Commonwealth of Pennsylvania
HR Shared Services Initiative

A Presentation for NASPE Mid-Year Meeting
January 2010
Background on The Commonwealth

- 80,000 employees
- 19 Unions with hundreds of Bargaining Units
- 30 Departments/Agencies (HR offices)

HR Structure
- Office of Admin -- HR
- PEBTF
- Civil Service
- State Employees Retirement System
- State Ethics Commission
Project Objectives

• Eliminate unnecessary duplication of HR transactional/general information services across the commonwealth
• Leverage the Commonwealth’s investment in SAP (and other technology)
• Optimize the use of employee and supervisor self service
• Allow department HR staff to concentrate on serving as business partners to their departments providing more strategic activities such as talent management, OD, Employee/labor relations etc...
• Reduce costly HR and payroll sensitive errors through process improvement, process standardization and a robust QA/QC program
• Reduce the cost of delivering HR services to the Commonwealth
• Ensure that the quality of HR services across the Commonwealth is maintained and not impacted by employee turnover.
Anticipated Savings

- Reduction in 65 positions across commonwealth doing same volume of work.
- $3.5 million annual savings.
- This figure is expected to increase as center expands offerings and becomes more efficient.
Shared Services Approach  (3 integrated but separate focused groups)

- **Employee Services**
  - Create a central service center to assist all employees with their personal HR, Benefit and Payroll issues
  - Support with a 1 800# (appropriate telephony to route calls, record calls etc)
  - Utilize an HR Portal/ HR knowledge base so that they can get information and answers to their questions
  - Utilize a CRM system to track calls and cases
  - Staff a center with dedicated and well trained staff
  - Employ a robust QA/QC program with Perf targets and dashboards etc..

- **Agency Services**
  - Expand /Create a service center to support agency HR offices with common transactions.

- **Business Information and Support**
  - Create a team dedicated to providing business and information support to all shared services groups and to the Commonwealth.
# Employee Services (KB/ESS/Call Center)

## Benefits Information/Changes
- Health Insurance (including State Police)
- Add or Removal of Dependents
- Dependent Changes (student certification)
- **Military Leave & Stipends** (12/2010)

## Open Enrollment
- Insurance Enrollment/Plan Change
- FCAP
- SECA
- nowU 529 College Savings Program
- Voluntary Benefits
- Commuter Benefits

## Payroll/Deduction Changes
- Deferred Compensation
- Bank Detail Changes
- Federal Withholding Change
- Savings Bonds
- Union Membership (Dues/Fair Share)
- Tax Exemptions (UC, Social Security, Medicare, LST or OPT)

## ESS Support/Help Desk
- How to use specific services.
- Issue/Problem Reporting
- What can I do

## General HR Inquiries
- Where can I find certain info
- Issue/Problem Reporting
- What can I do
- General questions

## On-boarding (later 2010)
- How do I use the service
- How do I complete the forms
- Where can I find certain information
- Issue/Problem Reporting
- General questions

## Personal Data Changes
- Birth Date
- Emergency Contact
- Marital Status
- Name Change
- Address Change (Permanent and Mailing)
Agency Services (E-PAR/Call Center)

Employee Actions
- Hires (New Hire, Establish Rehire/Rehire, Return from Furlough, Dual Hire)
- New Duty Assignments (Promotion, Demotion, Reassignment, Reclass)
- Employment Condition Change (Work Schedule Change, Probationary Period)
- Separation
- Alternative Discipline
- Grievance Settlements

Organizational Changes
- Organizational Unit Maintenance

Position Changes
- Position Creation/Delimiting
- Position Reclassifications
- Position Reorganization
- Complement Transactions
- Cost Distribution
- Headquarter Changes
- Other Position Maintenance

Pay Actions
- Clothing Allowance
- General Pay Increase
- Longevity/Annual Increment (Monthly & Annual)
- Incentive Payments (PSERS, SERS, L&I, and Revenue)
- Exceptional Pay Increase
- Pay Decrease
- Pay Scale Group Change
- Home Office Payments
- Meal Allowance Payments
- Quality Assurance Payments for Physicians
- Nurse Certification Payments
- Physician Bonus
- TCP, Revenue and DGS pay increases

State Police
- Mass Hiring of Cadets
- Mass Promotions to Trooper
- Multiple Assignment Transfers

Parole Agents - Probation & Parole
- Multiple Assignment Transfers

General HR Support
- Where can I find certain info
- Issue/Problem Reporting
- What can I do
- General questions
- Special Requests

Payroll Processing Preparation (All Agencies)
- Review, Resolution, Error Correction

Wage Hires
- Intermittent Intake Interviewers (III) - Labor & Industry, Revenue Tax Season Clerks, Energy Assistance Workers (LIHEAP) Temporary Clerical Pool, Adjunct Custodial Workers – General Services, Student Interns (Government Services Intern, Secondary School Interns, Engineering, Scientific Interns, etc.)

Seasonal Hires (12/2010)
- PA Conservation Corp - Labor & Industry
- Liquor Store Clerks
- DCNR (Lifeguards, Park Rangers, etc.)
- Agriculture (Farm Show)
- Transportation (Summer & Winter Maintenance)
Business Information and Support

- Role assignment Requests
- Aid to Relationships and Workflow
- Special Reporting Needs
  - Executive Reporting
  - Agency Reporting
  - Dashboards
- Standard Enterprise Reporting
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<thead>
<tr>
<th>Activity</th>
<th>Time</th>
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<tbody>
<tr>
<td>HRIT Assessment</td>
<td>12/11/2008 - 1/31/2009</td>
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<tr>
<td>Assessment and Strategy</td>
<td>3/6/2009 -</td>
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<td>Implementation of HRSS</td>
<td>9/1/2009 – Go Live</td>
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<td>Go Live Agency Services</td>
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<tr>
<td>Go Live Employee Services</td>
<td>3/29/2010 (wave 1)</td>
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<td>5/3/2010 (wave 2)</td>
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