Department of Human Resource Management (DHRM) Operational Excellence Plan
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SUMMARY
The following actions and milestones are recommended to realize operations that are fully mature and performing at an elite level.

TARGETED OUTCOMES
The DHRM operational excellence plan seeks to realize demonstrated and measurable excellence in:

(1) Product and service line performance
(2) Resource utilization and deployment
(3) Enterprise value
(4) Business impact

STAKEHOLDERS / CUSTOMERS
The following stakeholders represent the stakeholders and customers of DHRM product lines

ENTITY	ROLE	VANTAGE POINT
Governor's Office	Stakeholder	Enterprise

Legislature	Stakeholder	Enterprise
Agency Management	Customer	Business Unit
DHRM Employees	Stakeholder	Enterprise

DHRM OPERATIONS COUNCIL
The Operations Council is the body responsible to:
- Identify potential tasks / projects related to the substance of this plan
- Vet business cases for tasks / projects
- Prioritize business cases and determine active tasks / projects
- Contribute to the completion of tasks / projects
- Validate the quality of completed tasks / projects
- Review the status of performance measures
- Maintain agency standard operating procedures

The Operations Council is chaired by the Chief Strategy Officer. The Operations Council consists of the following:
- Agency Executive Director
- Agency Deputy Director
- Agency Chief Strategy Officer
- Senior Executive Directors
- Field Directors
- HR Operations Consultants
- HR Senior Business Analysts
- Sufficient representation from field operations as determined by the COO

The Operations Council will meet:
- Monthly for four hours to review the plan, portfolio, and plan next steps
- Each member will participate in a project devoting up to four hours a month
- A yearly all day event / conference on HR operations - training, status report, planning

DHRM PRODUCT and SERVICE LINES
DHRM performs a wide variety of employment related functions for the enterprise in partnership with agency management. The product lines that compose DHRM's offerings to the enterprise, the status of their maturation, and their measurement strategies can be found here.

DHRM VALUE STREAM

ENTERPRISE VALUE STREAM
DHRM exists to meet the following points of value as it relates to enterprise:

- **Protecting Management Interests (Lawful Actions)**
  HR services reduce liability risks by being an unbiased support to management and employees - targeting consistent application of best practice (including liability from a federal perspective)
- **Excellence in Human Capital Strategies**
  Best practices and HR data that promote matured strategies for managing - and staying competitive for - executive branches human resources
- **Efficient Resource Deployment**
  Resources are deployed and invested in a way that promotes the best possible cost for services and optimizes economies of scale
- **Effective Resource Deployment**
  Resources are deployed and invested in ways that best meet the regulatory and business needs of the enterprise and promotes the appropriate balance

SERVICE DELIVERY VALUE STREAM
As it relates to the specific recipients of DHRM product / service lines, the following points of value should be comprehended in every aspect of the operation but in a subordinate role to the enterprise value stream:

- **Usability**
  HR products / services are easy to use and learn
- **Strategy Enhancement**
  HR products / services that inform or refine management strategies of the business owner
- **Business Impact**
  HR products / services that directly influence the realization of desired outcomes of the business owner
- **Timeliness**
  HR products / services complete tasks quickly as measured by elapsed time
- **Customer Effort**
  HR products / services require limited effort to successfully receive a service or complete a task
- **Business Awareness**
  HR products / services understand the business need of the service recipient
- **Process Efficacy**
  HR products / services have minimal errors or undesirable effects

- **Accessibility**
  HR products / services are easily obtained or used

VISUALIZED WORK STREAMS (PROCESS and SYSTEM MAPS)

STANDARD OPERATING PROCEDURES (SOPs)
A standard operating procedure is an "established or prescribed method to be followed routinely for the performance of a designated operation or in [a] designated situation." SOPs are very similar to standard work instructions (SWI), business practices, or formally adopted best practices.

For DHRM, SOPs reflect the official implementation of policy and rule across the enterprise of the State of Utah. SOPS enable HR services to be delivered consistently across the enterprise, enable a mature interpretation of data, and empowers a seamless deployment of resources to best serve customer agencies.

SOPs are produced by functional business owners in DHRM. If the workflow impacts the field or is not contained within one functional director / team, then the DHRM Operations Council formally adopts proposed SOPS.

OPERATIONS COUNCIL PORTFOLIO
The DHRM Operations Council consists of all senior leadership, all field directors, and selected members from the field and enterprise services. The council is authorized by the Executive Director. The work of the council is directed by the Chief Strategy Officer.

PLAN of ACTION and MILESTONES
As it relates to demonstrated excellence in DHRM product lines, the following milestones need to be achieved:

1. Define DHRM Product Lines or Service Systems
   DHRM executes hundreds of different types of actions, processes, and support functions. This work needs to be organized and defined in a such a way that it can be used to relate well with stakeholders and customers. It should be vetted, agreed upon, and integrated with other practices of the department.

2. Specify and Process Map all Workflows (Current and Future State)
   All DHRM workflows should be mapped to increase the understanding of how the product line operates and identify ways in which the process can be improved (as informed by the value

stream). These workflows also becomes the evaluation point of potential data systems that can be purchased or built.

3. Identify and Gather Data
All DHRM workflows should evaluate the needed data to understand volume and desired quality elements. Each process should specify what data is needed for inputs, measuring process, and outputs or impact. Where data can be gathered manually without delay, a plan should be implemented. Future state workflow should be designed to provide as much desired data as possible.

4. Establish Standard Operating Procedures
Workflow maps, value stream, and desired data lay the groundwork for standard operating procedures in the appropriate product lines. A vetted, formalized source for implementation of DHRM rule in product lines should be established and a method to create new or modify existing SOPs implemented.

5. Establish Performance Measures and Operational Profiles for Product Lines
As informed by the value stream work and data development, each product line should articulate and baseline performance measures that incorporate volume, quality, and cost.

6. Identify Improvement Strategies for Each Product Line
Using operational excellence methodologies, such as the SUCCESS Framework, each product line should implement improvement strategies targeted to improve efficiency (find capacity) or drive more effectiveness (produce greater impact).

7. Regularly Review Performance Measures Against Baseline
Institute a regular review of performance measures to strive for continual improvement.

DHRM AREAS of FOCUS and DEVELOPMENT
The approach to realizing the sustained targeted outcome can be organized into four functional areas of focus: [1] people, [2] institutional practice, [3] infrastructure, and [4] improvements.

1. People [DHRM's Culture, Stated Values, and Actualized Values]
   a. Communications strategy for internal and external stakeholders
   b. A clear and concise operations competency model for all directors in DHRM
   c. Sufficient KSA development support for operations competency model
   d. A legitimate means for participation for all interested parties

2. Institutional Practice
    a. An operations council, charged by the executive director, meets regularly and keeps a focus on operational performance
    b. Standard operating procedures (or standard work instructions) are implemented for enterprise-wide procedures
    c. All DHRM product or service lines have a process map or are comprehended in a system map

3. Infrastructure
    a. Sufficient investment in operations capacity in BIOS, with a chief operations officer and operations consultant
    b. Complete measurement profiles consisting of performance measures (QT/OE) and operational measures for systems and processes
    c. A complete workflow management system (comprehended in HRIS builds)
    d. Dashboards for executive leaders, field management, and employees populated from workflow management system

4. Improvement Strategies and Projects
    a. The operations council will use performance data and a business case methodology to evaluate improvement strategies in an effort to:
        i. Ensure demand for quality services is being met at best possible cost
        ii. Find or expose capacity to reinvest
        iii. Improve effectiveness of service