

Human Resource Enterprise Integration September 8, 2003

Goal: To develop and implement an enterprise-wide Human Resource function

Objectives:

- Standardize HR policy and practice within the Executive Branch
 - Identification and correction of inconsistent policies and practices in areas such as pay and discipline.
 - Identification and adoption of “best practices” in each of the HR functional areas.
- Implement enterprise technology systems and tools to improve service delivery, including the following:
 - TrainAlaska: On-line registration, approval, transcript and billing services for all employee training.
 - Grievance System: On-line filing, response, tracking and archiving of all collective bargaining grievances, complaints and other disputes.
 - Position Allocation System: On-line writing, review, approval, archiving and retrieval of all position descriptions.
 - Employee Records: On-line storage and retrieval of active employee records.
- Increase operational efficiency
 - Program managers will be able to concentrate on their core business.
 - Program managers will have access to a broader range of HR skills and abilities matched to specific needs and projects, which will be especially beneficial to small and medium sized agencies.
 - Consolidated HR staff will have greater opportunity for professional development and cross training, increasing their ability to meet diverse and rapidly changing agency needs.
- Reduce administrative costs
 - Eliminate redundant practices and functions.
 - Streamline technical processing of personnel and payroll transactions.
 - Implement technological solutions as described above.
 -

Projected Savings

- First full year of implementation: 10% of HR personal services statewide, with additional savings through administrative efficiencies
- Second full year: 5-10% of HR personal services statewide, with additional savings through administrative efficiencies

Potential Criticisms and Responses

- Service levels cannot be maintained.
 - DOP staff are collecting and reviewing baseline data regarding service levels. The commitment is to maintain these base levels of service in each of the HR functional areas.
 - Small and medium sized departments will have direct access to a broader range of skilled staff than they could previously support in agency specific HR offices.
 - Streamlining technical processing and the identification and adoption of “best practices” statewide will increase the quality of services delivered.
 - The development and implementation of statewide technology solutions will increase the speed and quality of HR services.

- We have dedicated staff located in the agencies.
 - DOP staff will organize into Service Centers and Management Consulting Groups to provide services to agencies or groups of agencies that share common subject matter, issues, and HR challenges. At present, the groups are as follows: 1) Public Protection (DOC, DPS, DMVA); 2) Resources (DNR, DFG, DEC); 3) General (DLWD, DOA, Revenue, Law, DCED, DEED); 4) DHSS; and 5) DOT/PF.
 - DOP staff will work directly with managers and supervisors in their assigned service areas, and will be assigned to work on-site as needed.
 - We appreciate the cooperation and support of our human resource managers as we implement this new procedure.