents.
4. **Improves compliance** – Incorrect employee data, inconsistent documentation or processes could open agencies up to labor law violations, fines, and lawsuits. Standardized processes through as defined in a workflow system improves best practices.
5. **Provides visibility** – Users will be able to view where a transaction is in the workflow process” (Access People HR, 2023).

## DATA COLLECTION

The objective was to collect both quantitative and qualitative data through a structured survey. This survey assessed whether an agency currently has a workflow system, the agency’s interest in implementing an HR workflow system, and the specific actions the system would process. For agencies with existing workflow systems, the survey gathered information about the type of system used and the estimated volume of personnel transactions it handles daily, weekly, monthly, and annually. The survey, distributed to HR Directors of regulatory, non-higher education agencies, is detailed in **Appendix 1**.

Additionally, interviews were conducted with representatives from three agencies. These discussions offered valuable insights into mandatory, necessary, and desired requirements for the system’s development. They also evaluated end users’ objectives, potential improvements, system bottlenecks, and overall outcomes.

## SURVEY QUESTIONS

1. **Does the agency currently have an HR management workflow system implemented?** This dichotomous question was presented to elicit a clear, binary answer to determine if agencies show a *need* for a statewide HR management workflow system.
2. **Is the agency interested in an HR management workflow system if offered?** This dichotomous question was presented to elicit a clear, binary answer to determine if agencies show a *desire* for a statewide HR management workflow system.
3. **Please select the HR actions the agency would like to have in a workflow system.** This multiple-choice question was presented to quantify responses and determine which actions agencies are interested in having in an HR management workflow system. The pre-defined presented to the respondents included the below.
  - a. **“Appointment Change** – The change of an employee’s status the movement of an employee from one position type to another position type.

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- b. **Demotion** – The assignment of an employee by the appointing authority from one established position to a different established position having a lower State salary range or, for employees in positions without a State salary range, assignment of lower rate of pay to the employee except when the employee’s job duties also are decreased for nonpunitive reasons.
  - c. **Dual Employment** – An agreement by which an employee within an FTE (Full time equivalent) position with an employing agency accepts temporary, part-time employment with the same or another agency.
  - d. **Leave of Absence** – When an employee goes on an extended absence.
  - e. **Promotion** – The assignment of an employee by the appointing authority from one established position to a different established position having a higher State salary range or, for positions without a State salary range, having a higher rate of pay.
  - f. **Reassignments** – The movement within an agency of an employee from one position to another position having the same State salary range, or the movement of a position with an agency which does not require reclassification.
  - g. **Reclassification** – For classified positions, the assignment to a position in one class to another class which is the result of a natural or an organizational change in duties or responsibilities of the position.
  - h. **Organizational Change** – Maintaining or changing information on an organizational unit.
  - i. **Return from Leave** – When an employee returns to work from an extended absence.
  - j. **Salary Adjustments** – The process of increasing or decreasing an employee’s pay within the agency where the employee is currently employed. This may be for a variety of reasons such as in band changes, legislative increases, bonus payments, additional payments not included in base pay, etc.
  - k. **Separation** – Action initiated by either the agency or employee which ends the employment relationship.
  - l. **Suspension** – An enforced leave of absence without pay pending investigation of charges against an employee or for disciplinary purposes” (2024 HR Regulations Revision Final, 2024).
  - m. **Other** – Other actions agencies process repeatedly that were not considered.
4. **What HR workflow systems does the agency use?** This question allowed me to collect detailed, qualitative insight from agencies that already have a HR management

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workflow system implemented. The idea was to determine if a preferred vendor or solution arose from respondents.

5. **What is the approximate volume of personnel transactions received in HR daily/weekly/monthly/yearly?** This question allowed me to collect detailed, qualitative insight from agencies that already have a HR management workflow system implemented. The idea was to determine the potential transactional volume or load a system needs to be able to support.

### USER INTERVIEWS

Workflow user interviews were conducted with two agencies: the South Carolina Department of Education (SCDE) and the South Carolina Department of Juvenile Justice (DJJ).

The DOE is a medium-sized agency with approximately 923 employees. Its Information Technology (IT) department developed an internal system comprising various applications that serve as a centralized platform for handling HR, finance, and IT requests. The workflow system supports common HR processes such as new hires, promotions, reclassifications, and reassignments. DOE designed this streamlined workflow to manage frequent HR requests from its divisions and offices. Additionally, the system does not integrate with the South Carolina Enterprise Information System (SCEIS).

*NOTE: SCEIS is a centralized system which consolidates all state agency financial, procurement and human resources/payroll records. The SCEIS Human Resources Module includes payroll, time and leave, personnel administration and organization management used by agency officials to maintain these activities.*

DJJ is a large agency with about 1,088 employees. Its IT department created an internal system that tracks actions related to job positions, hiring, progressive discipline, pay changes, and position description updates, which users can initiate. Like DOE's system, DJJ's workflow system does not interface with SCEIS.

The two agencies were selected to compare a streamlined process with a more complex one. Both agencies have a large workforce and process a high volume of transactions annually. Each agency uses a custom-built system: Education's HR workflow system manages EPMS and payroll actions, while DJJ's system oversees all employee-related actions.

The interviews conducted with staff at DOE and DJJ provided valuable insights into the systems' design, performance, and functionality. I observed how HR teams carried out their tasks and identified what aspects of the system worked well, what did not, and the reasons behind these outcomes. Shadowing the teams allowed me to ask follow-up questions during their interaction with the system.

## ADMIN AGENCY FINDINGS

Admin is a mid-sized agency with approximately 483 employees and currently lacks a workflow solution. To address this gap, I aimed to estimate the time required to manually process HR actions, identify common errors contributing to delays, and outline the sign-off/approval process. The questions emailed to the agency's HR Director are provided in **Appendix 2**.

The table below details the total number of days required to process specific actions, measured from the time a packet is received by HR to the final approval.

Human Resources Action	Average number of Days
Appointment Change	5.00
New Hire	8.20
Promotion	4.11
Reassignment/Reclass	8.77
Salary Adjustment	8.92
Separation	4.75
<b>Grand Total</b>	<b>7.51</b>

Manual processes require hands-on involvement at multiple stages, both within the home department and HR itself. Increased data entry errors can cause significant delays in the process by requiring additional time for corrections, res-submissions, and verification, ultimately slowing down approvals and decision-making. By implementing automation, Admin could streamline workflows, minimize repetitive tasks, reduce errors, and accelerate data processing. Implementing an electronic workflow would significantly enhance HR operations by reducing manual processes, minimizing data entry errors, and eliminating the need for manual tracking, leading to greater efficiency and accuracy.

## ANALYSIS

## DEPARTMENT OF EDUCATION ANALYSIS

The Information Technology (IT) department at the South Carolina Department of Education (Education) developed an internal system called **The Portal** to manage HR requests, finance requests, and AIT tickets.

**Workflow Overview:**

The Portal includes an action selection list with options such as new hire, rehire, promotion, reclassification, reassignment, and salary adjustment. When a user submits an action, it is assigned a status of “in progress.” Supporting documentation is submitted from various offices and routed through the following steps:

**1. Routing Process:**

- The action is sent to Finance, the respective Deputy Director, and then to HR.
- The HR Director reviews all actions and assigns them to the appropriate HR managers based on functional areas.
- HR managers provide their input or review, then route the action to HR coordinators.
- HR coordinators generate letters, key the action into the SCEIS system, and print and file it in the employee’s personnel file.

**2. Processing Time:**

- The HR office typically processes requests within three (3) business days.

**3. User Features:**

- Users can track the status of their requests (e.g. “in progress,” “awaiting,” or “submitted to HR”) and leave notes for follow-up if needed.
- The system was designed using Education’s internal personnel action forms to ensure the most common HR actions are included in the workflow.

**Strengths:**

**1. Efficiency:**

- The automated approval process reduces unnecessary movement and shortens processing time to there (3) business days.

**2. User Experience:**

- The system’s initiative design allows users to navigate easily, select appropriate actions, and track requests statuses.

**3. Scalability:**

- As an internally developed system, The Portal can be enhanced and customized to accommodate the agency’s evolving business needs.

**Weaknesses:**

1. **Bottlenecks:**

- All actions must be reviewed by the HR Director before being assigned to functional areas. If the Director is unavailable, actions are delayed, creating a backlog. The agency currently lacks a contingency plan for such situations.

2. **Integration:**

- The Portal does not integrate with the SCEIS system. HR coordinators must manually print requests and supporting documents and enter the actions into SCEIS, which is time-consuming.

**Opportunities:**

1. **Automation:**

- Implementing an electronic database for filing requests and supporting documents would reduce printing costs and further streamline the process.

DEPARTMENT OF JUVENILE JUSTICE ANALYSIS

The IT department at the South Carolina Department of Juvenile Justice (DJJ) developed an internal system the **Office of Human Resources Service Portal (Service Portal)**. The portal offers users three options:

1. **HR Actions**
2. **Position Description (PD)/Employee Performance Management System (EPMS)**
3. **Employee Complaint Form**

This analysis focuses specifically on the **HR Actions** workflow.

**HR Actions Workflow:**

1. **Selection Process:**

- Users begin by selecting their Division or Office.
- They are prompted to answer whether the request requires posting a position and if it pertains to a current DJJ employee.
- If the answers are **no** and **yes**, respectively, a list of available HR actions appears, including:
  - i. Appointment Change
  - ii. Demotion
  - iii. Dual Employment
  - iv. Fund change
  - v. Leave of absence (with/without pay)

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- vi. Organizational change
- vii. Promotion
- viii. Reclassification
- ix. Return from leave of absence
- x. Salary adjustment
- xi. Separation
- xii. Suspension
- xiii. Level I and Level II reprimands

### 2. **Submission Process:**

- After selecting the appropriate action, users are prompted to upload the required supporting documents.
- Users can also check the status of HR actions, which will display as either “Request Received” or “Complete.”

### 3. **Design Considerations:**

- DJJ utilized internal personnel action forms to generate the list of actions included in the workflow process.

## **Strengths:**

### 1. **Efficiency:**

- The automated system significantly reduces waste associated with manual processes, such as unnecessary movement and printing costs.

### 2. **Scalability:**

- Since the portal was developed internally, it can be adapted to meet the agency’s evolving needs as it grows or changes.

## **Weaknesses:**

### 1. **User Experience:**

- The system’s visual and interactive design is complex, requiring extensive training and user guides.
- Many users lack the detailed knowledge needed to correctly select HR actions, as the options align closely with what HR staff encounter in SCEIS.
- The submission process is cumbersome, presenting users with multiple options and questions before completion.

**2. Integration:**

- The portal does not integrate with SCEIS, requiring HR staff to spend significant time manually entering actions into the system.

**Opportunities:**

**1. Streamlined Processes:**

- DJJ relied on internal HR forms to develop the Service Portal, but some forms may include outdated or infrequently used actions. Simplifying the request process could reduce training requirements and minimize returned or incorrect submissions.

**2. Addressing Technology Gaps:**

- Enhancements to the system’s design could improve user experience and reduce the time required for both submission and processing.

DEPARTMENT OF ADMINISTRATION ANALYSIS

The Department of Administration relies on manual processes for handling HR actions, including tracking time to completion using Excel. These time-intensive tasks reduce the department’s ability to focus on broader business strategies.

**Current Challenges:**

**1. Manual Signatures:**

- Each action requires manual signatures on forms instead of using an electronic workflow can slow down processes., increase administrative, burden, and introduce opportunities for errors or delays. While it may provide an added layer of verification or compliance, it can also hinder efficiency, especially in high-volume or time-sensitive situations.

**2. Limited Validity:**

- The only method for tracking an action’s status in the workflow is an Excel spreadsheet managed by Admin’s HR staff. Impacted parties must call or email for updates, which diverts HR staff time away from priorities.

**3. Increased Risk of Error:**

- Manual processes increase the likelihood of human error, further slowing down the workflow.

**Weaknesses:**

**1. Productivity:**

- Actions such as new hires, reassignments/reclassifications, and salary adjustments take an average of eight (8) days or more to process, equivalent to roughly two business weeks.

**Opportunities:**

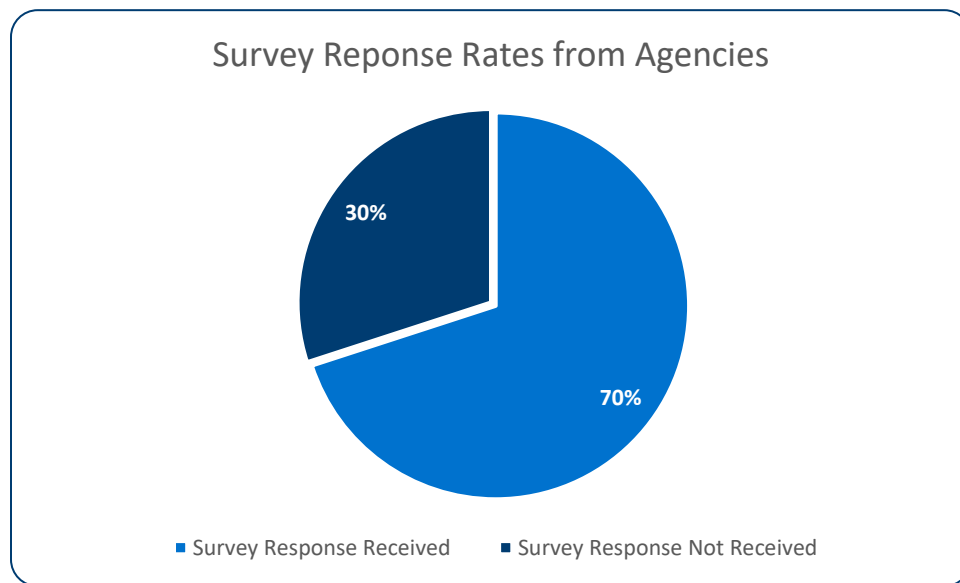
**1. HR Team Development:**

- Implementing digital tools and automation would provide the HR team with new skills in areas such as data analytics, digital tools, and change management. Upskilling staff ensures they can effectively support technological transformation.

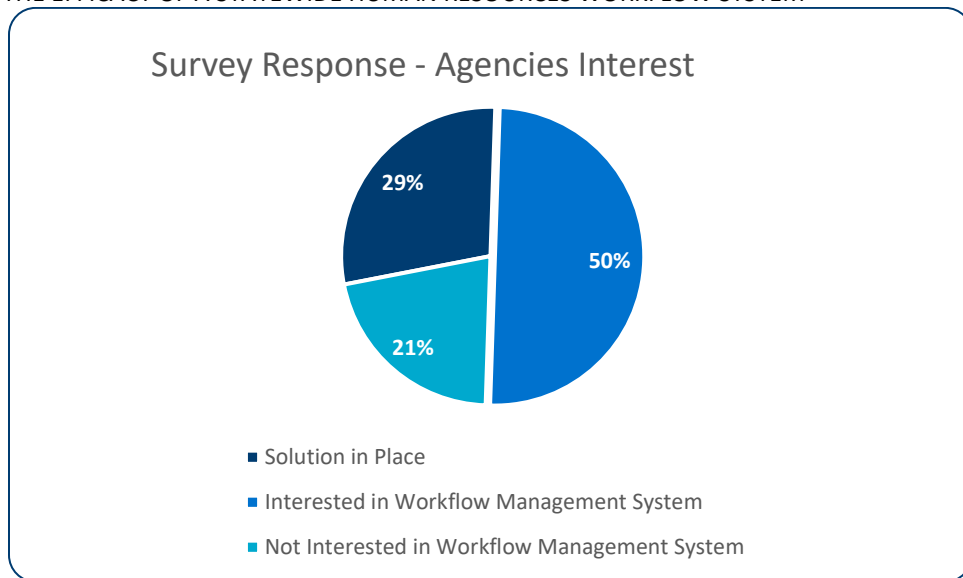
**2. Data-Driven Decision-Making:**

- Automation would enable the HR team to use employee data to make informed decisions, predict workforce needs, and evaluate departmental effectiveness. A data-driven approach would lead to more accurate and strategic HR management.

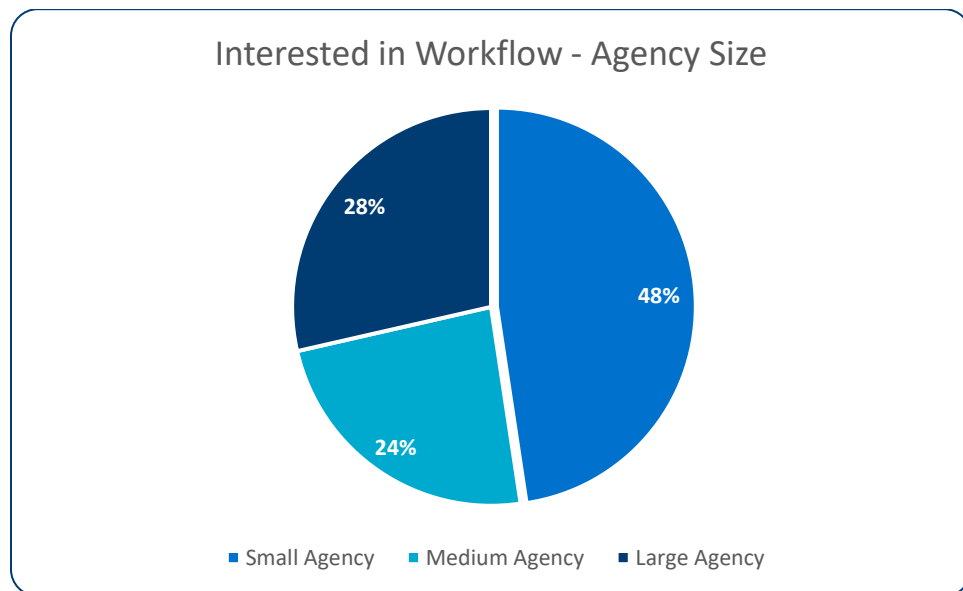
HUMAN RESOURCES MANAGEMENT WORKFLOW SURVEY ANALYSIS



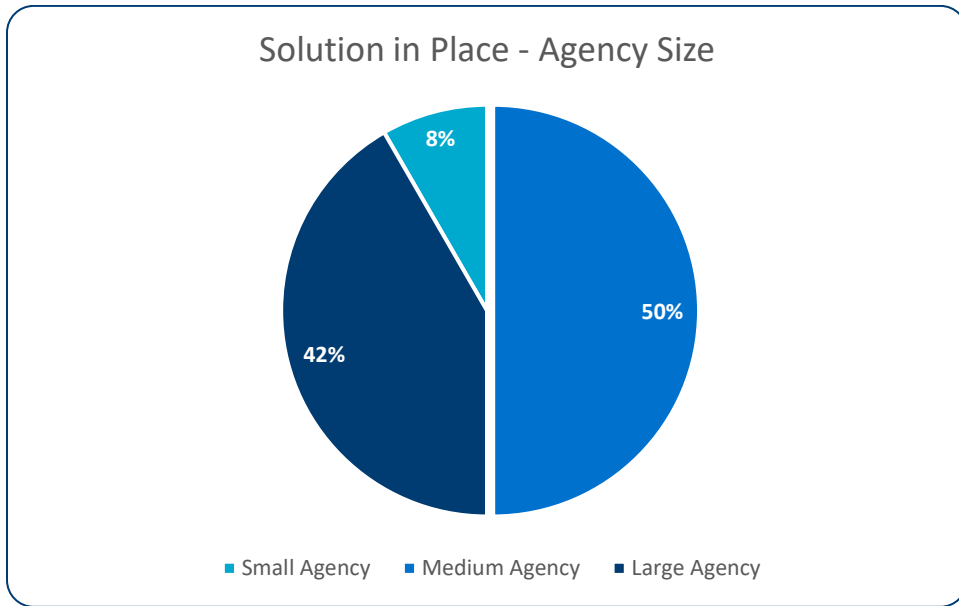
A total of 60 surveys were distributed to regulatory, non-higher education state agencies. Appendix 3 provides a comprehensive list of agencies that received the survey. Of the 60 agencies contacted, 42 responded, resulting in a 70% response rate. The remaining 18 agencies did not provide feedback.



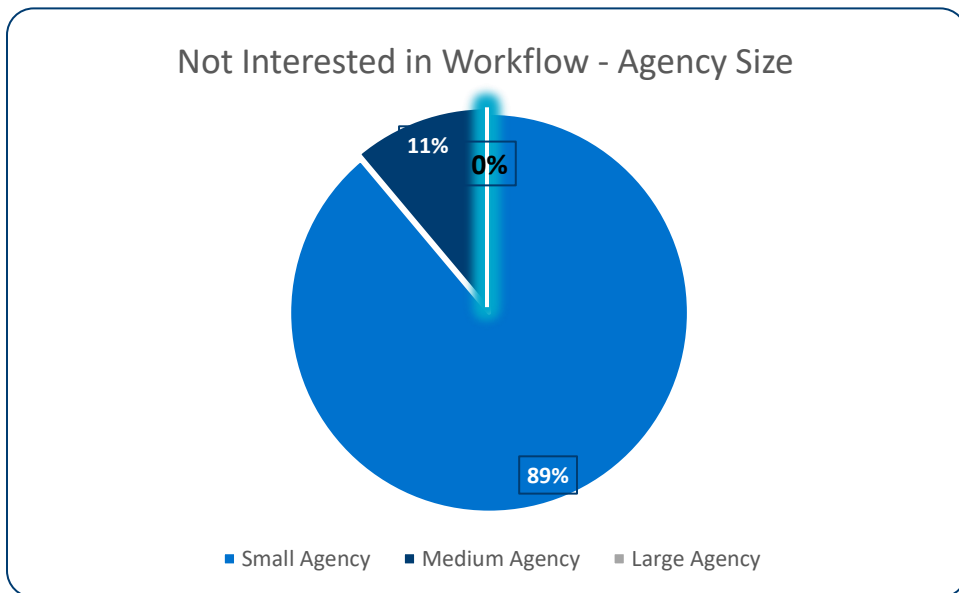
The image above shows a graph that summarizes data about agencies' interest in workflow management systems. Of the 42 agencies that responded to the survey, 21 expressed interests in a workflow management solution, 9 were not interested and 12 already have a solution in place.



Among the agencies expressing interest, 10 were small with fewer than 100 employees, 5 were medium with 100–500 employees and 6 were large, with the agencies consisting of 1,000 or more employees.



One small, six medium, and five large agencies already have a workflow management system in place.



Eight small agencies, one medium agency, and no large agencies expressed disinterest in implementing a workflow management system.

## CONCLUSION

This study explored the efficacy of workflow management systems across state agencies of varying sizes. The findings reveal that medium and large agencies show the greatest interest in adopting such solutions, whereas small agencies exhibit limited interest. This disparity highlights the potential need for customized solutions or additional support to help small agencies streamline their processes effectively.

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Although the study faced some limitations, including a small sample size of small agencies, the results underscore the value of human resources management workflow systems in enhancing organizational efficiency. Future initiatives should prioritize identifying and addressing barriers to adoption, especially among small agencies, and evaluate the long-term impacts of such systems to maximize their effectiveness statewide.

## IMPLEMENTATION PLAN

### FOCUS GROUP

The initiation of a focus group is a critical first step in gathering detailed requirements for developing a statewide human resources management workflow system. This approach will ensure the technical solution is tailored to meet the diverse needs of state agencies of varying sizes.

#### **Objectives of the Focus Group:**

By engaging end-users, subject matter experts, and other key stakeholders, the focus group aims to:

- **Identify Pain Points:** Highlight challenges in current HR processes within agencies.
- **Gather Ideas:** Collect expectations and suggestions for the proposed solution.
- **Prioritize Features:** Determine the most important features and functionalities based on agency needs.
- **Define Requirements:** Understand both functional and non-functional requirements for the system.
- **Explore Use Cases:** Identify potential scenarios where the solution can be applied effectively.
- **Assess Risks and Constraints:** Uncover potential risks and limitations to inform the implementation strategy.

#### **Benefits:**

The insights gained from the focus group will enable the Division of State Human Resources and SCEIS to develop a clear and comprehensive set of requirements. This development, and deployment of a solution that aligns with agency needs, streamlines processes, and supports long-term organizational goals.

### REQUEST FOR PROPOSAL

Once the requirements are finalized, the Division of State Human Resources will likely initiate the **Request for Proposals (RFP)** unless an alternative solution is identified. This process involves creating a comprehensive RFP document that incorporates the insights and requirements gathered during the focus group.

### **Key Components of the RFP Process:**

#### **1. RFP Development:**

- The document will define the project scope, technical and functional requirements, and evaluation criteria to ensure vendors clearly understand the expectations.

#### **2. Distribution:**

- The RFP will be issued in compliance with the guidelines established by the **State Fiscal Accountability Authority (SFAA)** ensuring a transparent and standardized process.

#### **3. Solicitation of Proposals:**

- The RFP will be sent to potential vendors to solicit proposals for solutions that address the identified needs effectively.

#### **4. Evaluation and Selection:**

- Once proposals are received, they will undergo a thorough evaluation based on the criteria outlined in the RFP.
- The Division will select the vendor that provides the most suitable and cost-effective solution for implementation.

This structured approach ensures that the selected vendor aligns with the project's goals and delivers a solution that enhances the efficiency and effectiveness of statewide human resources management.

### **EVALUATION METHOD**

Once a human resources management workflow system is implemented, the Division of State Human Resources must collect and analyze data to evaluate the system's performance based on pre-defined success criteria.

### **POST IMPLEMENTATION EVALUATION**

#### **1. End-User Feedback:**

- Consult with end-users across agencies to assess the system's effectiveness, usability, and overall impact on day-to-day operations.

#### **2. Performance Metrics:**

- In collaboration with the Department of Administration's Office of Technology and Information Services (OTIS), monitor key metrics and performance indicators, such as processing times, error rates, and user satisfaction levels.

#### **3. Effectiveness Assessment:**

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- Evaluate whether the system is meeting its objectives, such as streamlining HR processes, reducing processing times, and minimizing errors.
4. **Continuous Improvement:**
- Identify areas for enhancement based on collected data and user feedback to ensure the system continues to align with agency needs and delivers sustained improvements in organizational processes.

Regular evaluation and refinement will ensure the workflow system remains a valuable tool for achieving operational efficiency and supporting statewide HR goals.

REFERENCES

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APPENDICES

HUMAN RESOURCES MANAGEMENT WORKFLOW SURVEY – APPENDIX 1

Questions 1 – 3

Human Resources Management Workflow Survey				Survey Key
General Information				<--- Cell Requires Input
Agency Name	Department of Administration	Number of Employees	483	
Agency Code	D50	Range of Employees	100 - 999 employees	
Cabinet Agency	Yes	Size of Agency	Medium Agency	
Questions				
1. Does the agency currently have an HR management workflow system implemented?	No	2. Is the agency interested in an HR management workflow system if offered?	Yes	Please proceed to question 3.
3. Please select the HR actions the agency would like to have in a workflow system.	<input checked="" type="checkbox"/> Appointment Change <input checked="" type="checkbox"/> Demotion <input checked="" type="checkbox"/> Dual Employment <input checked="" type="checkbox"/> Leave of Absence	<input checked="" type="checkbox"/> Promotion <input checked="" type="checkbox"/> Reassignments <input checked="" type="checkbox"/> Reclassification <input checked="" type="checkbox"/> Organizational Change	<input checked="" type="checkbox"/> Return from Leave <input checked="" type="checkbox"/> Salary Adjustments <input checked="" type="checkbox"/> Separation <input checked="" type="checkbox"/> Suspension <input checked="" type="checkbox"/> Other	
<p>**Thank you for your survey responses. Please email completed surveys to Sheena Thompson, sheena.thompson@admin.sc.gov.**</p>				

Questions 1, 4 and 5

Human Resources Management Workflow Survey				Survey Key
General Information				<--- Cell Requires Input
Agency Name	Department of Administration	Number of Employees	483	
Agency Code	D50	Range of Employees	100 - 999 employees	
Cabinet Agency	Yes	Size of Agency	Medium Agency	
Questions				
1. Does the agency currently have an HR management workflow system implemented?	Yes	Please proceed to question 4.		
	<input type="checkbox"/> Appointment Change <input type="checkbox"/> Demotion <input type="checkbox"/> Dual Employment <input type="checkbox"/> Leave of Absence	<input type="checkbox"/> Promotion <input type="checkbox"/> Reassignments <input type="checkbox"/> Reclassification <input type="checkbox"/> Organizational Change	<input type="checkbox"/> Return from Leave <input type="checkbox"/> Salary Adjustments <input type="checkbox"/> Separation <input type="checkbox"/> Suspension <input type="checkbox"/> Other	
4. What HR workflow management system does the agency use?	SYSTEM	5. What is the approximate volume of personnel transactions received in HR daily/weekly/monthly/yearly?	Daily: 0 Weekly: 1 Monthly: 2 Yearly: 3	
<p>**Thank you for your survey responses. Please email completed surveys to Sheena Thompson, sheena.thompson@admin.sc.gov.**</p>				

I would like to obtain some data on the processing of actions within Admin. The data points are:

1. Average processing time for New Hires to include appointment changes
2. Average processing time for Promotions, Demotions
3. Average processing time for Reassignments, Reclassifications
4. Average processing time for Salary Adjustments
5. Average processing time for Separation

## AGENCY SURVEY LIST – APPENDIX 3

Agency Name	Number of Employees
Adjutant Generals Office	111
Arts Commission	25
Attorney General's Office	273
Commission for the Blind	94
Commission on Indigent Defense	43
Department of Disabilities and Special Needs	1452
Department of Employment and Workforce	667
Department of Administration	483
Department of Aging	44
Department of Agriculture	231
Department of Alcohol & Drug Abuse Services	24
Department of Archives and History	38
Department of Commerce	91
Department of Consumer Affairs	42
Department of Corrections	4072
Department of Education	923
Department of Environmental Services	1063
Department of Health and Human Services	1325
Department of Insurance	89
Department of Mental Health	3678
Department of Motor Vehicles	1310
Department of Natural Resources	953
Department of Parks, Recreation & Tourism	403
Department of Probation, Parole & Pardon	714

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Department of Public Health	1966
Department of Public Safety	1309
Department of Revenue	652
Department of Social Services	4531
Department of Transportation	3845
Educational Television Communication	133
Election Commission	59
Ethics Commission	23
Financial Institutional Board	42
Forestry Commission	342
Governor's Office - SLED	668
Higher Education Tuition Grant	4
Housing Finance & Development Authority	121
Labor License & Regulation	416
Law Enforcement Training Council	122
Museum Commission	34
Office of Inspector General	14
Office of the Comptroller	31
Office of the State Treasurer	69
Procurement Review Panel	2
Public Employee Benefits Authority	260
Rural Infrastructure Authority	16
SC Conservation Bank Board	3
SC Department of Juvenile Justice	1088
School for the Deaf and the Blind	271
Sea Grant Consortium	19
Secretary of State	35
Shared Services - Department of Administration	1000+
State Accident Fund	70
State Auditor Office	53
State Fiscal Account Authority	120
State Library	47
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