

# State of Oklahoma

## HR ASSESSMENT FINAL REPORT

March 1, 2023



# Table of contents

**Executive summary**

**2**

**Voice of customer**

**9**

**HR time and skills survey**

**21**

**Benchmarks**

**33**

**Organization consolidation options**

**36**

**Activity level and potential ownership summary**

**49**

**HR assessment implementation overview**

**61**

**Appendix**

**69**



# Executive summary




This section provides the background, key activities, guiding principles and approach used to conduct the Human Resources (HR) assessment. It also gives an overview of the voice of customer, time and skills survey, and the three (3) HR consolidation options (high, medium, low) that are detailed later in the report.



# HR assessment background

Per House Bill 3422 of the 2022 regular legislative session, Human Capital Management (HCM) is required to conduct a study to examine the overall compensation for positions covered by the Office of Management and Enterprise Services (OMES) under the Civil Service and Human Capital Management Act. As a result, EY was engaged to conduct a compensation study, job catalog review, and HR assessment.

The HR assessment report is focused on achieving the following objectives:

-  **Enhance overall employee and agency experience**
-  **Optimize HR organization and functions**
-  **Identify consolidation options across various HR functions**

This report does not include or represent EY recommendations or opinions. However, the report represents the collective effort of identifying considerations around the overall HR assessment and consolidation options.



# HR assessment key activities

## Develop understanding of current strategy and programs

- Facilitated discussions with key stakeholders to understand the existing human resources function as well as guiding principles, desired future state, and opportunities for improvement
- Conducted six group interviews with representatives from various agencies within the State of Oklahoma
- Collected and reviewed available documentation

## HR assessment

- Identified 25 future state considerations from stakeholder voice of customer activity
- Conducted HR time and skills Survey to gather insights, data, cost and identify additional future state considerations
- Facilitated co-building sessions to align on three (3) potential future state consolidation options
- Developed potential future state implementation roadmap



# HR assessment guiding principles

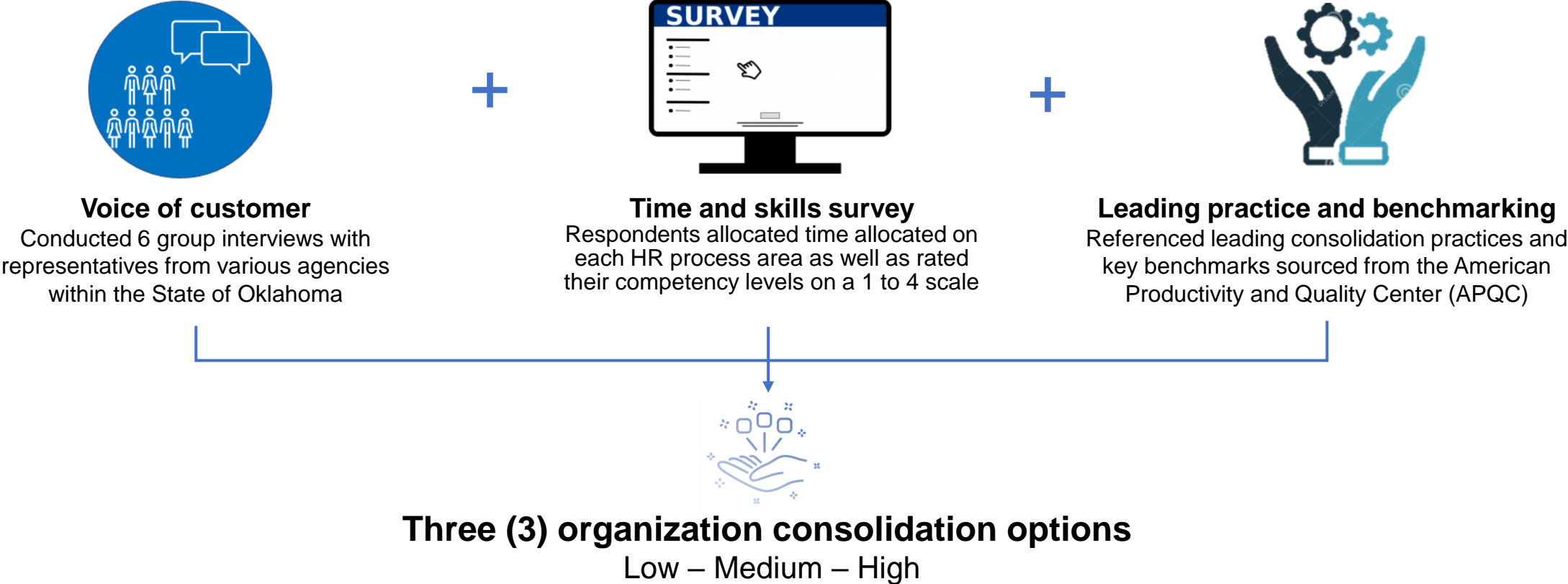
Below are a set of **guiding principles** developed with program leaders to **serve as a compass** for the HR assessment and help **optimize** the HR organization and process areas within the State of Oklahoma:

- Consolidate** • Consolidate **transactional activities** across agencies that are **high volume and/or effort**
- Simplify** • **Harmonize, automate, and standardize** technology, policies, and processes wherever possible
- Improve the customer experience** • Employee and agency **experience** should be at the forefront of any changes
- Collaborate** • Enable **strategic collaboration** between agencies as part of organizational redesign and eliminate silos
- Transform** • Enable HR to **transform** from being reactive and transactional to being **proactive and more strategic**
- Be data driven** • Utilize **data driven decisions** and **leading practices** to move toward a proactive future HR



# HR assessment approach

The HR assessment, a comprehensive review and evaluation of the human resources services within an organization, provides a strategic and operational analysis of existing workplace policies, programs, and practices. The following components were leveraged to conduct the assessment for the State of Oklahoma:



# Overview of consolidation options

The below table shows an overview of the three (3) consolidation options that were developed based on leading practices, outputs from the voice of customer sessions, and results from the time and skills survey.

Future state consolidation option	Consolidation approach	Future state example
<b>High consolidation</b>	Strategic and transactional processes will be <b>consolidated</b> with agency consultation	<b>Compensation administration</b> <ul style="list-style-type: none"> <li>• Compensation processes will all be executed by one area within the State of Oklahoma</li> </ul>
<b>Medium consolidation</b>	Strategic processes will be <b>primarily consolidated</b> Transactional processes will be <b>partially consolidated</b> with some <b>non-consolidated</b> transactional processes managed by agencies	<b>Compensation administration</b> <ul style="list-style-type: none"> <li>• Strategic processes and highly technical processes such as the development of compensation structures and the evaluation of jobs will be executed by one area within the State of Oklahoma</li> <li>• Transactional processes such as the execution of the annual incentive program would be split between the agencies and the group responsible for overall compensation administration</li> </ul>
<b>Low consolidation</b>	Strategic processes will be <b>partially consolidated</b> Transactional processes will be <b>primarily non-consolidated</b> and managed by the agencies	<b>Compensation administration</b> <ul style="list-style-type: none"> <li>• Strategic processes such as the development of communication plans to support the compensation strategy will be co-developed between the agencies and the group responsible for compensation administration</li> <li>• Transactional processes such as entering long-term incentive (LTI) recommendations to support the annual LTI process would be managed by the agencies</li> </ul>





# Next steps for implementation

In connection with the HR assessment, below are the next steps for the State of Oklahoma to complete within the next 90 days:

- |   |   |
|---|---|
| 1 | Select a consolidation option that is the best fit to address the State of Oklahoma needs |
| 2 | Finalize the guiding principles for the future state design                               |
| 3 | Communicate consolidation option to key agencies and stakeholders as needed               |
| 4 | Complete prework requirements and request approval from legislation                       |
| 5 | Draft the implementation approach and timeline  |





# Voice of customer



This section provides the outputs of the stakeholder interviews conducted which include high, medium and low impact future state considerations and quick win opportunities for the State of Oklahoma. The concept of Centers of Excellence (CoEs) and several approaches to establishing CoEs for the State of Oklahoma are also explained.



# Voice of customer overview

Voice of customer gathers and analyzes customer feedback to improve HR process areas and customer experience. As part of the HR assessment, key stakeholders were identified to provide input. Interviews were set up for stakeholders to share their thoughts around:

-  Level of **satisfaction** with current HR service delivery capabilities
-  Opportunities for **improvement** across different HR functions

-  Opportunities for **standardization** of HR processes
-  **Maturity levels** across various HR functions

Six group interviews were conducted, where participants consisted of State of Oklahoma leaders as well as representatives from various agencies, as listed below:



Public Safety



Transportation



Economic Administration and OMES



Health and Mental Health



Energy and Environment



Human Services



# What we heard from stakeholders

The stakeholder interviews captured extensive qualitative input derived from a series of questions for each of the six agencies. Below are some **key statements** that emerged:

- “HR **staff to customer ratio** is not enough”
- “Optimize workday functionality, find places to **streamline processes**”
- “We would like to open some of our training to other agencies but no **central training hub** to post it to”
- “More HR assistance in the development of goals and ensuring **consistency across agencies**”
- “Great if we had **developed dashboards** where we can see things as needed”
- “We want to **retain our rapport** with our customers and not lose that by utilizing shared services”



# Future state considerations

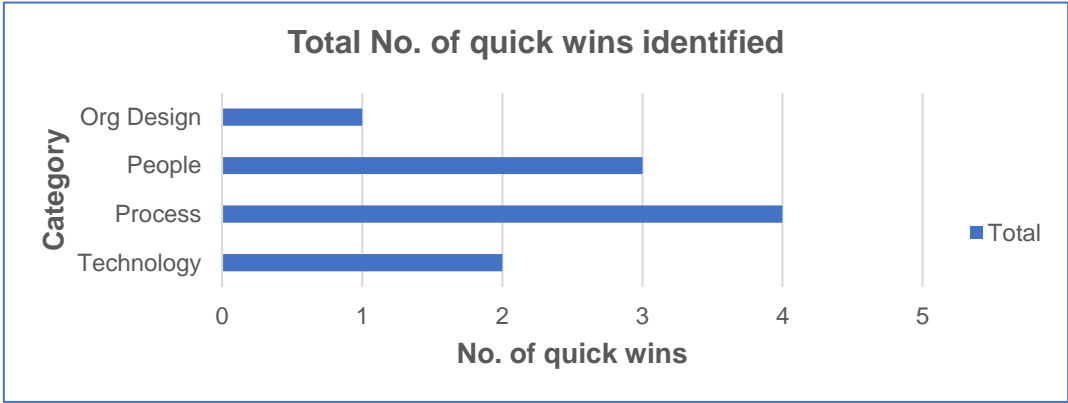
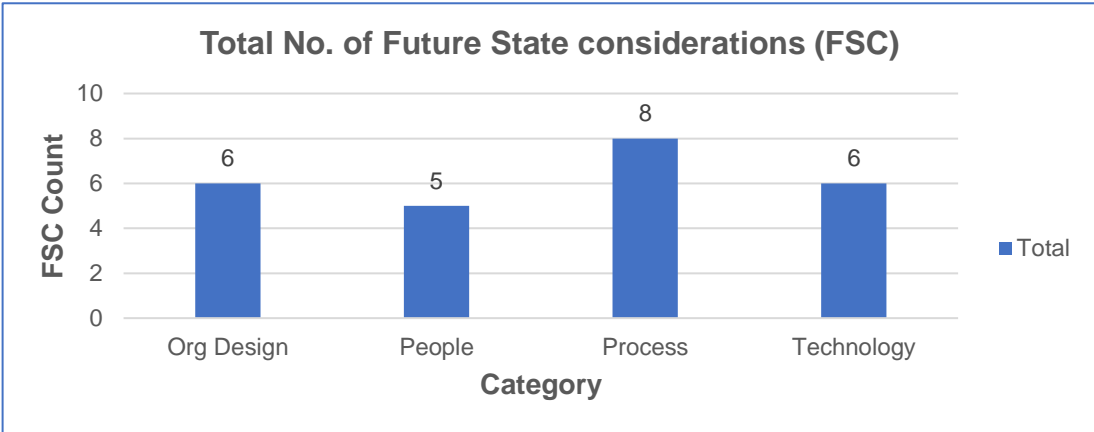
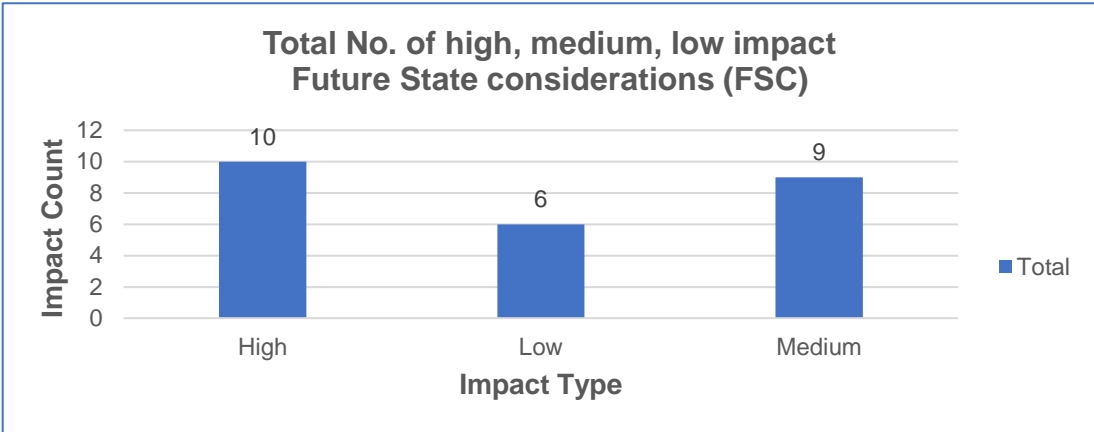


- 1 The following pages illustrate the **key themes** captured in the stakeholder interviews, **future state considerations** developed, and **quick wins** for the State of Oklahoma.
- 2 The key themes and future state considerations are grouped across **four categories** – organization design, people, process, and technology.
- 3 The slides are also grouped based on the **level of impact/priority** of the future state considerations developed (high, medium, low).



# Overview of future state considerations

Twenty-five (25) future state considerations were identified from the input received from the stakeholder interviews, in which 10 are considered “**high impact**” in their ability to streamline work, improve the employee experience and aid standardization. Additionally, 10 are considered “**quick wins**” for the State of Oklahoma.



# Empowering collaboration of top-talent across the State to improve HR experiences

Throughout the assessment of the HR function, the degree of satisfaction for the employee and agency experience was variable based on several factors:

1

Lack of standardized HR processes across the State led to inconsistencies in the delivery of HR services based on the maturity level of the agency and competency level of HR personnel

2

Reactive approach to performing HR services was often adopted due to high volumes of transactions for HR personnel with limited time to focus on proactive strategic initiatives

3

Technology enablement, configuration, and automation were not prioritized consistently to enhance the employee/agency experience and maximize process efficiencies

In order to **cultivate a culture** that focuses on similar shared **top-tier HR experiences** that is **inclusive of all employees and agencies** across the state, **Centers of Excellence (CoEs)** should be established.

CoEs will leverage **top talent across the state** for each HR function to develop a strategic plan that **aligns with the vision of its agencies**, standardized and optimized processes enabled by technology and automation, and **focus on the employee and agency experience**.



# HR Centers of Excellence objectives

Below is a list of an HR Center of Excellence objectives:

- 1 Define a strategy for each HR function that aligns with the overall vision of the State of Oklahoma
- 2 Define strategic plans that align the CoE strategy to the strategic needs of the agencies to drive value
- 3 Develop governance framework for accountability, oversight, and leadership
- 4 Develop standardized baseline processes for the HR function that are optimized using leading practices, technology and automation focused on the employee and customer/agency experience
- 5 Develop a balanced scorecard with survey inputs from employees and agencies and clear success metrics (KPIs) with transparency and monitoring operational efficiency and to drive continuous improvement
- 6 Support the deployment, implementation, and adoption of new technologies and organizational changes
- 7 Develop a community of practice for practitioners within the agencies to learn new ideas, upskill competencies, and provide feedback on new and existing initiatives
- 8 Drive a consistent way of working for change management and training for both the employee and agency





# CoE approaches

Below are three different approaches to establishing Centers of Excellence for the State of Oklahoma:

## Virtual CoE

- CoE is consolidated in a virtual concept
- Top talent is selected across the state to collaboratively develop and govern each function's strategy
- HR Business Partners (HRBPs) would work in alignment with HR function-specific CoE

## Agency-led CoE

- Agencies adopt a function and set the tone for strategy, tools, templates and best practices.
  - *Example: A leading agency in Performance Management would provide strategy, tools, templates and best practices to the rest of the agencies*
- HRBPs would work in alignment with function-specific CoE (agency) to implement the strategy and best practices across agencies

## Independent HR agency

- Independent department of personnel and/or HR could be created
- Department of personnel would manage the HR function across all agencies
- HR function-specific CoEs and HRBPs would work in alignment with agencies



# High impact/priority future state considerations

Category	Key Themes	Future State Considerations
Org design	<ul style="list-style-type: none"> <li>HR resources within agencies seem to be <b>heavily focused on transactions</b>. This transactional focus can potentially lead to <b>inadequacies in staffing</b></li> <li>Not all agencies have a <b>structured training team</b> to develop and deliver training content</li> </ul>	<ul style="list-style-type: none"> <li><b>Consolidate</b> high volume <b>transactional processes</b> to allow HR resources time to focus on <b>strategic work</b></li> <li>Develop <b>Centers of Excellences (CoEs)</b> for each HR function by <b>selecting top talent</b> within each functional competency across the state to collaborate on <b>process standardization</b> for consolidation alternatives</li> <li>Develop a <b>learning and development CoE</b> to create a <b>strategic plan for training delivery</b> across the state that includes “train the trainer” programs that can be delivered to the agencies</li> </ul>
People	<ul style="list-style-type: none"> <li><b>Training and development</b> standardization is not prevalent across agencies</li> </ul>	<ul style="list-style-type: none"> <li>Conduct <b>focus groups</b> and <b>experience surveys</b> targeted for both <b>employees and agencies</b> to identify areas for improvement around HR services</li> <li>Develop <b>employee and manager surveys</b> to <b>evaluate learning program</b> efficiencies for the CoE and <b>monitor and adjust</b> learning programs as needed</li> </ul>
Process	<ul style="list-style-type: none"> <li><b>Lack of consistency</b> in HR processes</li> <li>Processes can <b>vary across agencies</b> due to the nature of the business causing concern with the agencies that they <b>retain some ownership</b> regarding some transactional services</li> </ul>	<ul style="list-style-type: none"> <li>Develop <b>standardized processes</b> as a <b>baseline</b> for the CoE enabled by technology and leading practices that can be customized by the agencies as needed</li> <li>Facilitate <b>process optimization sessions</b> with HR resources across the state using the baseline processes to customize and co-develop the future state processes</li> </ul>
Technology	<ul style="list-style-type: none"> <li><b>Inconsistent Workday rollout</b> across the agencies led to a <b>lack of sufficient training</b> in many agencies resulting in significant issues with enabling process via technology such as onboarding</li> </ul>	<ul style="list-style-type: none"> <li><b>Reconfigure Workday</b> to support and <b>enable</b> newly designed <b>future state processes</b></li> <li>Assess, optimize, and redeploy Workday training utilizing methods from the new <b>Learning and Development CoE</b></li> <li>Focus on resolving disconnects in the <b>Workday onboarding process</b></li> </ul>



# Medium impact/priority future state considerations

Category	Key Themes	Future State Considerations
People	<ul style="list-style-type: none"> <li>• <b>Training and development</b> standardization is not prevalent across agencies</li> <li>• <b>Performance management</b> and <b>succession planning</b> are not standardized across agencies; the majority are at the developing/established zones in the maturity model</li> <li>• Most agencies recognize the importance of having efficient performance management and succession planning processes</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Centralize training</b> content and delivery (compliance, diversity, safety, etc.)</li> <li>• <b>Centralize performance management</b> goals at the leadership level</li> </ul>
Process	<ul style="list-style-type: none"> <li>• <b>Recruiting and onboarding</b> are mainly at a developing maturity level – onboarding across agencies ranged between 30 days and 180 days</li> <li>• <b>Reporting and analytics</b> maturity levels vary across agencies with most metrics <b>captured manually</b>; in general, agencies want more standardized and automated reports</li> <li>• No standardization/consistency with <b>updating/auditing policies</b> across agencies; audits range from quarterly to annually</li> <li>• Agencies expressed interest in the ability to share internal performance management <b>leading practices</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Standardize onboarding period</b> with set checkpoints for employee feedback</li> <li>• Establish consistent set of <b>key performance indicators (KPI)</b> across all agencies with the flexibility for agency-specific requirements</li> <li>• <b>Standardized dashboards</b> wherever possible</li> <li>• <b>Standardize policies/practices/audits</b> across all agencies with a central information resource for all to reference</li> <li>• Identify agencies using <b>leading performance management</b> practices to standardize and disseminate across other agencies</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Lack of <b>accessible training/technology</b> for employees in remote locations</li> <li>• Agencies expressed optimism toward <b>Workday's</b> performance management capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver <b>technical trainings</b> for employees with limited computer knowledge</li> <li>• <b>Leverage Workday</b> performance management capabilities as soon as possible</li> </ul>



# Low impact/priority future state considerations

Category	Key Themes	Future State Considerations
Org design	<ul style="list-style-type: none"> <li>Not all agencies have a <b>structured training team</b> to develop and deliver training content</li> </ul>	<ul style="list-style-type: none"> <li>Develop small training teams for a group of agencies to create curriculums to fit <b>specific job-related requirements</b></li> <li>Allow agencies to <b>cascade performance management goals</b> with some room for change at the lower levels of the organization</li> <li>Utilize updated performance management capabilities within Workday to develop <b>standardized succession plans</b> across the agencies</li> </ul>
People	<ul style="list-style-type: none"> <li>Most agencies recognize the <b>importance of performance management</b> and <b>succession planning</b></li> </ul>	<ul style="list-style-type: none"> <li>Establish <b>performance improvement plans</b> for lowest performers</li> </ul>
Process	<ul style="list-style-type: none"> <li>Exit interviews/surveys seem prevalent across agencies, but <b>survey response rates</b> and <b>after-action activities vary widely</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Standardize exit interview process</b> using a successful agency as a model for change</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Lack of <b>accessible training/technology</b> for employees in remote locations</li> </ul>	<ul style="list-style-type: none"> <li>Provide devices (laptops/self-service kiosks) to <b>employee groups lacking access to technology</b></li> </ul>



# Quick wins

Several quick wins were identified which could provide immediate benefits to the State of Oklahoma:

<b>Org Design</b>	<ul style="list-style-type: none"><li>• Allow agencies to cascade performance management goals with some room for change at the lower levels of the organization</li><li>• Utilize updated performance management capabilities to develop standardized succession plans across the agencies</li></ul>
<b>People</b>	<ul style="list-style-type: none"><li>• Centralize training content and delivery (compliance, diversity, safety, etc.)</li><li>• Upskill HR resources to increase capability to provide services to the agencies</li></ul>
<b>Process</b>	<ul style="list-style-type: none"><li>• Survey employees and agencies to identify areas for improvement around HR service delivery</li><li>• Standardize exit interview process using a successful agency as a model for change</li><li>• Standardize policies/practices/audits across all agencies with a central information resource for all to reference</li><li>• Identify agencies using leading practice performance management processes; standardize and disseminate across other agencies</li></ul>
<b>Technology</b>	<ul style="list-style-type: none"><li>• Review Workday training and modify as necessary to fill current gaps in content or distribution</li><li>• Provide devices (laptops/self-service kiosks) to employee groups lacking access to technology</li></ul>



# HR time and skills survey

This section provides an overview of the time and skills surveys conducted, followed by high-level observations captured from the survey and an analysis of the results related to time and cost allocated by respondents in various HR sub-functions and process areas.

Survey respondents were asked to self-report the amount of time allocated to each process area for their job as well as their level of proficiency in each competency. OMES provided the annual salary and fringe rate for all HR personnel. The survey did not achieve 100% participation which means all insights, analysis, and trends associated with costs or competency analysis reflected in this report are estimated based on the data submitted.



# Time and skills survey overview

## Overview

The State of Oklahoma's HR operating model is currently decentralized with agencies performing most of the required transactional, administrative and strategic activities. To get an understanding on where the agencies are allocating most of their time, as well as their proficiency levels in delivering HR capabilities, the **HR time and skills survey** was launched in 2023.

## Methodology

The survey was categorized by 13 HR sub-functions within the State of Oklahoma, with each being further divided by process areas. The survey requested participants to allocate their time allocated in these areas. The results were leveraged to conduct a fit-gap analysis and develop **three organizational consolidation options**.

The program team identified HR personnel across 21 agencies to participate in the survey. The survey was launched in two phases.

- Phase one (January 6-17) had 234 respondents out of 318 targeted participants, achieving a **completion rate of 74%**.
- Phase two (February 16-22) targeted only the 234 phase one respondents and achieved a **completion rate of 79%**, with 185 responses.

HR personnel identified by the program were asked to allocate the **percentage of their time** on the HR functional and process areas on a weekly basis. Additionally, they self-assessed their **proficiency levels** on a set of 225 competencies or "skills" related to their current roles. Proficiency levels ranged from 1 (basic) to 4 (expert).

To obtain the cost of the activities, the employees' annual salary and fringe rate was calculated against their time allocated on each process area. To build the HR roster, census data from the State of Oklahoma was used. To achieve the desired completion rate of greater than 66%, the State of Oklahoma provided participants with email support, live working sessions, and regular follow-ups.



# Survey high-level observations

The points below are a few high-level observations captured from the survey analysis:

	High-level observations	What it means
1	Seventy-seven percent (77%) of respondents across all agencies are spending more than <b>70% of their time</b> in <b>transactional</b> tasks	Agencies are spending most of their time on transactional work rather than strategic work
2	The Department of Human Services and the Office of Management and Enterprise Services (OMES) represent almost half, <b>47.86%</b> , of the HR personnel that rated leading proficiency levels in at least one competency	Top talent from these agencies can be selected for a virtual CoE to collaboratively develop and govern sub-function strategies
3	The Department of Human Services is the <b>top</b> agency with <b>leading competency proficiency levels</b> in 4 sub-functions: HR Planning and Strategy, Learning and Development, HR Administration, and Talent Acquisition	The Department of Human Services can potentially adopt these sub-functions and set the tone for strategy, tools, templates and best practices in an Agency-led CoE model

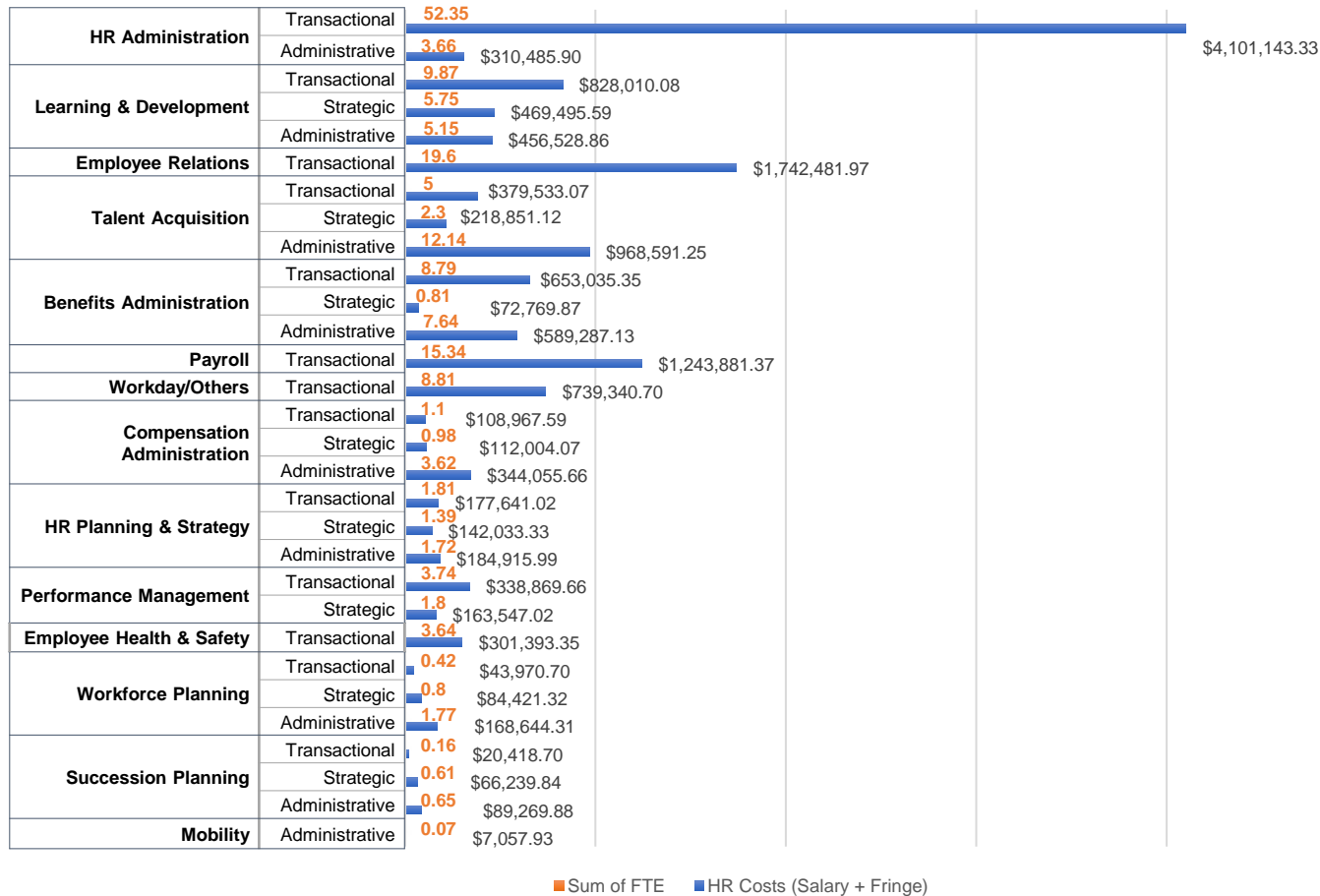




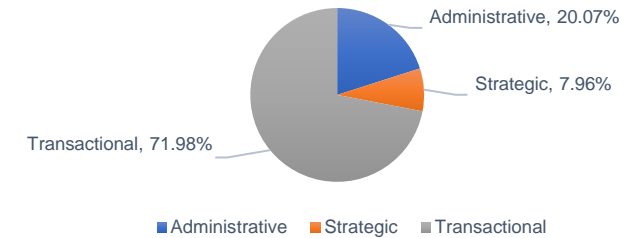
# Survey key findings

The graphs below show some key findings that were captured from the time and skills survey:

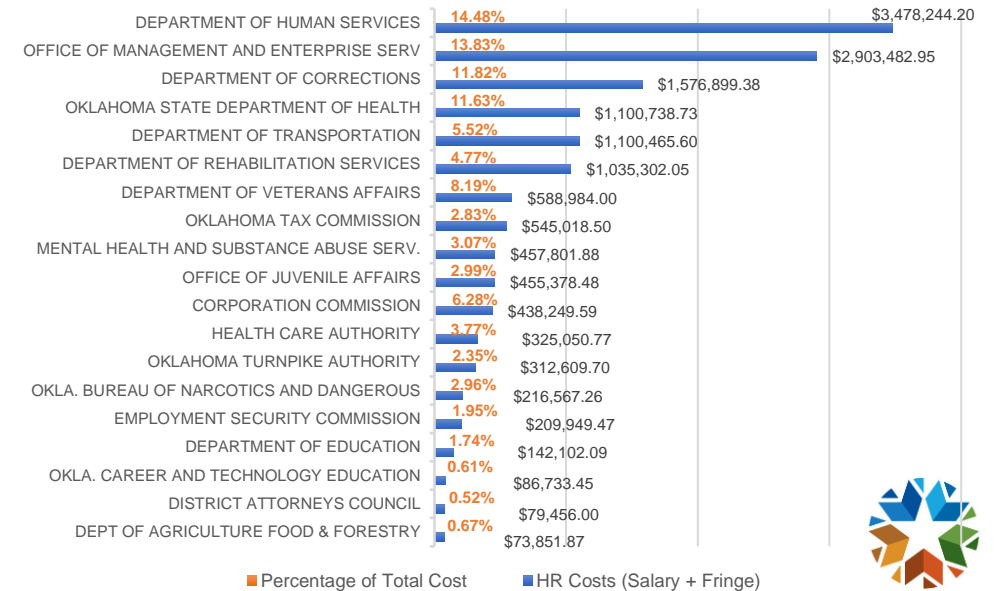
FTE count and total HR cost by process category and sub-function



Percentage of time allocated by process category



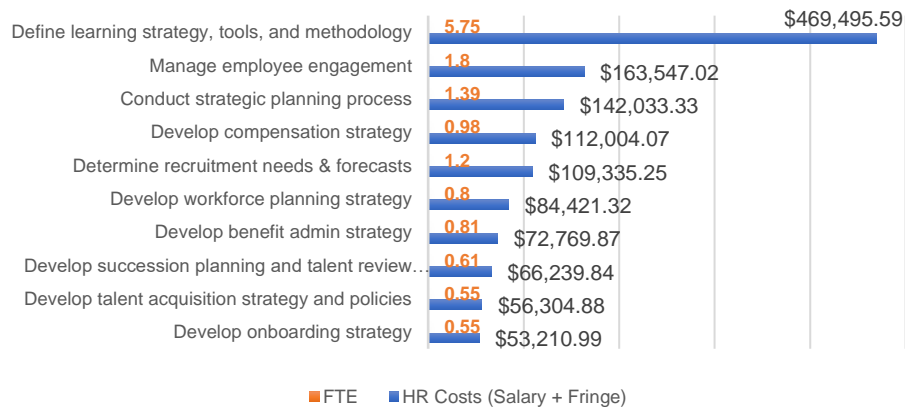
Estimated total HR cost and percentage of total cost by agency



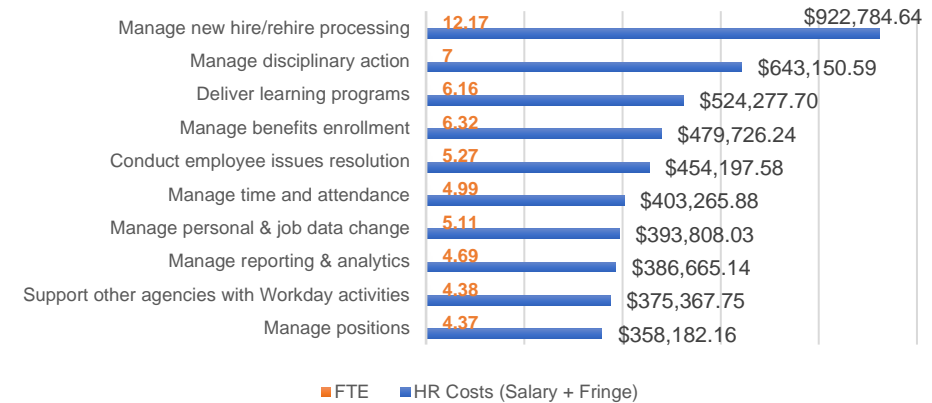
# Survey trends

The following trends were identified during the time and skills survey for each process category: strategic, transactional, and administrative.

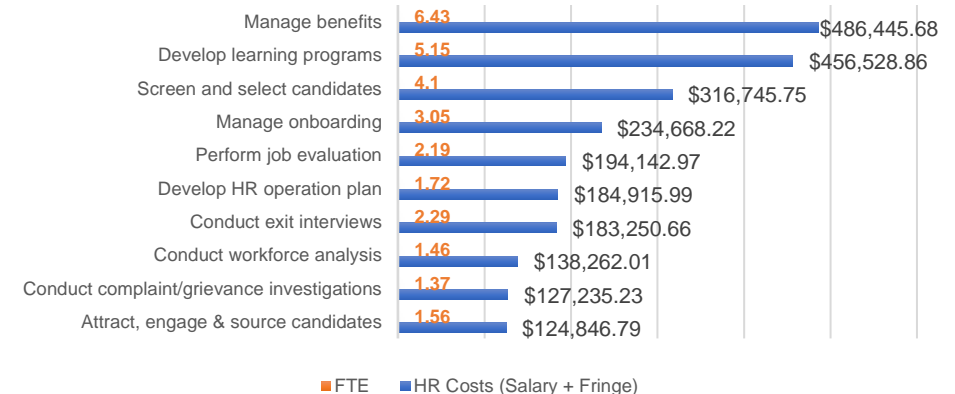
### Top 10 process costs for strategic activities



### Top 10 process costs for transactional activities

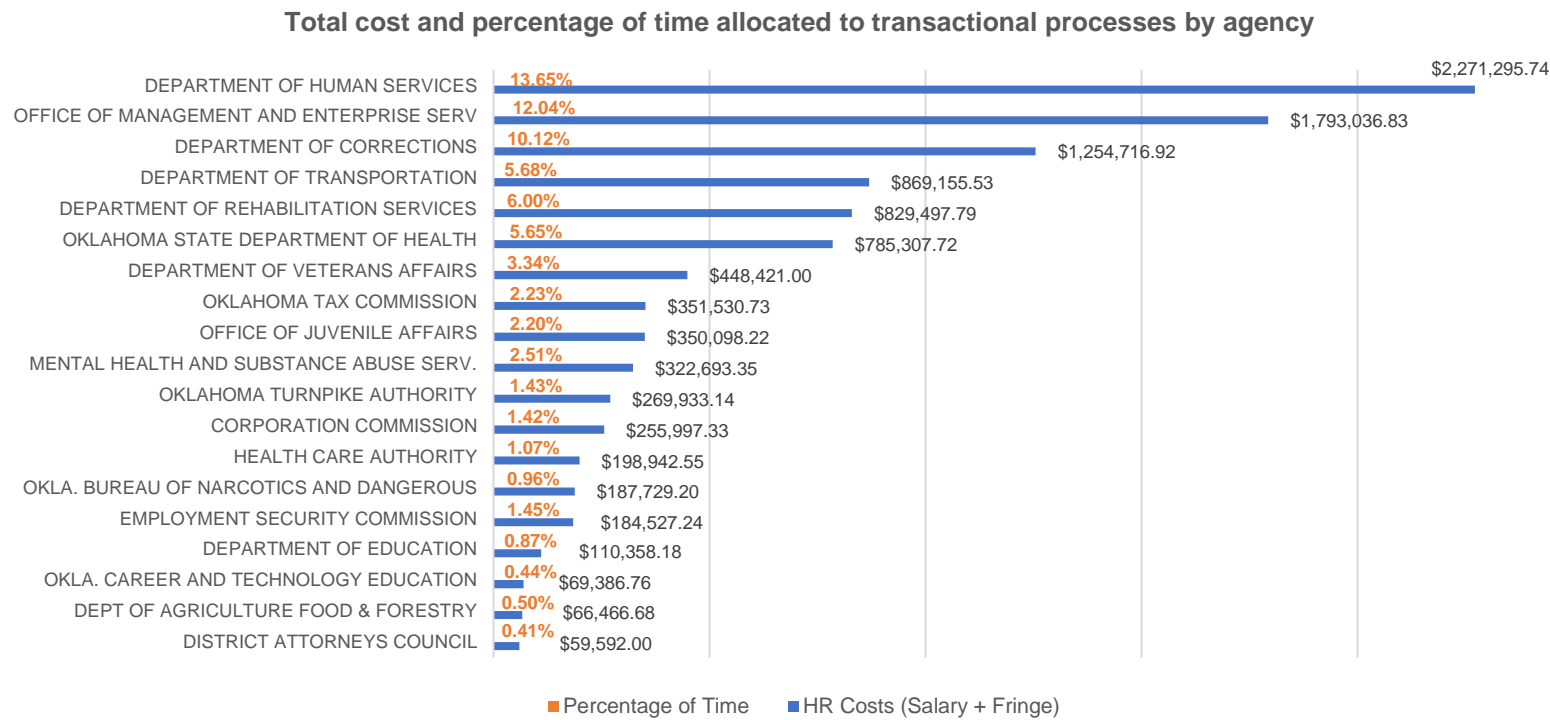


### Top 10 process costs for administrative activities



# Time and cost allocated to transactional processes

181 respondents across all agencies allocated **71.98%** of their time on **transactional activities**, with an associated total cost of **\$10.67 Million**. The graph below shows the time and cost allocated to **transactional activities** for each agency.



\*The cost of the activities was calculated based on employees' annual salary, fringe rate, and self-reported time allocated on each process



# Time and cost allocated to transactional processes across all agencies

Sub-Function	% per sub-function	Cost in Millions	Process	% per process	Cost in Millions
<b>HR Administration</b>	28.84%	\$4.10	Manage new hire/rehire processing	6.71%	\$0.92
			Manage personal & job data change	2.82%	\$0.39
			Manage reporting & analytics	2.58%	\$0.39
			Manage positions	2.41%	\$0.36
			Manage employee leave of absence	2.18%	\$0.29
			Manage employee movements	2.13%	\$0.33
			Manage retirement	1.91%	\$0.27
			Manage voluntary separation	1.70%	\$0.23
			Manage employment verification process	1.60%	\$0.21
			Manage involuntary separation	1.47%	\$0.22
			Manage organizational structures	1.23%	\$0.19
			Manage mass data changes	0.81%	\$0.12
			Manage Knowledge Content	0.73%	\$0.11
Manage case/inquiry	0.57%	\$0.07			
<b>Employee Relations</b>	10.80%	\$1.74	Manage disciplinary action	3.86%	\$0.64
			Conduct employee issues resolution	2.90%	\$0.45
			Conduct conflict resolution	1.56%	\$0.26
			Manage employee relations policy & program	1.28%	\$0.20
			Conduct reasonable accommodations	1.19%	\$0.18
<b>Payroll</b>	8.45%	\$1.24	Manage time and attendance	2.75%	\$0.40
			Perform payroll processing	2.08%	\$0.31
			Employee data management	1.20%	\$0.16
			Payroll reporting	0.66%	\$0.09
			Manage garnishment, employee inquiry and response	0.52%	\$0.09
			Wage attachments/garnishments	0.45%	\$0.07
			Payroll accounting and reconciliation	0.28%	\$0.05
			Manage payroll funding	0.20%	\$0.03
			Employee payments and distribution	0.13%	\$0.02
			Manage payroll tax filing	0.10%	\$0.01
			Post to general ledger	0.03%	\$0.005
			Manage third party payment funding	0.03%	\$0.005
			Perform payroll tax payment	0.01%	\$0.002

Sub-Function	% per sub-function	Cost in Millions	Process	% per process	Cost in Millions
<b>Learning &amp; Development</b>	5.44%	\$0.83	Deliver learning programs	3.39%	\$0.52
			Monitor and evaluate learning programs	2.04%	\$0.30
<b>Workday/ Others</b>	4.85%	\$0.74	Support other agencies with Workday activities	2.41%	\$0.38
			Maintenance of Workday	1.07%	\$0.15
			Advise agencies on interpretation of administrative rules	0.86%	\$0.14
			Maintenance and revision of administrative rules	0.51%	\$0.07
<b>Benefits Administration</b>	4.84%	\$0.65	Manage benefits enrollment	3.48%	\$0.48
			Perform benefit administration	1.36%	\$0.17
<b>Talent Acquisition</b>	2.75%	\$0.38	Manage requisitions	1.57%	\$0.21
<b>Performance Management</b>	2.06%	\$0.34	Manage offer and acceptance	1.18%	\$0.17
			Manage annual performance review process	0.88%	\$0.14
			Manage performance improvement plans	0.50%	\$0.08
			Develop and manage annual performance goal setting	0.38%	\$0.06
<b>Employee Health &amp; Safety</b>	2.01%	\$0.30	Develop employee career plans	0.30%	\$0.05
			Investigate accidents/injuries	1.04%	\$0.15
<b>HR Planning &amp; Strategy</b>	1.00%	\$0.18	Conduct disability management	0.96%	\$0.15
			Develop and monitor HR budget	0.59%	\$0.10
<b>Compensation Administration</b>	0.61%	\$0.11	Conduct benchmarking	0.41%	\$0.08
			Create and execute annual incentive program	0.33%	\$0.06
<b>Workforce Planning</b>	0.23%	\$0.04	Administer long-term incentive program	0.28%	\$0.05
			Monitor, evaluate and revise workforce planning	0.19%	\$0.04
<b>Succession Planning</b>	0.09%	\$0.02	Manage contingent workforce	0.04%	\$0.01
			Prepare and run succession planning and talent review meeting	0.09%	\$0.02



# Transactional processes – Agency versus OMES

The tables below show the top 10 processes with the highest time allocated, FTE count and cost. The table on the left includes **all agencies excluding OMES** and the table on the right includes **only OMES**. The processes highlighted (manage new hire/rehire processing, manage benefits enrollment, and deliver learning programs) are **transactional activities** that overlap between agencies and OMES, and provide the opportunity for consolidation.

Agencies (excluding OMES)				
Processes	Hours/year	FTE	Cost in Millions	Percent
Manage new hire/rehire processing	24,128	11.6	\$0.87	6.39%
Manage disciplinary action	12,834	6.17	\$0.58	3.40%
Manage benefits enrollment	10,629	5.11	\$0.38	2.82%
Conduct employee issues resolution	10,296	4.95	\$0.43	2.73%
Manage personal & job data change	10,026	4.82	\$0.37	2.66%
Manage time and attendance	9,422	4.53	\$0.37	2.50%
Manage positions	8,632	4.15	\$0.33	2.29%
Manage employee movements	7,946	3.82	\$0.32	2.10%
Manage employee leave of absence	7,946	3.82	\$0.28	2.10%
Deliver learning programs	7,779	3.74	\$0.33	2.06%
<b>Grand Total</b>	<b>10,9637</b>	<b>52.71</b>	<b>\$4.27</b>	<b>29.04%</b>

OMES				
Processes	Hours/year	FTE	Cost in Millions	Percent
Support other agencies with Workday activities	7,842	3.77	\$0.33	2.08%
Deliver learning programs	5,034	2.42	\$0.19	1.33%
Manage reporting & analytics	4,451	2.14	\$0.17	1.18%
Perform payroll processing	3,245	1.56	\$0.11	0.86%
Manage benefits enrollment	2,517	1.21	\$0.09	0.67%
Monitor and evaluate learning programs	2,392	1.15	\$0.08	0.63%
Manage disciplinary action	1,726	0.83	\$0.06	0.46%
Advise agencies on interpretation of administrative rules	1,685	0.81	\$0.07	0.45%
Maintenance of Workday	1,581	0.76	\$0.07	0.42%
Manage new hire/rehire processing	1,186	0.57	\$0.05	0.31%
<b>Grand Total</b>	<b>31,658</b>	<b>15.22</b>	<b>\$1.23</b>	<b>8.39%</b>



# HR capabilities across the State of Oklahoma

Highly performing HR organizations have **maximized their HR capabilities** by diversifying, developing, and increasing the span of competencies within their talent.

When operating in a **decentralized model**, the breadth of capabilities of the function may be challenging to assess with services layered into the agency operations.

The program team identified HR personnel **across 21 agencies** to participate in the functional competency assessment of **225 competencies** also known as the 'skills' portion of the *time and skills*' survey.

Functional competencies are **observable and measurable** knowledge, skills and attributes that are technical or operational in nature and contribute to the success of the organization.

HR personnel identified by the program were asked to self assess their **level of proficiency** for job specific functional competencies.

Paired with the compensation study and job evaluation results, the **competency assessment** of the existing talent within the roles can aid in the following:.

## Business Benefits

- **Strategy enablement:** Enhances overall organizational capability through a tailored competency framework to support the realization of business objectives
- **Accountability and direction:** Empowers and guides leaders and employees as a result of a clearly defined expectations
- **Optimize spending:** Cost reduction through recruiting talent with the right competencies, improved retention and reduces training costs by developing training programs that develop the right skills
- **Right leadership pipeline:** Improves and informs the succession planning process through clear identification of competencies required by future leaders
- **Employee development:** Provides managers with guidance and data for more targeted and robust development discussions

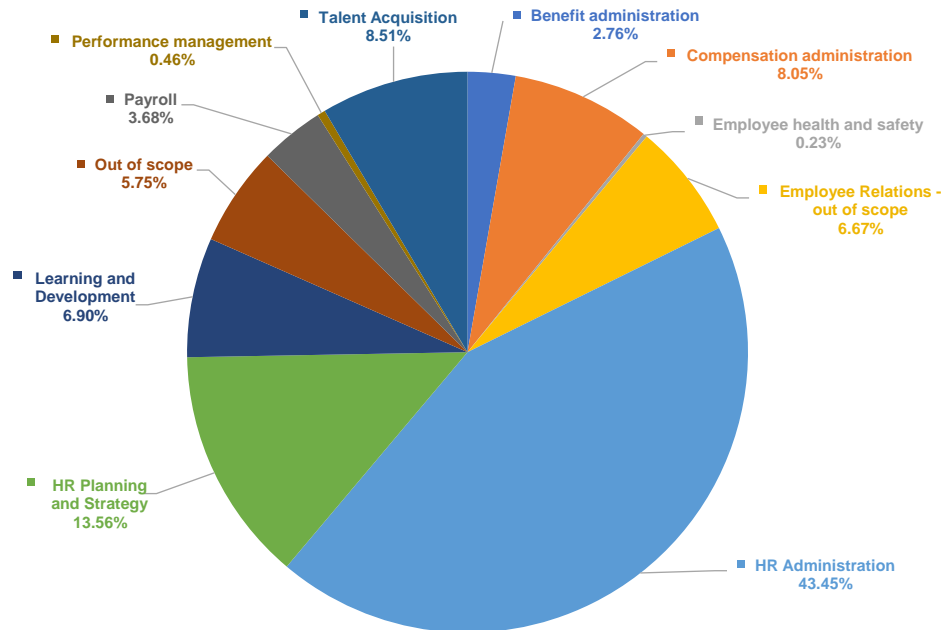


# Leading HR competencies

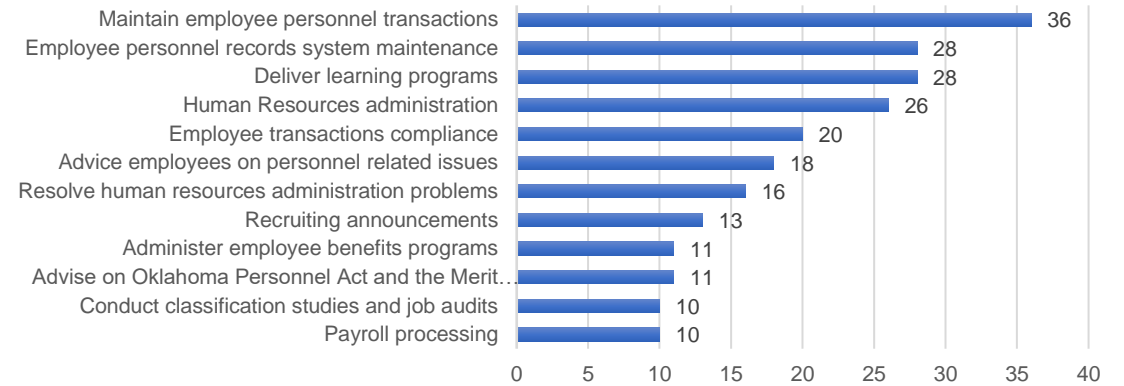
**Leading competencies** are competencies that are assessed with a proficiency level of 4 or 'Expert'.

**117** HR personnel across the State of Oklahoma self rated their proficiency as leading across **69** unique HR competencies.

Leading competency distribution by sub-function

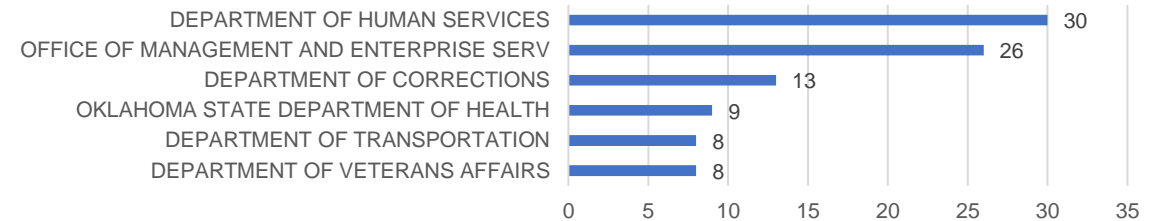


Leading HR competencies with at least 10 or more HR personnel



The Department of Human Services and the Office of Management and Enterprise Services (OMES) represent almost half, **47.86%**, of the HR personnel that rated leading proficiency levels in at least one competency.

Top six agencies by count of HR personnel with at least one leading competency proficiency level

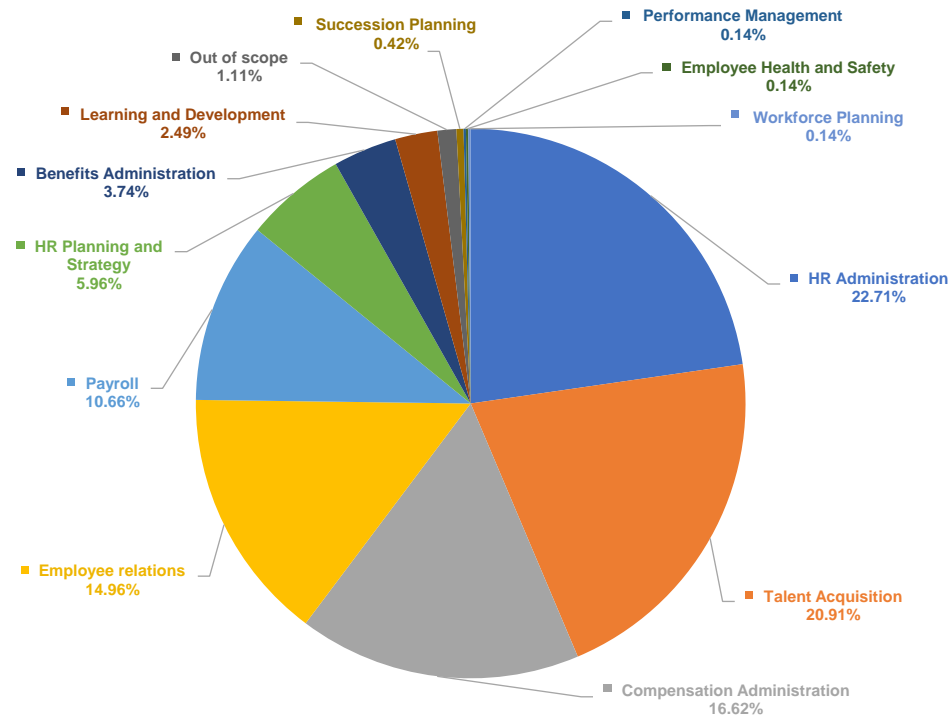


# Developing HR competencies

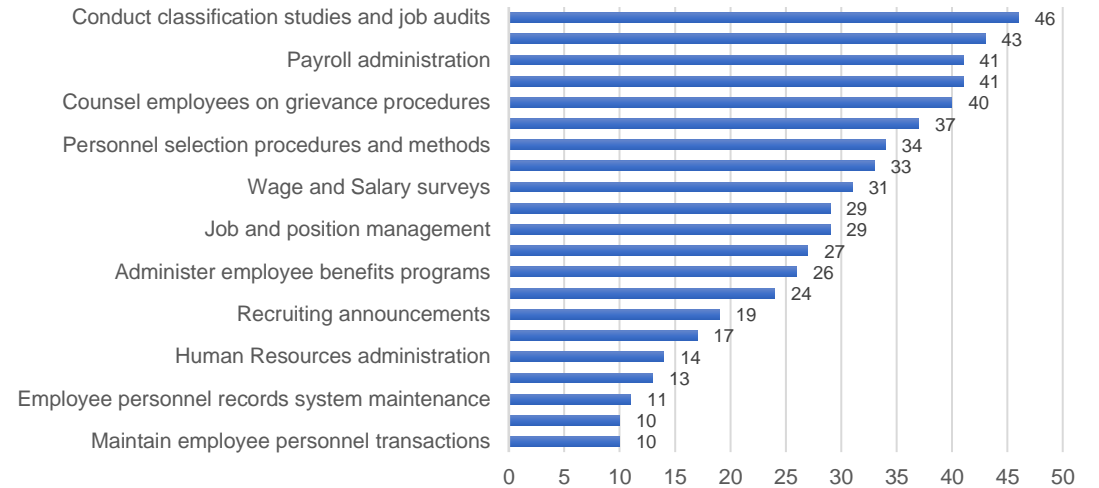
**Developing competencies** are competencies that are assessed with a proficiency level of 1 or 'Basic'.

**160** HR personnel across the State of Oklahoma self rated their proficiency as developing across **78** unique HR competencies.

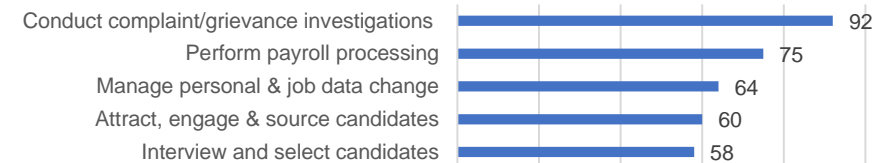
Developing competency distribution by sub-function



Developing HR competencies with at least 10 or more HR personnel



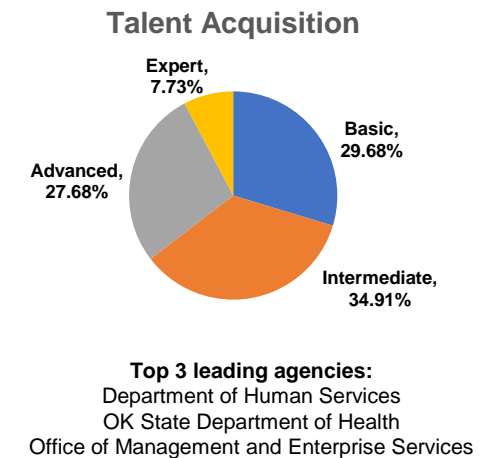
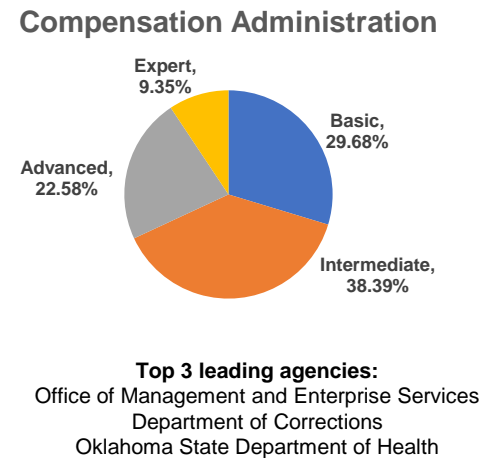
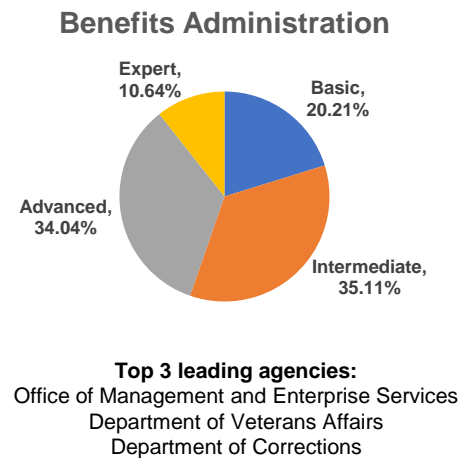
Top processes with developing HR competencies





# Proficiency levels by HR sub-function

The graphs below display HR personnel proficiency levels for each HR sub-function:



# Benchmarks

This section provides an overview of the benefits of benchmarking as well as a benchmark assessment of the State of Oklahoma when compared against standard data from American Productivity and Quality Center (APQC).



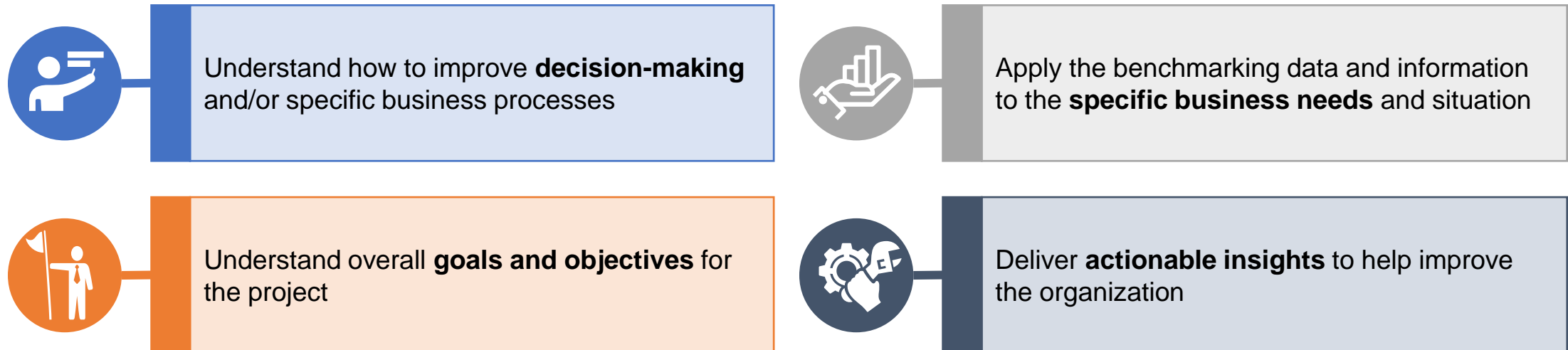
# Benchmarking overview

Benchmarking provides an opportunity to **compare the business process and performance metrics** of one entity to another using reliable data comparisons across measure types, such as:

- Cost effectiveness
- Staff productivity
- Process efficiency
- Cycle time

It helps **enable fact-based decision-making**, leveraged in key strategic areas, such as performance management gaps and improvement opportunities.

Benchmarking will enable the State of Oklahoma to:



# State of Oklahoma and benchmark assessment

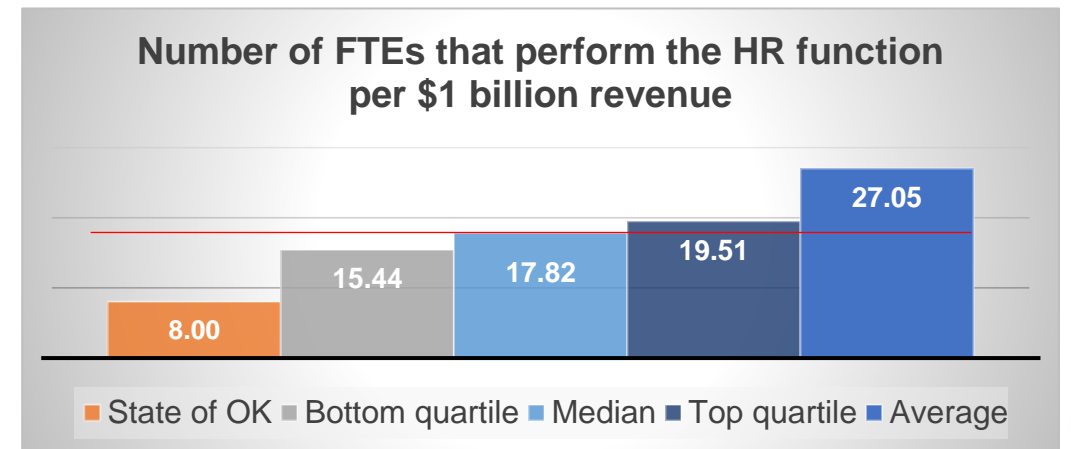
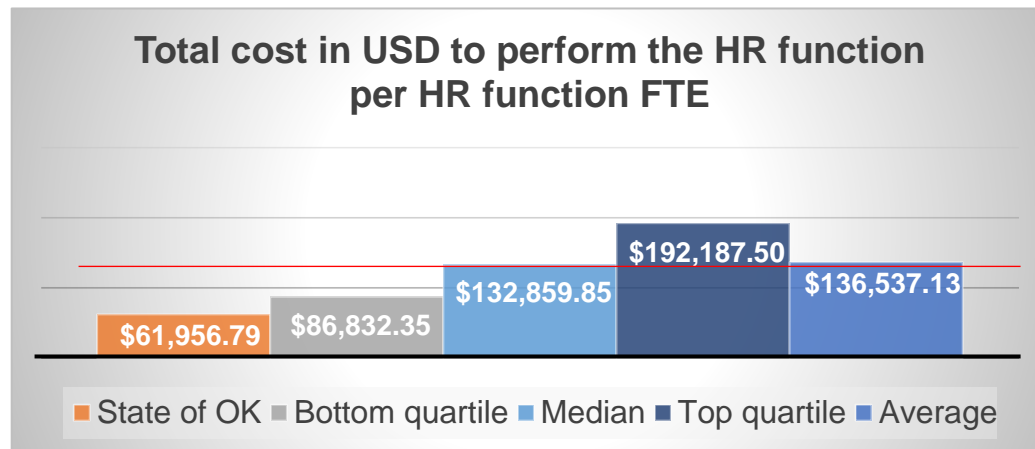
When comparing the State of Oklahoma against standard data from APQC, the data shows the state has a cost to perform the HR function per HR function FTE as well as an FTE count that perform the HR function per \$1 billion revenue that are **less than the bottom quartile** of similar-sized organizations in the government and public sector.

Metrics	KPIs	Standard APQC Benchmarks					State of Oklahoma
		Unit of measurement	Bottom Quartile	Median Quartile	Top Quartile	Average	Value
Cost Effectiveness	Total cost to perform the HR function per HR function FTE	USD	\$86,832.35	\$132,859.85	\$192,187.50	\$136,537.13	\$61,956.79
Process Efficiency	Number of FTEs that perform the HR function per \$1 billion revenue	FTEs	15.44	17.82	19.51	27.05	14.4

Selection criteria:

Revenue (USD/ Year)	Industry	Region
> \$20 Billion	Government and Public Sector	Americas

Metrics as of February 10, 2023. Source: American Productivity and Quality Center (APQC)



\*Number of FTEs calculated based of State of Oklahoma's FY21 total revenue of is approximately \$36B



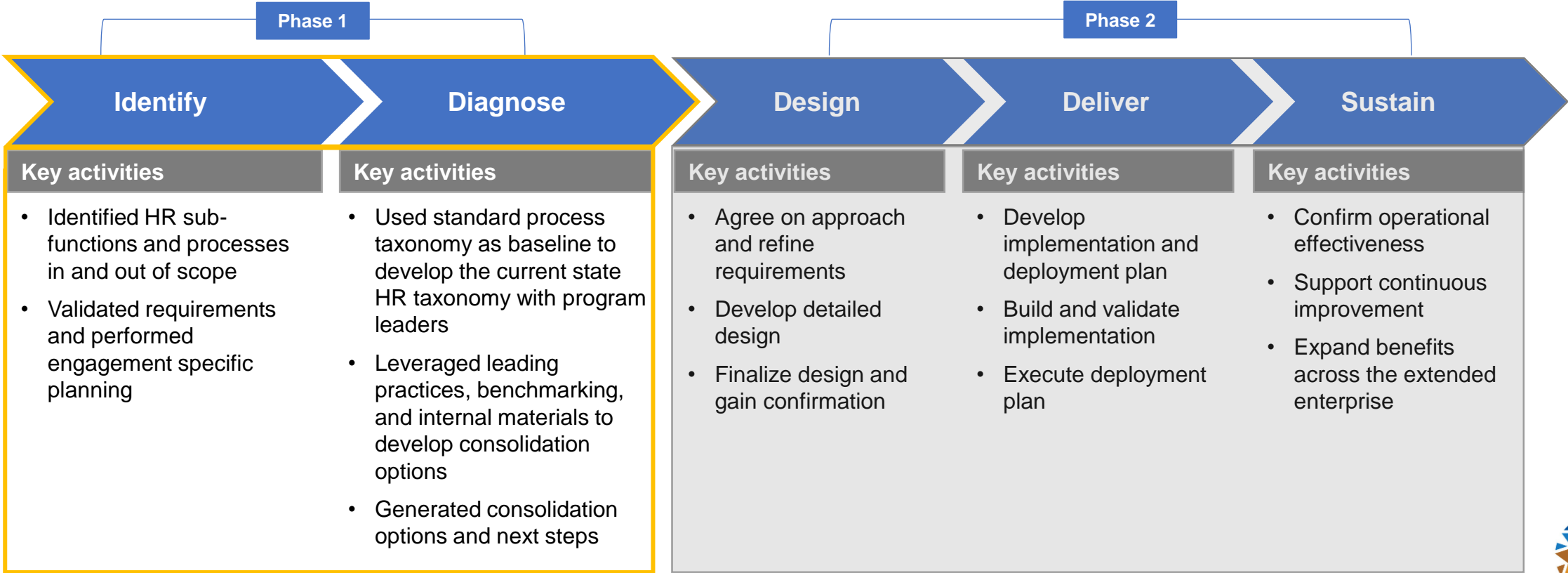
# Organization consolidation options

This section provides an overview of how the three (3) consolidation options (high, medium, low) were developed, how ownership is allocated between the state and agencies within the current HR organization, the consolidation levels in the three (3) options, and the potential benefits and challenges of consolidating HR sub-functions and process areas for the State of Oklahoma.



# Consolidation options development stages

This methodology focuses on delivering sustained improvements for the State of Oklahoma in a phased approach that ranges from identifying business needs to sustaining a change. Phase 1 was completed during the HR assessment, as highlighted below:



# Summary of current state taxonomy

The table below summarizes the current ownership allocated between the state and agencies across the State of Oklahoma’s HR sub-functions:

Sub-function	Ownership
Compensation Administration Benefits Administration Learning and Development	<p><b>Shared – state/agency</b></p> <ul style="list-style-type: none"> <li>In the current state, the process areas that exist in these sub-functions are <b>shared</b> between the state and the agencies, with the state providing the processes and guidelines for the agencies to implement</li> </ul>
HR Administration Talent Acquisition Workforce Planning HR Planning and Strategy Performance Management Succession Planning	<p><b>Primarily agencies</b></p> <ul style="list-style-type: none"> <li>In the current state, the process areas that exist in these sub-functions are <b>primarily owned</b> by agencies, with some input or optional guidelines from the state</li> <li>Agencies leverage existing technologies (i.e., Workday) managed by the state</li> </ul>



# Current state HR Taxonomy

The visual below shows the different HR sub-functions and processes across the State of Oklahoma with ownership allocated between the state and agencies:

		Sub-functions									
		HR Administration	Talent Acquisition	Compensation Administration	Benefits Administration	Workforce Planning	HR Planning & Strategy	Learning & Development	Performance Management	Succession Planning	Mobility
Processes	Manage new hire/rehire processing		Determine recruitment needs & forecasts	Develop compensation strategy	Develop benefit admin strategy	Develop workforce planning strategy	Conduct strategic planning process	Define learning strategy, tools, and methodology	Manage employee engagement	Develop succession planning and talent review strategy	Manage domestic relocation
	Manage personal & job data change		Manage requisitions	Create and execute annual incentive program	Manage Benefits	Conduct workforce analysis	Develop HR operation plan	Develop learning programs	Develop and manage annual performance goal setting	Prepare and run succession planning and talent review meeting	
	Manage employee movements		Attract, engage & source candidates	Perform job evaluation	Manage benefit enrollment	Develop and implement workforce action plan	Develop and monitor HR budget	Deliver learning programs	Develop employee career plans	Monitor succession planning, talent review results and reporting	
	Manage employee leave of absence		Manage passive and prospective candidates	Conduct salary planning	Perform benefit administration	Monitor, evaluate & revise workforce planning	Conduct benchmarking	Monitor and evaluate learning programs	Manage feedback cycles	Determine and evaluate critical positions	
	Manage voluntary & involuntary separation		Screen and select candidates	Create and maintain job architecture and job descriptions	Deploy work/life programs	Manage contingent workforce			Manage annual performance review process	Identify and assess bench strength	
	Manage retirement		Interview and select candidates	Design executive incentive programs	Manage the Employee Assistance Program (EAP)*				Manage performance improvement plans	Manage executive development	
	Manage mass data changes		Manage offer and acceptance	Administer executive incentive programs							
	Manage employment verification process		Conduct pre-placement due diligence	Conduct market pricing (market survey)							
	Manage reporting & analytics		Manage onboarding	Administer long-term incentive program							
	Manage organizational structures & positions		Develop employee induction program	Design long term incentive program							
	Manage case/inquiry		Develop onboarding strategy	Develop annual increase and merit increase map							
	Manage Knowledge Content		Develop talent acquisition strategy and policies	Develop long term incentives map							
	Conduct complaint/grievance investigations		Manage campus & executive recruiting								
Conduct exit interviews		Manage employee referral programs									

### Legend

	State
	Agency
	Shared – State/Agency
	Primarily State (with some Agency input)
	Primarily Agency (with some State input)
	N/A

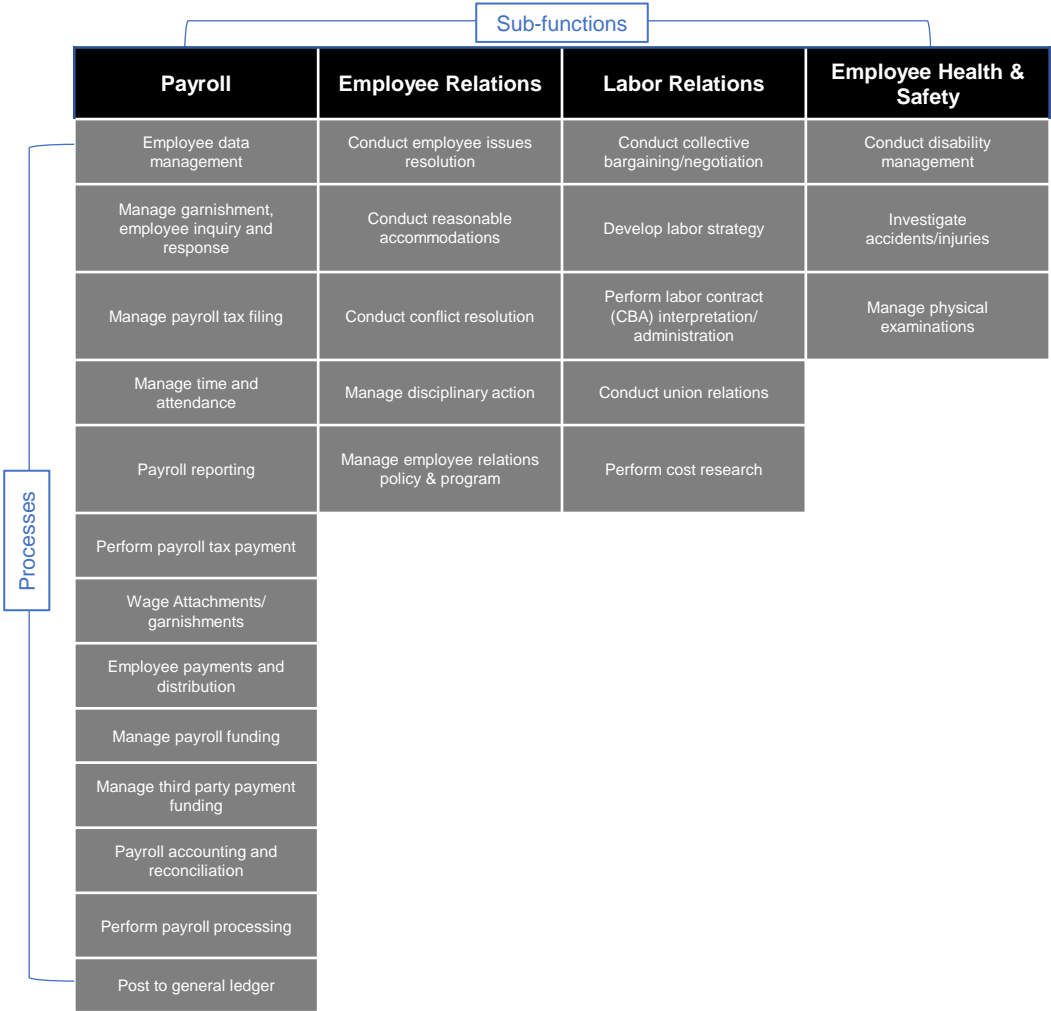
\*The EAP is owned by the State's Mental Health Department





# HR taxonomy – other sub-functions and processes

The visual below shows other HR sub-functions and processes that were not included in the developing of the consolidation options for the State of Oklahoma:



# Overview of consolidation options

The below table shows an overview of the three (3) consolidation options that were developed based on leading practices, outputs from the voice of customer sessions, and results from the time and skills survey.

Future state consolidation option	Consolidation approach	Future state example
<b>High consolidation</b>	Strategic and transactional processes will be <b>consolidated</b> with agency consultation	<b>Compensation administration</b> <ul style="list-style-type: none"> <li>• Compensation processes will all be executed by one area within the State of Oklahoma</li> </ul>
<b>Medium consolidation</b>	Strategic processes will be <b>primarily consolidated</b> Transactional processes will be <b>partially consolidated</b> with some <b>non-consolidated</b> transactional processes managed by agencies	<b>Compensation administration</b> <ul style="list-style-type: none"> <li>• Strategic processes and highly technical processes such as the development of compensation structures and the evaluation of jobs will be executed by one area within the State of Oklahoma</li> <li>• Transactional processes such as the execution of the annual incentive program would be split between the agencies and the group responsible for overall compensation administration</li> </ul>
<b>Low consolidation</b>	Strategic processes will be <b>partially consolidated</b> Transactional processes will be <b>primarily non-consolidated</b> and managed by the agencies	<b>Compensation administration</b> <ul style="list-style-type: none"> <li>• Strategic processes such as the development of communication plans to support the compensation strategy will be co-developed between the agencies and the group responsible for compensation administration</li> <li>• Transactional processes such as entering long-term incentive (LTI) recommendations to support the annual LTI process would be managed by the agencies</li> </ul>



# Consolidation benefits and challenges

Below are a list of potential benefits and challenges that the State of Oklahoma will see with the consolidation of current HR sub-functions and processes:

## BENEFITS

- **Centralized** HR activities will **optimize the time** agencies spend on strategic work, such as succession and workforce planning
- **Centralized** HR information resource center will enable **consistency in knowledge management** for employees/customers
- Standardized/streamlined internal HR processes will increase uniformity across all agencies, providing a **consistent employee/customer experience**
  - Employees feeling their needs/inquiries being resolved in a more effective and timely manner ties to increased retention rates
- **Central** HR governance will help **align objectives** to business strategy, better mitigate risks and improve compliance with policies
- A consolidated talent management model allows employees across agencies to **better understand career growth opportunities**, boosting employee engagement
- Direct access service capabilities can be maximized with **centralized ownership, resulting in reduced time allocated** by HR professionals resolving employee inquiries
- Potential **lower operating costs** due to increased HR staff time productivity

## CHALLENGES

- Transitioning agencies to **standardized model**
- Addressing **governance and compliance** within the new operating model
- Establishing **change management strategy**
- Realigning **capabilities and skills** according to the new operating model
- Realigning **positions, headcount and budget** in shared model



# Option A – High consolidation summary

The table below details the level of consolidation within an HR sub-function and examples of how activities will be performed in a **high** consolidation option:

Sub-Function	Consolidation level	Activity example
Compensation Administration	Consolidated	• Compensation processes will all be executed by one area within the State of Oklahoma
Benefits Administration		• Benefits processes will all be executed by one area within the State of Oklahoma
HR Planning and Strategy	Primarily consolidated	• One area within the State of Oklahoma develops strategic long and short term goals
HR Administration		• Administrative transactions are completely processed by one area within the State of Oklahoma
Talent Acquisition		• One area within the State of Oklahoma manages passive and prospective candidates
Learning and Development		• Learning and development strategy is defined by one area within the State of Oklahoma
Workforce Planning	Partially consolidated	• Workforce planning methodology, process, tools and templates are developed by one area within the State of Oklahoma
Succession Planning		• One area within the State of Oklahoma defines the succession planning strategy and common framework
Performance Management	Primarily non-consolidated	• Agencies support with defining and aligning on organizational goals with leadership



# Option A – High consolidation

The visual below depicts the levels of consolidation for HR sub-functions and their associated processes across the state of Oklahoma in a **high** consolidation option:

		Sub-functions									
		HR Administration	Talent Acquisition	Compensation Administration	Benefits Administration	Workforce Planning	HR Planning & Strategy	Learning & Development	Performance Management	Succession Planning	Mobility
Processes	Manage new hire/rehire processing		Determine recruitment needs & forecasts	Develop compensation strategy	Develop benefit admin strategy	Develop workforce planning strategy	Conduct strategic planning process	Define learning strategy, tools, and methodology	Manage employee engagement	Develop succession planning and talent review strategy	Manage domestic relocation
	Manage personal & job data change		Manage requisitions	Create and execute annual incentive program	Manage Benefits	Conduct workforce analysis	Develop HR operation plan	Develop learning programs	Develop and manage annual performance goal setting	Prepare and run succession planning and talent review meeting	
	Manage employee movements		Attract, engage & source candidates	Perform job evaluation	Manage benefit enrollment	Develop and implement workforce action plan	Develop and monitor HR budget	Deliver learning programs	Develop employee career plans	Monitor succession planning, talent review results and reporting	
	Manage employee leave of absence		Manage passive and prospective candidates	Conduct salary planning	Perform benefit administration	Monitor, evaluate & revise workforce planning	Conduct benchmarking	Monitor and evaluate learning programs	Manage feedback cycles	Determine and evaluate critical positions	
	Manage voluntary & involuntary separation		Screen and select candidates	Create and maintain job architecture and job descriptions	Deploy work/life programs	Manage contingent workforce			Manage annual performance review process	Identify and assess bench strength	
	Manage retirement		Interview and select candidates	Design executive incentive programs	Manage the Employee Assistance Program (EAP)*				Manage performance improvement plans	Manage executive development	
	Manage mass data changes		Manage offer and acceptance	Administer executive incentive programs							
	Manage employment verification process		Conduct pre-placement due diligence	Conduct market pricing (market survey)							
	Manage reporting & analytics		Manage onboarding	Administer long-term incentive program							
	Manage organizational structures & positions		Develop employee induction program	Design long term incentive program							
	Manage case/inquiry		Develop onboarding strategy	Develop annual increase and merit increase map							
	Manage Knowledge Content		Develop talent acquisition strategy and policies	Develop long term incentives map							
	Conduct complaint/grievance investigations		Manage campus & executive recruiting								
Conduct exit interviews		Manage employee referral programs									

**Legend**

	Consolidated
	Non-consolidated (Agency)
	Partially consolidated
	Primarily consolidated
	Primarily non-consolidated
	N/A

\*The EAP is owned by the State's Mental Health Department



# Option B – Medium consolidation summary

The table below details the level of consolidation within an HR sub-function and examples of how activities will be performed in a **medium** consolidation option:

Sub-Function	Consolidation level	Activity example
HR Administration	Primarily consolidated	• Agencies assist with retirement offboarding
Compensation Administration		• Agencies are involved in the creation and updating of job descriptions
Benefits Administration		• The administration of the benefits enrollment process is supported by agencies
HR Planning and Strategy		• Agencies provide support with the communication of HR strategies
Learning and Development		• Alignment of performance management and talent strategy is ensured by agencies
Talent Acquisition	Partially consolidated	• Recruiting strategy for requisitions is supported by agency input
Workforce Planning		• Agencies support with defining the scope and focus of workforce planning
Succession Planning		• Agencies assist with evaluation of program metrics
Performance Management	Primarily non-consolidated	• Agencies co-develop employee engagement strategy and plan



# Option B – Medium consolidation

The visual below shows the levels of consolidation and agency ownership of HR sub-functions and processes across the state of Oklahoma in a **medium** consolidation option:

		Sub-functions									
		HR Administration	Talent Acquisition	Compensation Administration	Benefits Administration	Workforce Planning	HR Planning & Strategy	Learning & Development	Performance Management	Succession Planning	Mobility
Processes	Manage new hire/rehire processing										Manage domestic relocation
	Manage personal & job data change										
	Manage employee movements										
	Manage employee leave of absence										
	Manage voluntary & involuntary separation										
	Manage retirement										
	Manage mass data changes										
	Manage employment verification process										
	Manage reporting & analytics										
	Manage organizational structures & positions										
	Manage case/inquiry										
	Manage Knowledge Content										
	Conduct complaint/grievance investigations										
Conduct exit interviews											

**Legend**

	Consolidated
	Non-consolidated (Agency)
	Partially consolidated
	Primarily consolidated
	Primarily non-consolidated
	N/A

\*The EAP is owned by the State's Mental Health Department



# Option C – Low consolidation summary

The table below details the level of consolidation within an HR sub-function and examples of how activities will be performed in a **low** consolidation option:

Sub-Function	Consolidation level	Activity example
Compensation Administration	Primarily consolidated	• Agencies assist with administering the communication plan for long term incentive programs
Benefits Administration		• Agencies provide awareness of the EAP program to employees
HR Administration	Partially consolidated	• Employee leave of absence is managed by agencies
Talent Acquisition		• Campus recruiting is led by agencies
Workforce Planning		• Agencies evaluate workforce priorities and update future strategies accordingly
HR Planning and Strategy		• Agencies assess HR skills gap and develop plans to mitigate gaps
Learning and Development		• Employees participating in learning and development programs are nominated by agencies
Succession Planning		• Agencies provide support with aligning timeline and goals with HR leadership team and business leaders
Performance Management	Primarily non-consolidated	• Agencies define and review career paths and progression requirements





# Option C – Low consolidation

The visual below shows the levels of consolidation and agency ownership of HR sub-functions and processes across the state of Oklahoma in a **low** consolidation option:

		Sub-functions									
		HR Administration	Talent Acquisition	Compensation Administration	Benefits Administration	Workforce Planning	HR Planning & Strategy	Learning & Development	Performance Management	Succession Planning	Mobility
Processes	Manage new hire/rehire processing	Determine recruitment needs & forecasts	Develop compensation strategy	Develop benefit admin strategy	Develop workforce planning strategy	Conduct strategic planning process	Define learning strategy, tools, and methodology	Manage employee engagement	Develop succession planning and talent review strategy	Manage domestic relocation	
	Manage personal & job data change	Manage requisitions	Create and execute annual incentive program	Manage Benefits	Conduct workforce analysis	Develop HR operation plan	Develop learning programs	Develop and manage annual performance goal setting	Prepare and run succession planning and talent review meeting		
	Manage employee movements	Attract, engage & source candidates	Perform job evaluation	Manage benefit enrollment	Develop and implement workforce action plan	Develop and monitor HR budget	Deliver learning programs	Develop employee career plans	Monitor succession planning, talent review results and reporting		
	Manage employee leave of absence	Manage passive and prospective candidates	Conduct salary planning	Perform benefit administration	Monitor, evaluate & revise workforce planning	Conduct benchmarking	Monitor and evaluate learning programs	Manage feedback cycles	Determine and evaluate critical positions		
	Manage voluntary & involuntary separation	Screen and select candidates	Create and maintain job architecture and job descriptions	Deploy work/life programs	Manage contingent workforce			Manage annual performance review process	Identify and assess bench strength		
	Manage retirement	Interview and select candidates	Design executive incentive programs	Manage the Employee Assistance Program (EAP)*				Manage performance improvement plans	Manage executive development		
	Manage mass data changes	Manage offer and acceptance	Administer executive incentive programs								
	Manage employment verification process	Conduct pre-placement due diligence	Conduct market pricing (market survey)								
	Manage reporting & analytics	Manage onboarding	Administer long-term incentive program								
	Manage organizational structures & positions	Develop employee induction program	Design long term incentive program								
	Manage case/inquiry	Develop onboarding strategy	Develop annual increase and merit increase map								
	Manage Knowledge Content	Develop talent acquisition strategy and policies	Develop long term incentives map								
	Conduct complaint/grievance investigations	Manage campus & executive recruiting									
	Conduct exit interviews	Manage employee referral programs									

**Legend**

Dark Blue	Consolidated
Medium Blue	Non-consolidated (Agency)
Light Blue	Partially consolidated
Very Light Blue	Primarily consolidated
White	Primarily non-consolidated
Red	N/A

\*The EAP is owned by the State's Mental Health Department



# Activity level and potential ownership summary

This section provides some of the activity-level responsibilities of CoEs, HRBPs, and administrators in a high consolidation option. The desired activities and ownership will be finalized during the design effort after the State of Oklahoma determines the option (high, medium, or low) for consolidation.



# Supplemental document

In addition to the analysis in this report, the following supplemental document will be provided to the State of Oklahoma. A preview of the document is provided on the upcoming slide.

1. [Activity level ownership mapping](#) – Excel file illustrating which activities within each HR sub-function will be either consolidated or owned by agencies in the three consolidation options (high, medium, low)





# Compensation administration

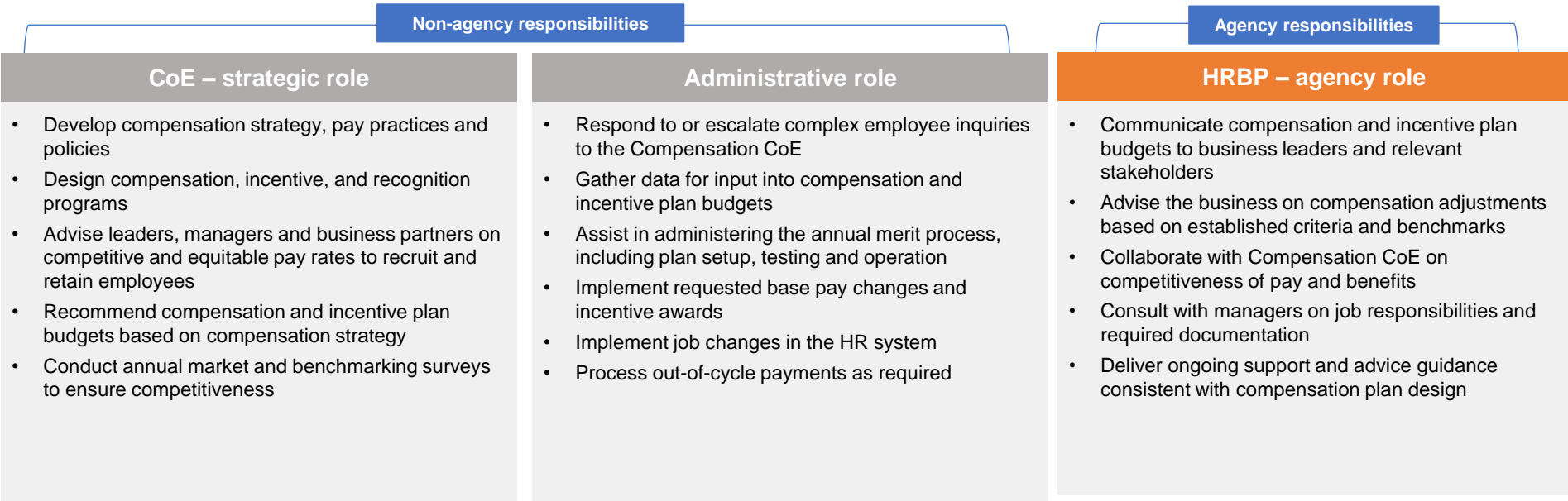
## HR service delivery roles with consolidation options considerations

Processes
Develop compensation strategy
Create and execute annual incentive program
Perform job evaluation
Conduct salary planning
Create and maintain job architecture and job descriptions
Conduct market pricing (market survey)
Administer long-term incentive program
Design long term incentive program



**Compensation** is the process of planning, budgeting, allocating and administering employee compensation, including base pay, short- and long-term incentives, performance-based pay and rewards and recognition programs.

### Key HR service delivery roles



### Consolidation options considerations

- High – agency plays more of a consultative role focusing to provide business/strategic input to Compensation CoE
- Medium – agency plays more of an administrative role in development of compensation communication
- Low – agency plays more of a hands-on role by administering merit process



# HR administration

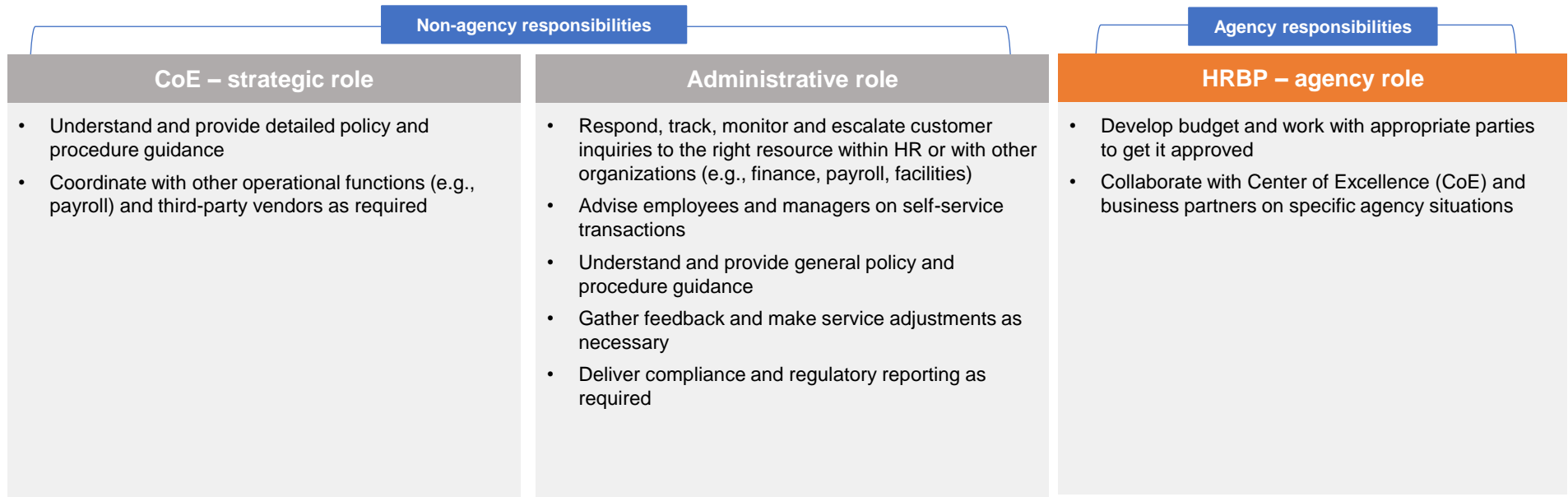
## HR service delivery roles with consolidation options considerations

Processes
Manage new hire/rehire processing
Manage personal & job data change
Manage employee movements
Manage employee leave of absence
Manage voluntary & involuntary separation
Manage retirement
Manage mass data changes
Manage employment verification process
Manage reporting & analytics
Manage organizational structures & positions
Manage case/inquiry
Manage Knowledge Content
Conduct complaint/grievance investigations
Conduct exit interviews



**HR administration** is the process of managing human capital and/or administrative tasks.

### Key HR service delivery roles



### Consolidation options considerations

- High – agency plays more of a consultative role in discussing job change with Manager and HR Business Partner
- Medium – agency plays more of an administrative by validating job data change information
- Low – agency plays more of a hands-on role by scheduling and conducting exit interviews with employees



# Talent acquisition

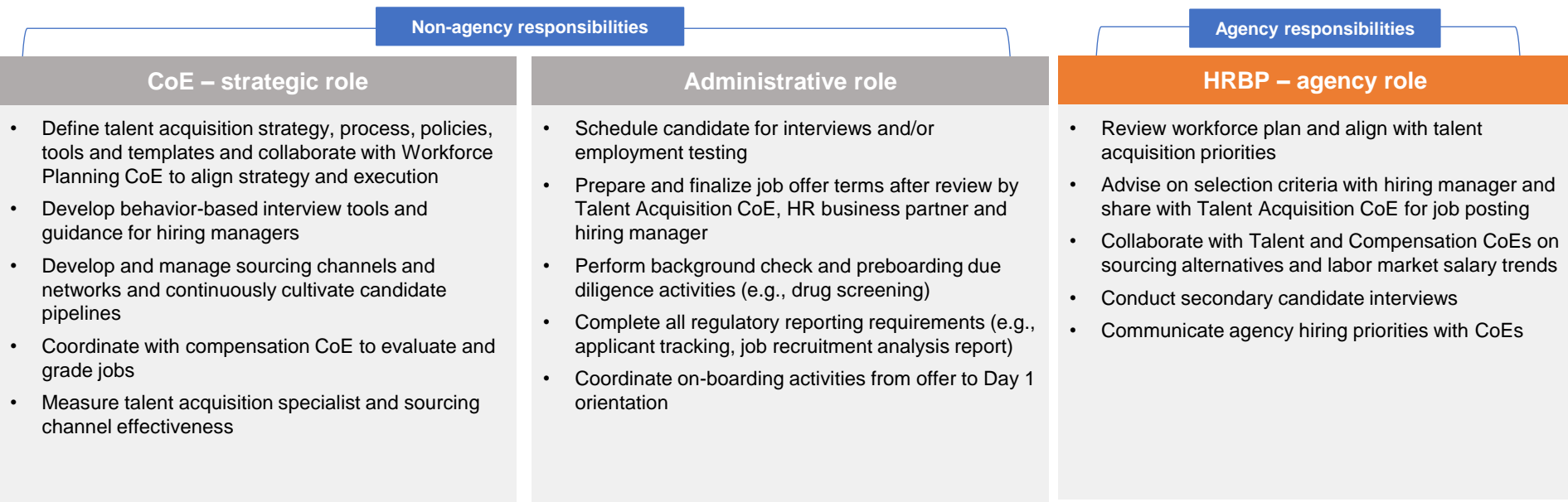
## HR service delivery roles with consolidation options considerations

Processes
Determine recruitment needs & forecasts
Manage requisitions
Attract, engage & source candidates
Manage passive and prospective candidates
Screen and select candidates
Interview and select candidates
Manage offer and acceptance
Conduct pre-placement due diligence
Manage onboarding
Develop employee induction program
Develop onboarding strategy
Develop talent acquisition strategy and policies
Manage campus & executive recruiting
Manage employee referral programs



**Talent acquisition** is the continuous process for planning, sourcing, engaging and acquiring skilled resources to meet short- and long-term needs.

### Key HR service delivery roles



### Consolidation options considerations

- High – agency plays more of a consultative role in conducting strategic planning process for onboarding
- Medium – agency plays more of an administrative role by advising on selection criteria for jobs
- Low – agency plays more of a hands-on role in generating offer letters and/or employment contracts and sending to Hiring Manager



# HR planning and strategy

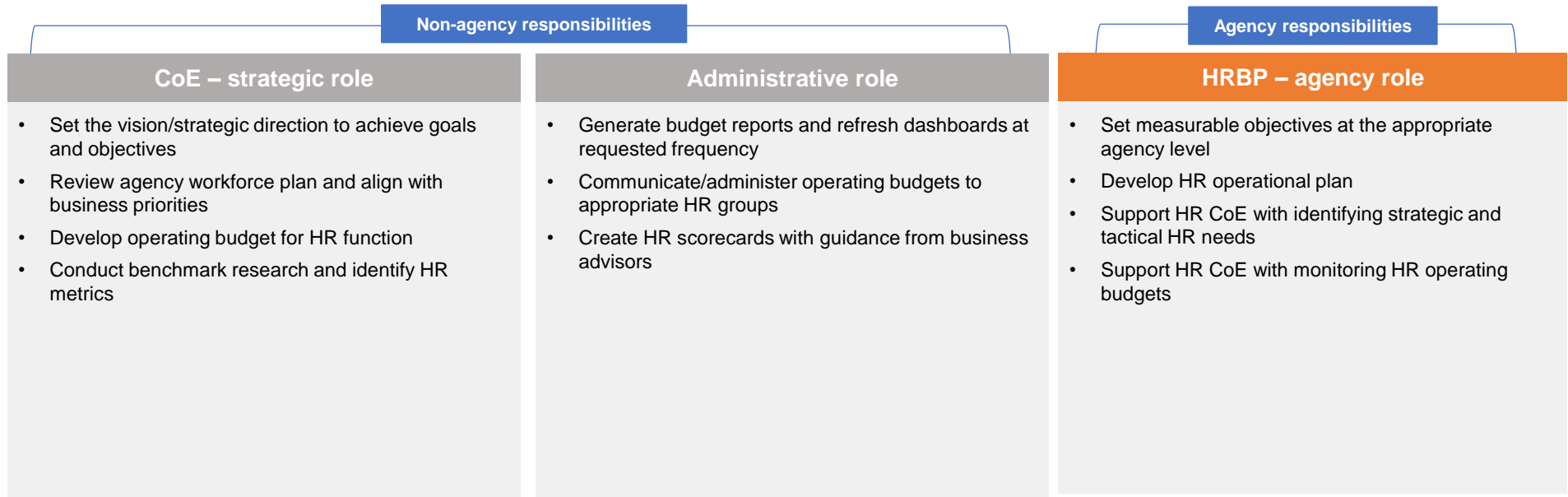
## HR service delivery roles with consolidation options considerations

Processes
Conduct strategic planning process
Develop HR operation plan
Develop and monitor HR budget
Conduct benchmarking



**HR planning and strategy** is a roadmap for solving challenges with people-centric solutions. This approach requires HR input during policy creation and elevates the importance of talent acquisition, compensation, and succession planning, among others.

### Key HR service delivery roles



### Consolidation options considerations

- High – agency plays more of a consultative role by assessing HR skills gap and develop plans to mitigate gaps
- Medium – agency plays more of an administrative role by setting measurable objectives while developing HR operation plan
- Low – agency plays more of a hands-on role by approving HR operating budgets for HR function for agency





# Performance management

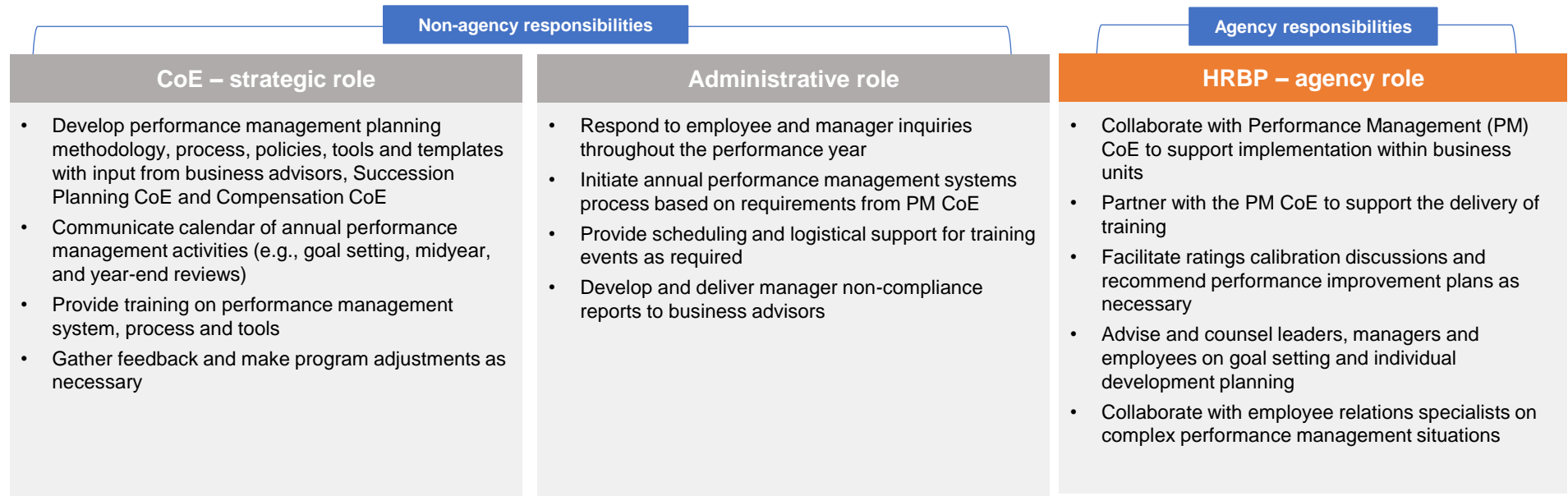
## HR service delivery roles with consolidation options considerations

Processes
Manage employee engagement
Develop and manage annual performance goal setting
Develop employee career plans
Manage feedback cycles
Manage annual performance review process
Manage performance improvement plans



**Performance management** is the continuous and systematic process of planning, monitoring and assessing an individual's contribution to the business strategy and goals.

### Key HR service delivery roles



### Consolidation options considerations

- High – agency plays more of a consultative role by advising manager on performance improvement process and guidelines
- Medium – agency plays more of an administrative by facilitating performance management system calibration/validation sessions
- Low – agency plays more of a hands-on role by defining and reviewing employee career paths and progression requirements



# Succession planning

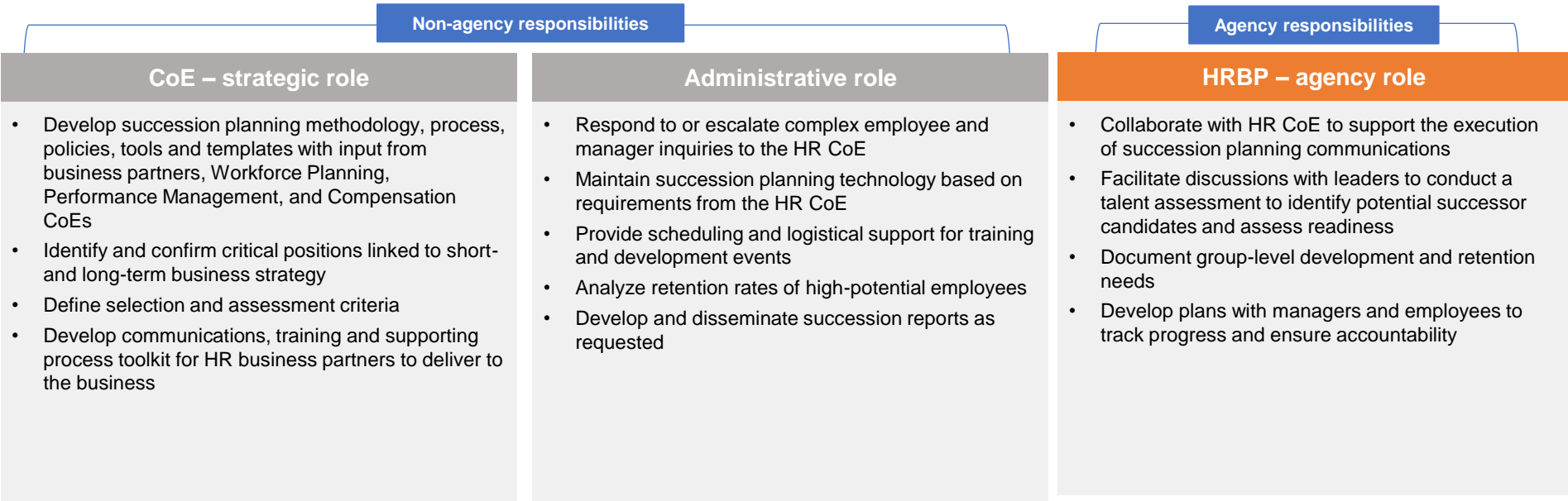
## HR service delivery roles with consolidation options considerations

Processes
Develop succession planning and talent review strategy
Prepare and run succession planning and talent review meeting
Monitor succession planning, talent review results and reporting
Determine and evaluate critical positions
Identify and assess bench strength
Manage executive development



**Succession planning** is the systematic planning process of identifying, selecting, managing and developing new leaders to fill critical roles and secure leadership continuity.

### Key HR service delivery roles



### Consolidation options considerations

- High – agency plays more of a consultative role by aligning on criteria for high potential talent and critical role successors with business leaders
- Medium – agency plays more of an administrative by delivering learning opportunities on competency building and succession planning
- Low – agency plays more of a hands-on role by facilitating succession planning and talent review meeting



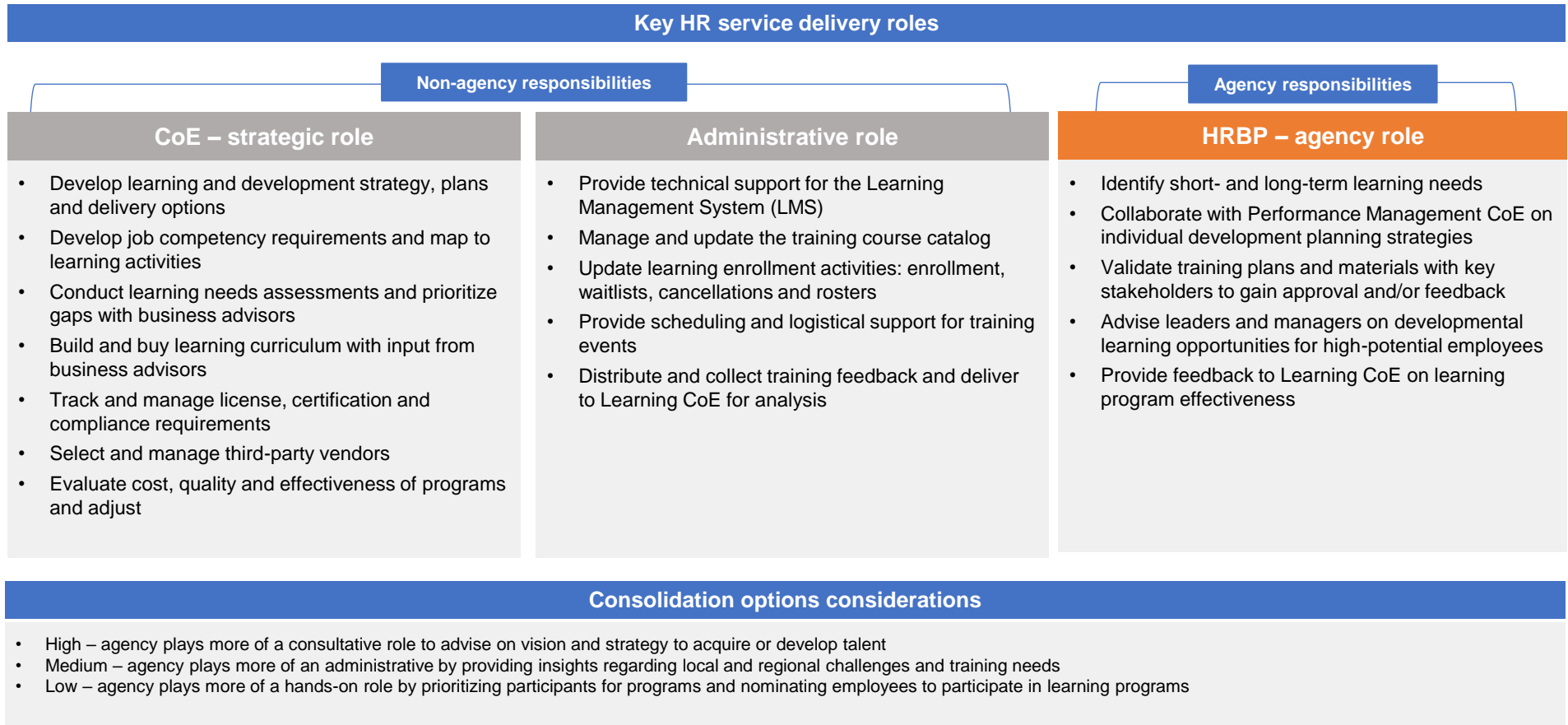
# Learning and development

## HR service delivery roles with consolidation options considerations

Processes
Define learning strategy, tools, and methodology
Develop learning programs
Deliver learning programs
Monitor and evaluate learning programs



**Learning** is the continuous process of identifying, assessing and aligning organization and individual goals with the business vision and strategy.



# Workforce planning

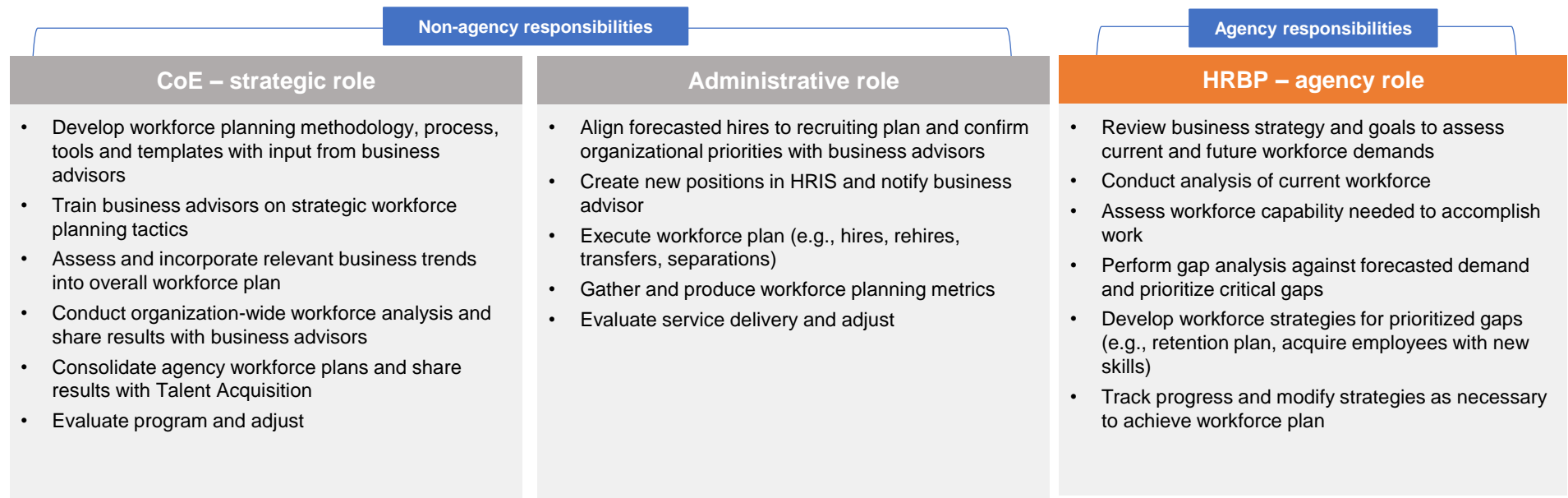
## HR service delivery roles with consolidation options considerations

Processes
Develop workforce planning strategy
Conduct workforce analysis
Develop and implement workforce action plan
Monitor, evaluate & revise workforce planning
Manage contingent workforce



**Workforce planning** is the systematic talent planning approach to helping the organization place the (1) right people with the (2) right capabilities and skills in the (3) right roles at the (4) right time to achieve organizational goals and objectives.

### Key HR service delivery roles



### Consolidation options considerations

- High – agency plays more of a consultative role to develop workforce strategies for prioritized gaps
- Medium – agency plays more of an administrative by evaluating workforce priorities and to update future strategies accordingly
- Low – agency plays more of a hands-on role by conducting activity workload analysis and comparing workforce capability analysis to estimate workforce supply



# Benefits administration

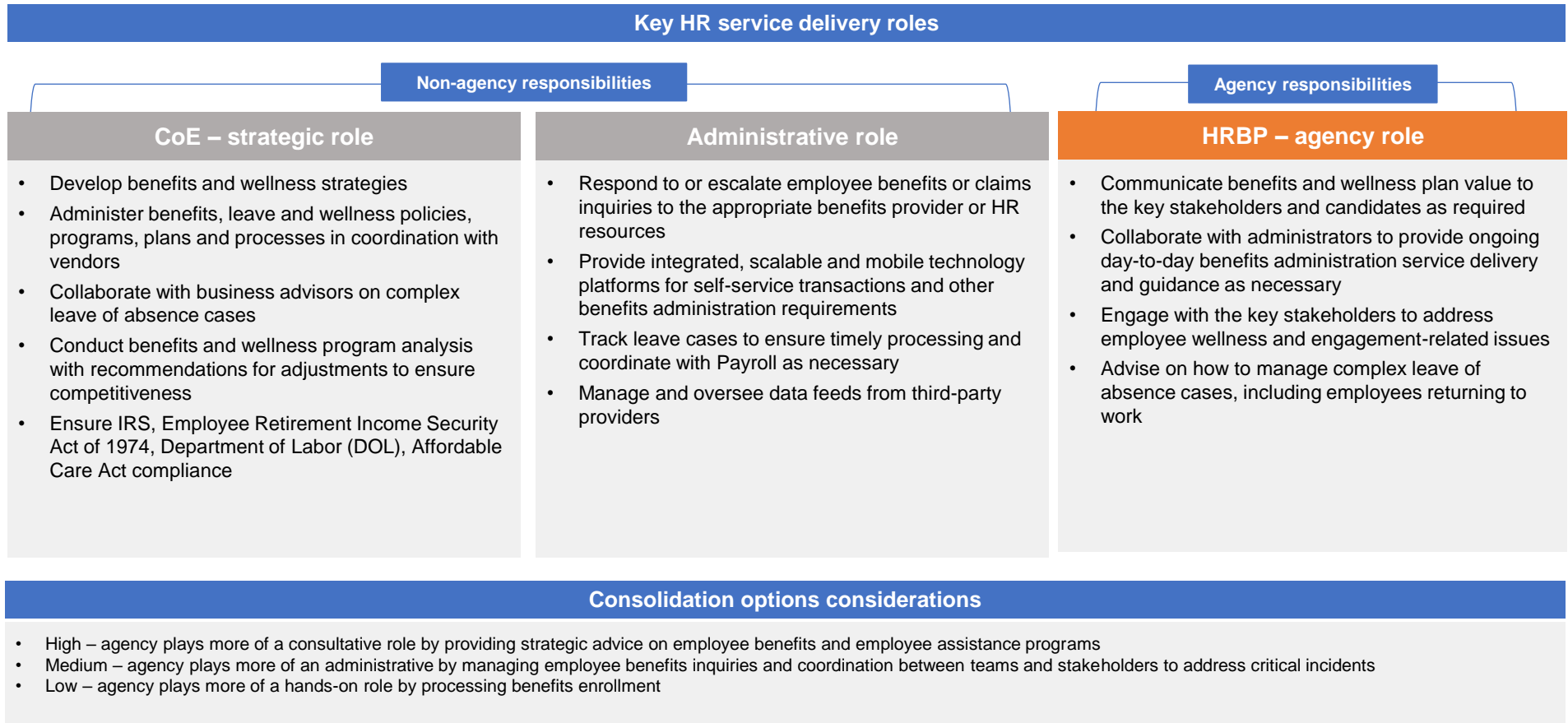
## HR service delivery roles with consolidation options considerations

Processes
Develop benefit admin strategy
Manage benefits
Manage benefit enrollment
Perform benefit administration
Deploy work/life programs
Manage the Employee Assistance Program (EAP)*

*\*The EAP is owned by the State's Mental Health Department*



**Benefits administration** include the process of establishing, maintaining and managing the benefits and wellness programs, including medical, retirement and leave for the employees.



# HR assessment implementation overview

This section provides different consolidation implementation approach options, implementation considerations and next steps for implementation. A high-level implementation roadmap and an associated detailed plan are provided. An estimated timeline is illustrated in the roadmaps and the actual timeline will vary based on the approach and consolidation option determined by the State of Oklahoma.



# Implementation approach options

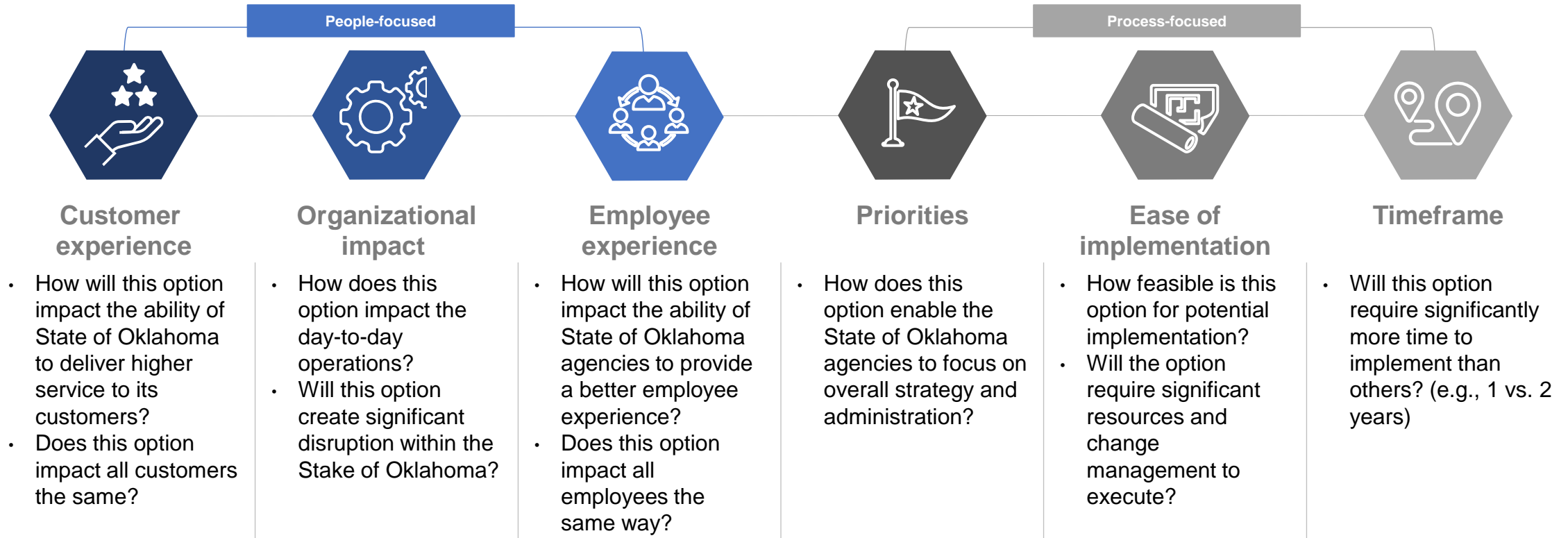
The table below shows different options for a consolidation implementation approach:

	 Sub-functions	 Agencies	 Description
Big bang approach	All	All	Consolidate all sub-functions for all the agencies
Phased approach 1	All	Pilot	Consolidate all the sub-functions for select pilot agencies
Phased approach 2	Pilot	All	Consolidate select pilot sub-functions for all agencies
Phased approach 3	Pilot	Pilot	Consolidate select pilot sub-functions for select pilot agencies



# Implementation considerations

Below are the implementation elements to consider for each consolidation option when looking toward future state:





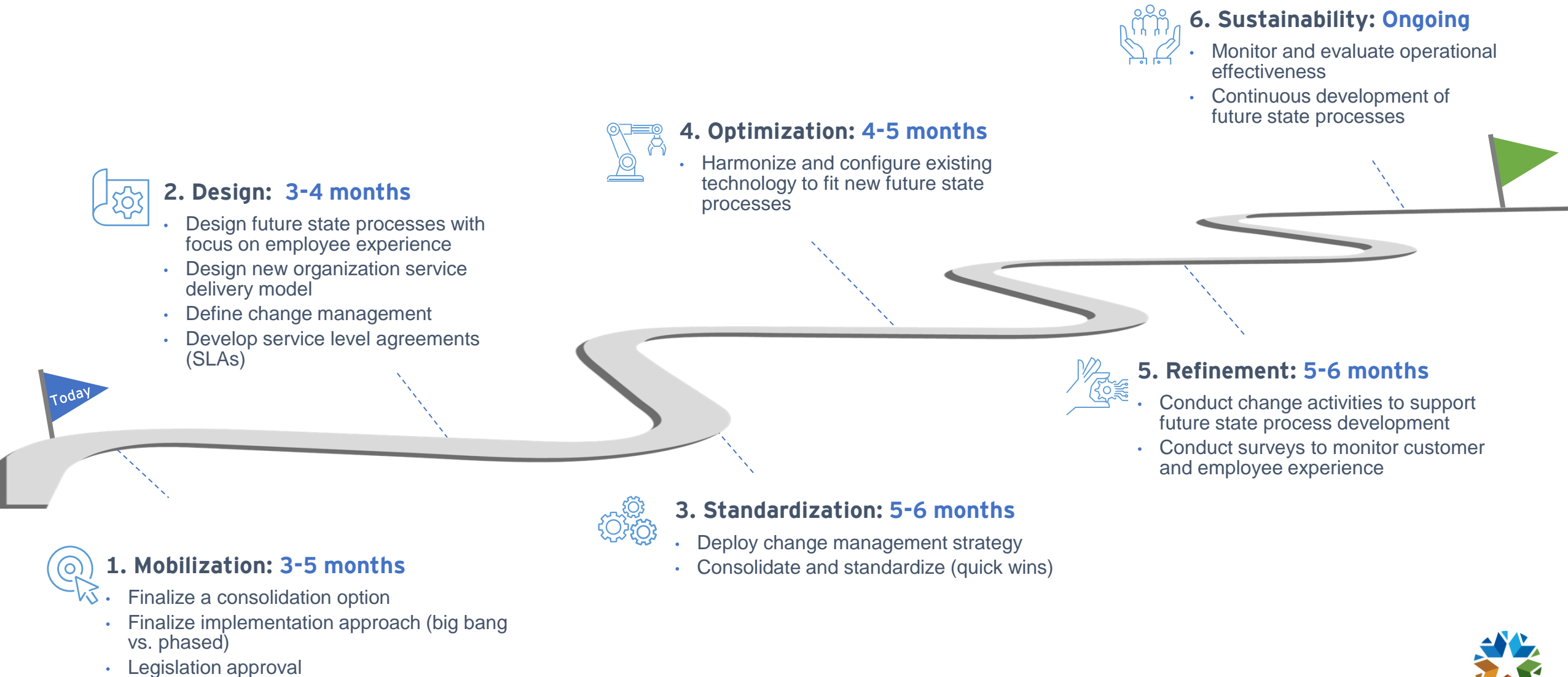
# Next steps for implementation

In connection with the HR assessment, below are the next steps for the State of Oklahoma to complete within the next 90 days:

- |   |   |
|---|---|
| 1 | Select a consolidation option that is the best fit to address the State of Oklahoma needs |
| 2 | Finalize the guiding principles for the future state design                               |
| 3 | Communicate consolidation option to key agencies and stakeholders as needed               |
| 4 | Complete prework requirements and request approval from legislation                       |
| 5 | Draft the implementation approach and timeline  |







# High-level implementation roadmap

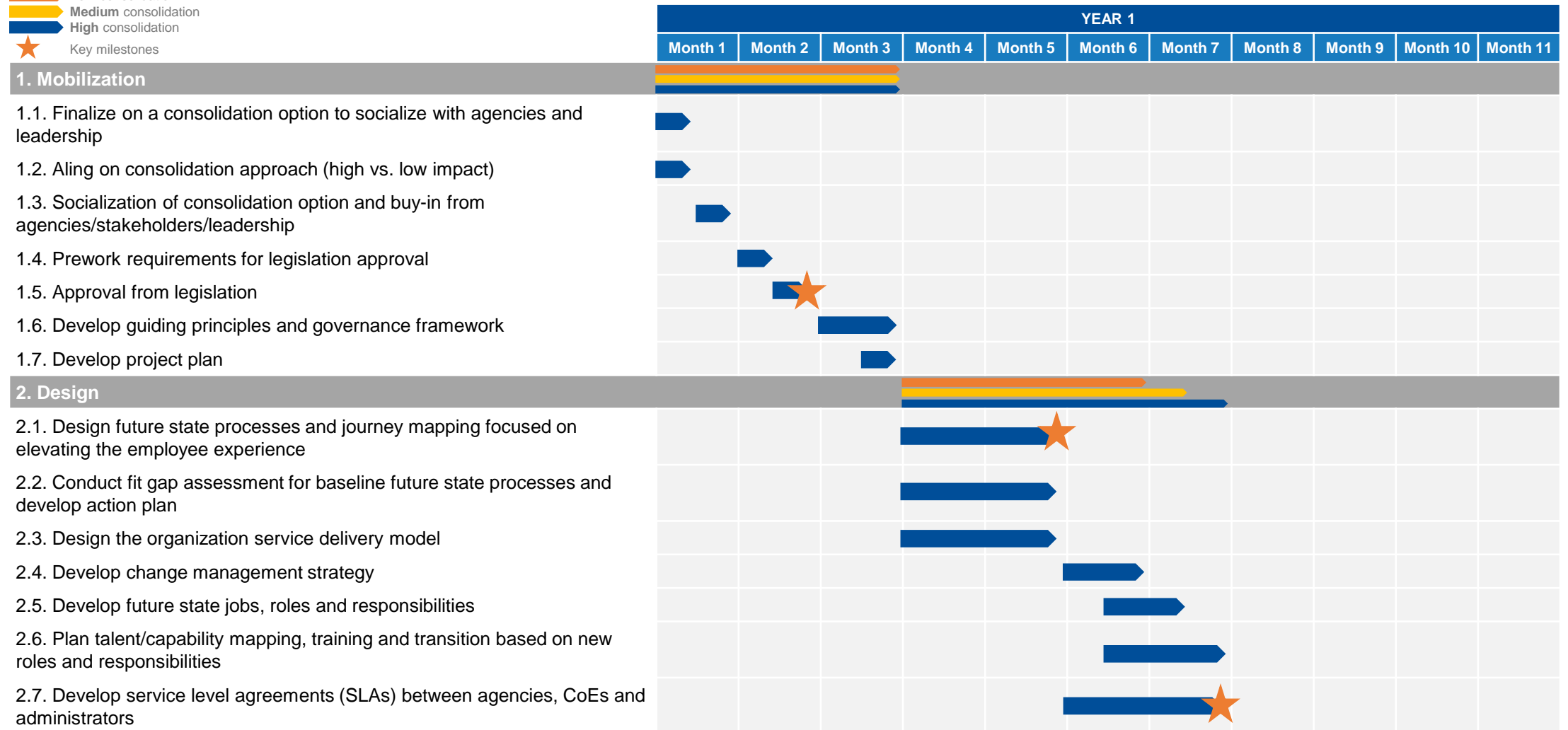


*\*Roadmap timeline will vary based on the selected consolidation option and approach*



# Detailed implementation roadmap





-  Low consolidation
-  Medium consolidation
-  High consolidation
-  Key milestones

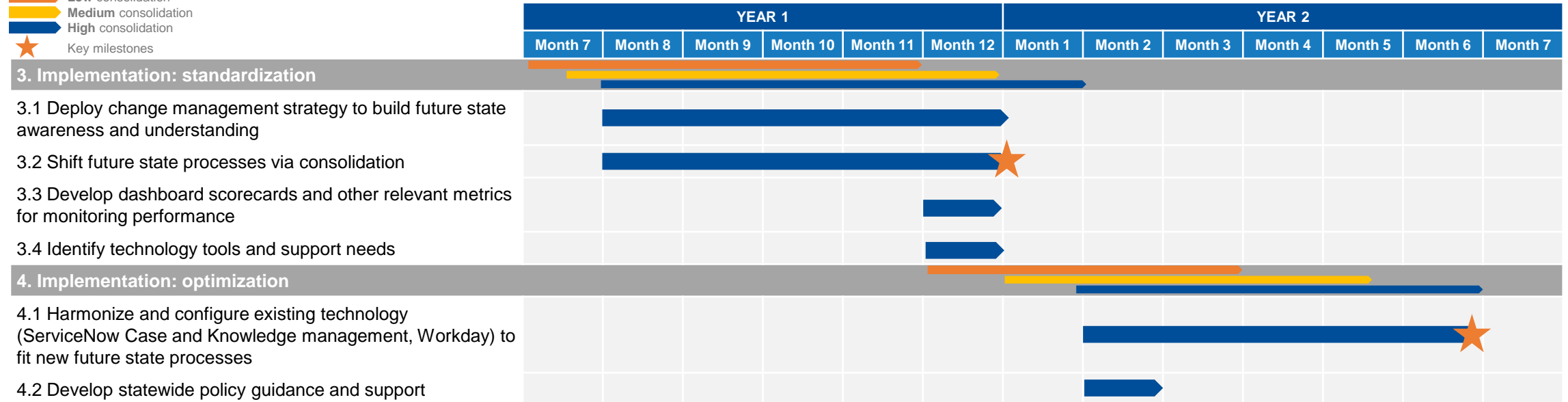


\*Roadmap timeline will vary based on the selected consolidation option and approach



# Detailed implementation roadmap





-  Low consolidation
-  Medium consolidation
-  High consolidation
-  Key milestones

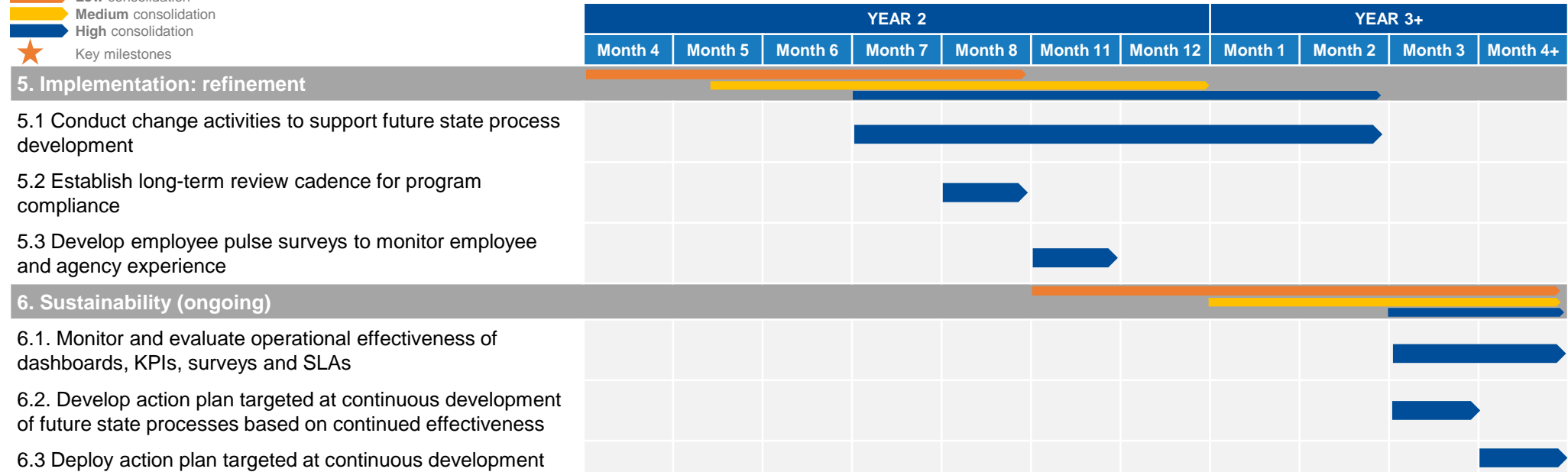


*\*Roadmap timeline will vary based on the selected consolidation option and approach*



# Detailed implementation roadmap

-  Low consolidation
-  Medium consolidation
-  High consolidation
-  Key milestones



*\*Roadmap timeline will vary based on the selected consolidation option and approach*



# Appendix

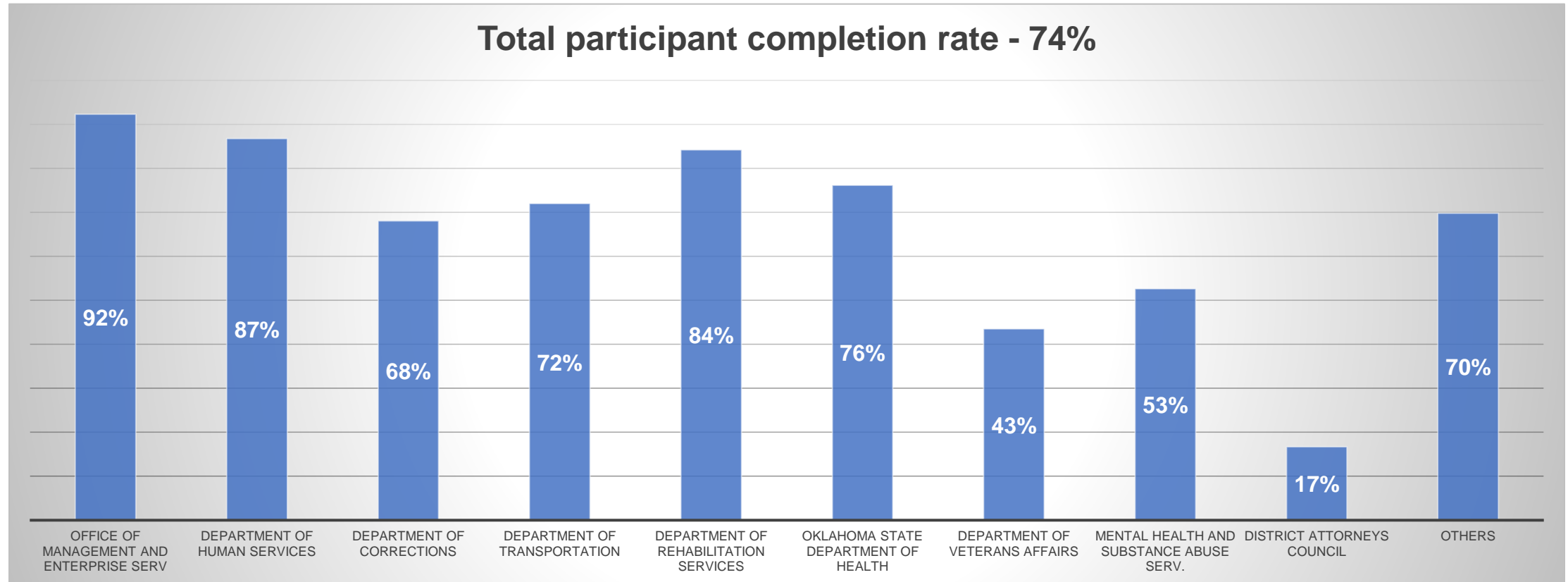


# Appendix - HR time and skills survey



# Phase 1: Survey participant completion rate

The dashboard below shows the survey completion percentages across the 21 participating agencies.



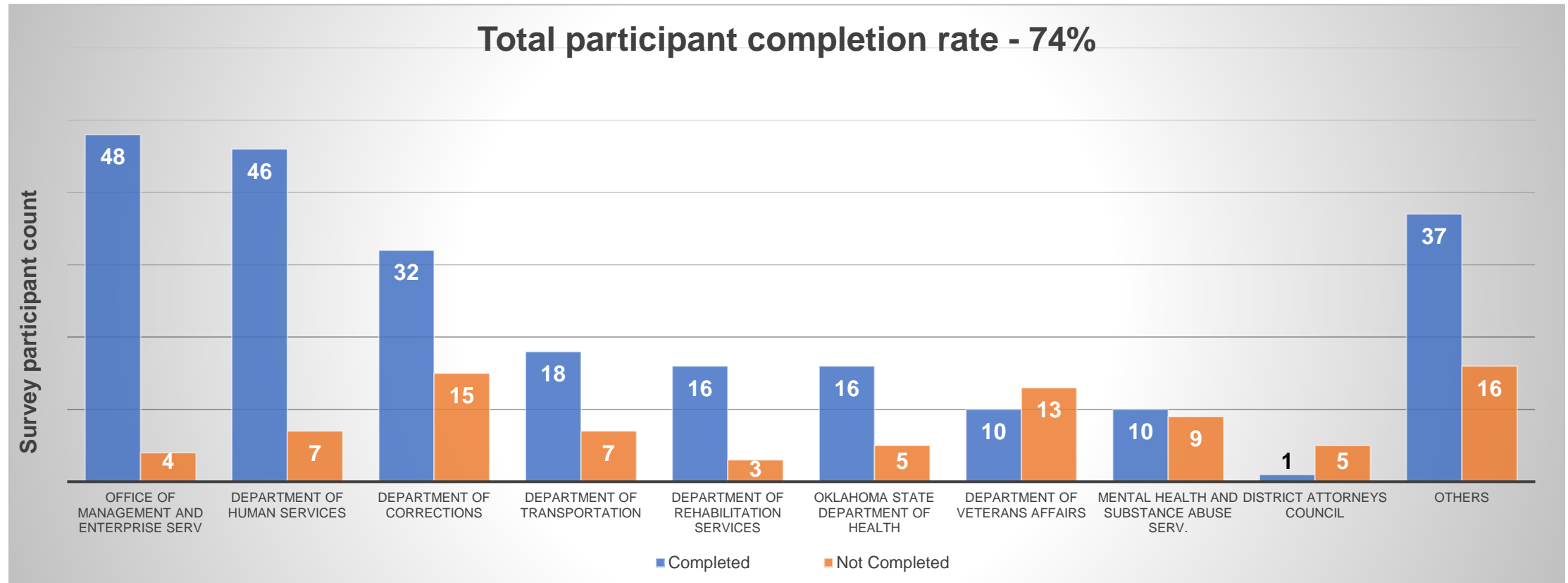
*Top 10 agencies (by headcount). "Others" consist of: Department of Agriculture Food and Forestry; Corporation Commission; Department of Education; Employment Security Commission; Oklahoma Insurance Department; Office of Juvenile Affairs; Department of Libraries; Oklahoma Bureau of Narcotics and Dangerous; Oklahoma Tax Commission; Oklahoma Career and Technology Education; Health Care Authority; Oklahoma Turnpike Authority.*





# Phase 1: Survey participant count by agency

The dashboard below shows the survey participant counts across the 21 participating agencies.

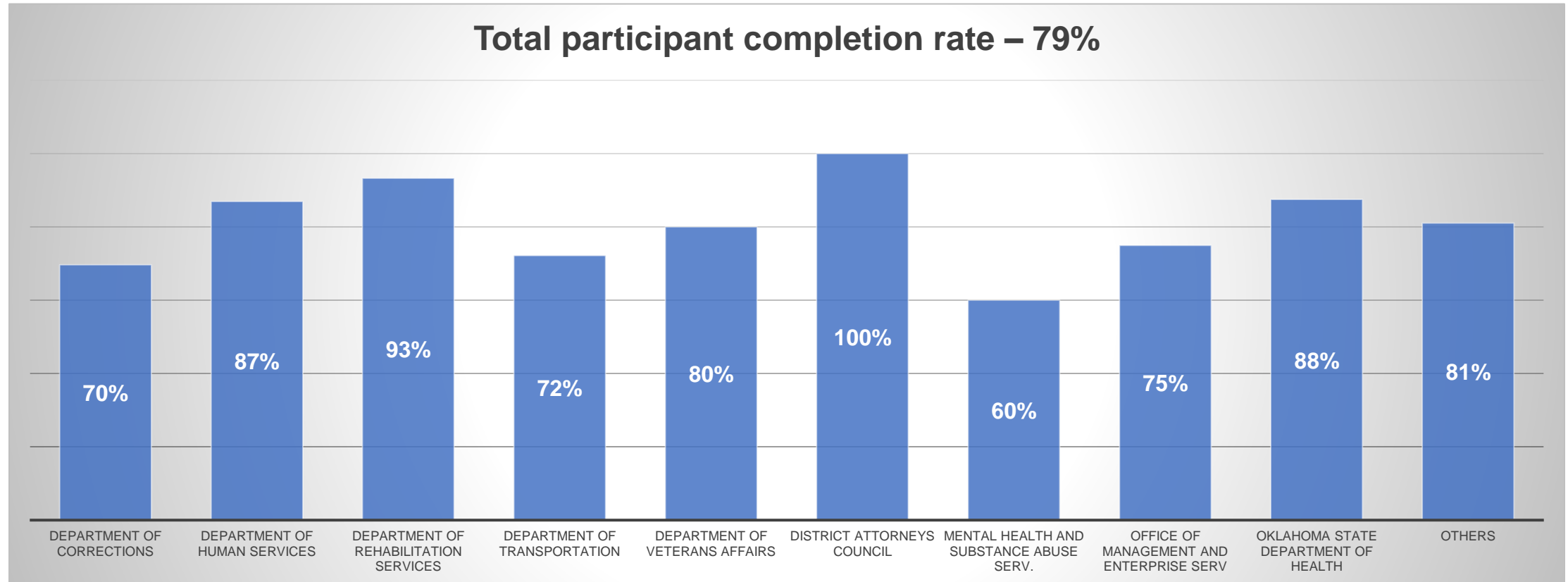


Top 10 agencies. "Others" consist of: Department of Agriculture Food and Forestry; Corporation Commission; Department of Education; Employment Security Commission; Oklahoma Insurance Department; Office of Juvenile Affairs; Department of Libraries; Oklahoma Bureau of Narcotics and Dangerous; Oklahoma Tax Commission; Oklahoma Career and Technology Education; Health Care Authority; Oklahoma Turnpike Authority.



# Phase 2: Survey participant completion rate

The dashboard below shows the survey completion percentages across the 21 participating agencies.

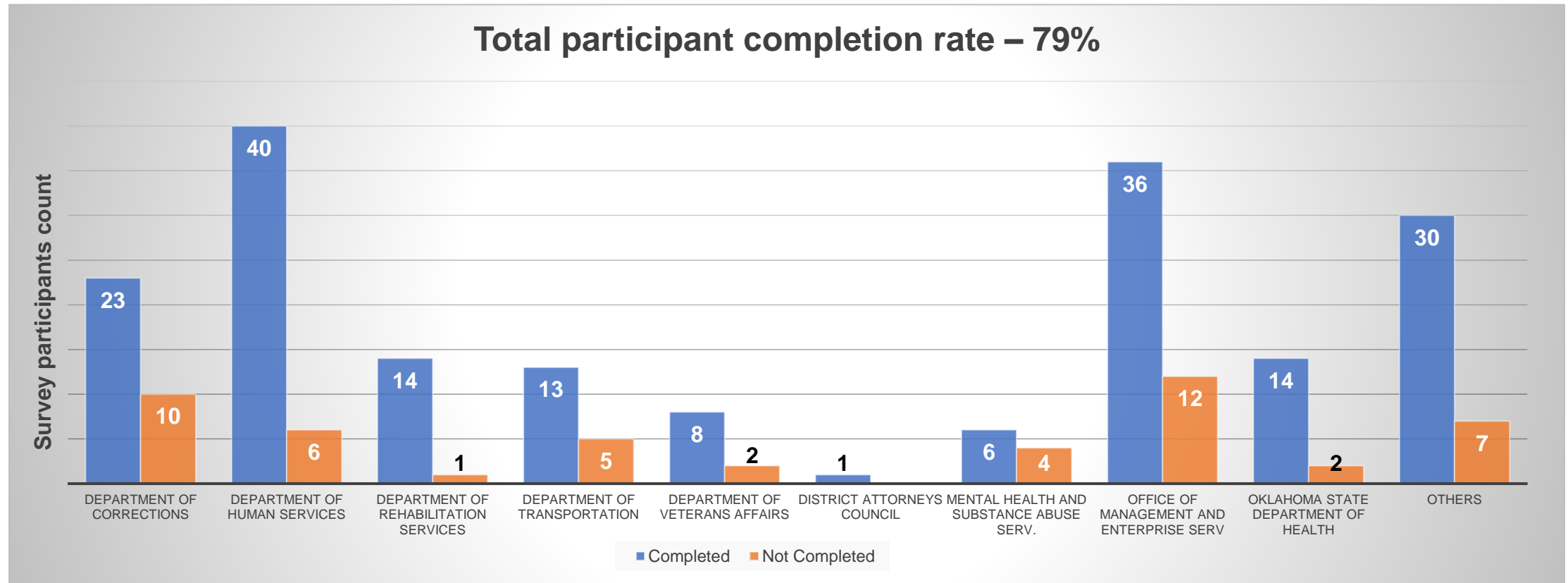


*Top 10 agencies (by headcount). "Others" consist of: Department of Agriculture Food and Forestry; Corporation Commission; Department of Education; Employment Security Commission; Oklahoma Insurance Department; Office of Juvenile Affairs; Department of Libraries; Oklahoma Bureau of Narcotics and Dangerous; Oklahoma Tax Commission; Oklahoma Career and Technology Education; Health Care Authority; Oklahoma Turnpike Authority.*



# Phase 2: Survey participant count by agency

The dashboard below shows the survey participant counts across the 21 participating agencies.



Top 10 agencies. "Others" consist of: Department of Agriculture Food and Forestry; Corporation Commission; Department of Education; Employment Security Commission; Oklahoma Insurance Department; Office of Juvenile Affairs; Department of Libraries; Oklahoma Bureau of Narcotics and Dangerous; Oklahoma Tax Commission; Oklahoma Career and Technology Education; Health Care Authority; Oklahoma Turnpike Authority.



# Time, cost, and FTE allocated to processes across all agencies

Sub-Function	Annual Hours	% per sub-function	FTE	Cost in Millions	Process	Annual Hours	% per sub-function	FTE	Cost in Millions
<b>Benefits Administration</b>	35,859.2	9.50%	17.24	\$1.31	Develop benefit admin strategy	1,684.8	0.45%	0.81	\$0.073
					Manage benefits	13,374.4	3.54%	6.43	\$0.486
					Manage benefits enrollment	13,145.6	3.48%	6.32	\$0.480
					Manage Employee Assistance Program (EAP)	2,516.8	0.67%	1.21	\$0.103
					Perform benefit administration	5,137.6	1.36%	2.47	\$0.173
<b>Compensation Administration</b>	11,856	3.14%	5.7	\$0.56	Administer long-term incentive program	1,060.8	0.28%	0.51	\$0.045
					Conduct salary planning	2,163.2	0.57%	1.04	\$0.107
					Create and execute annual incentive program	1,227.2	0.33%	0.59	\$0.064
					Design long term incentive program	811.2	0.21%	0.39	\$0.043
					Develop compensation strategy	2,038.4	0.54%	0.98	\$0.112
					Perform job evaluation	4,555.2	1.21%	2.19	\$0.194
<b>Employee Health &amp; Safety</b>	7,571.2	2.01%	3.64	\$0.30	Conduct disability management	3,640	0.96%	1.75	\$0.153
					Investigate accidents/injuries	3,931.2	1.04%	1.89	\$0.149
<b>Employee Relations</b>	40,768	10.80%	19.6	\$1.74	Conduct conflict resolution	5,907.2	1.56%	2.84	\$0.259
					Conduct employee issues resolution	10,961.6	2.90%	5.27	\$0.454
					Conduct reasonable accommodations	4,492.8	1.19%	2.16	\$0.183
					Manage disciplinary action	14,560	3.86%	7	\$0.643
					Manage employee relations policy & program	4,846.4	1.28%	2.33	\$0.203
<b>HR Administration</b>	116,500.8	30.86%	56.01	\$4.41	Conduct complaint/grievance investigations	2,849.6	0.75%	1.37	\$0.127
					Conduct exit interviews	4,763.2	1.26%	2.29	\$0.183
					Manage case/inquiry	2,142.4	0.57%	1.03	\$0.072
					Manage employee leave of absence	8216	2.18%	3.95	\$0.293
					Manage employee movements	8,049.6	2.13%	3.87	\$0.327
					Manage employment verification process	6,052.8	1.60%	2.91	\$0.206
					Manage involuntary separation	5,553.6	1.47%	2.67	\$0.221
					Manage Knowledge Content	2,766.4	0.73%	1.33	\$0.106
					Manage mass data changes	3,057.6	0.81%	1.47	\$0.123
					Manage new hire/rehire processing	25,313.6	6.71%	12.17	\$0.923
					Manage organizational structures	4,659.2	1.23%	2.24	\$0.192
					Manage personal & job data change	10,628.8	2.82%	5.11	\$0.394
					Manage positions	9,089.6	2.41%	4.37	\$0.358
					Manage reporting & analytics	9,755.2	2.58%	4.69	\$0.387
					Manage retirement	7,196.8	1.91%	3.46	\$0.269
Manage voluntary separation	6,406.4	1.70%	3.08	\$0.230					



# Time, cost, and FTE allocated to processes across all agencies – cont'd

Sub-Function	Annual Hours	% per sub-function	FTE	Cost in Millions	Process	Annual Hours	% per sub-function	FTE	Cost in Millions
<b>HR Planning &amp; Strategy</b>	10,233.6	2.71%	4.92	\$0.505	Conduct benchmarking	1,539.2	0.41%	0.74	\$0.078
					Conduct strategic planning process	2,891.2	0.77%	1.39	\$0.142
					Develop and monitor HR budget	2,225.6	0.59%	1.07	\$0.099
					Develop HR operation plan	3,577.6	0.95%	1.72	\$0.185
<b>Learning &amp; Development</b>	43,201.6	11.44%	20.77	\$1.754	Define learning strategy, tools, and methodology	11,960	3.17%	5.75	\$0.469
					Deliver learning programs	12,812.8	3.39%	6.16	\$0.524
					Develop learning programs	1,0712	2.84%	5.15	\$0.457
					Monitor and evaluate learning programs	7,716.8	2.04%	3.71	\$0.304
<b>Mobility</b>	145.6	0.04%	0.07	\$0.007	Manage domestic relocation	145.6	0.04%	0.07	\$0.007
<b>Payroll</b>	31,907.2	8.45%	15.34	\$1.244	Employee data management	4,534.4	1.20%	2.18	\$0.163
					Employee payments and distribution	478.4	0.13%	0.23	\$0.020
					Manage garnishment, employee inquiry and response	1,976	0.52%	0.95	\$0.087
					Manage payroll funding	769.6	0.20%	0.37	\$0.029
					Manage payroll tax filing	374.4	0.10%	0.18	\$0.013
					Manage third party payment funding	124.8	0.03%	0.06	\$0.005
					Manage time and attendance	10,379.2	2.75%	4.99	\$0.403
					Payroll accounting and reconciliation	1,060.8	0.28%	0.51	\$0.050
					Payroll reporting	2,475.2	0.66%	1.19	\$0.088
					Perform payroll processing	7,862.4	2.08%	3.78	\$0.311
					Perform payroll tax payment	41.6	0.01%	0.02	\$0.002
					Post to general ledger	124.8	0.03%	0.06	\$0.005
					Wage attachments/garnishments	1,705.6	0.45%	0.82	\$0.069
					<b>Performance Management</b>	11,523.2	3.05%	5.54	\$0.502
Develop employee career plans	1,144	0.30%	0.55	\$0.051					
Manage annual performance review process	3,328	0.88%	1.6	\$0.143					
Manage employee engagement	3,744	0.99%	1.8	\$0.164					
Manage performance improvement plans	1,872	0.50%	0.9	\$0.081					
<b>Succession Planning</b>	2,953.6	0.78%	1.42	\$0.176	Determine and evaluate critical positions	353.6	0.09%	0.17	\$0.024
					Develop succession planning and talent review strategy	1,268.8	0.34%	0.61	\$0.066
					Identify and assess bench strength	228.8	0.06%	0.11	\$0.015
					Manage executive development	353.6	0.09%	0.17	\$0.024
					Monitor succession planning, talent review results and reporting	416	0.11%	0.2	\$0.027
					Prepare and run succession planning and talent review meeting	332.8	0.09%	0.16	\$0.020



# Time, cost, and FTE allocated to processes across all agencies – cont'd

Sub-Function	Annual Hours	% per sub-function	FTE	Cost in Millions	Process	Annual Hours	% per sub-function	FTE	Cost in Millions
Talent Acquisition	40,435.2	10.71%	19.44	\$1.567	Attract, engage & source candidates	3,244.8	0.86%	1.56	\$0.125
					Conduct pre-placement due diligence	603.2	0.16%	0.29	\$0.022
					Determine recruitment needs & forecasts	2,496	0.66%	1.2	\$0.109
					Develop employee induction program	353.6	0.09%	0.17	\$0.016
					Develop onboarding strategy	1,144	0.30%	0.55	\$0.053
					Develop talent acquisition strategy and policies	1,144	0.30%	0.55	\$0.056
					Interview and select candidates	2,787.2	0.74%	1.34	\$0.114
					Manage campus & executive recruiting	728	0.19%	0.35	\$0.037
					Manage employee referral programs	208	0.06%	0.1	\$0.008
					Manage offer and acceptance	4,472	1.18%	2.15	\$0.167
					Manage onboarding	6,344	1.68%	3.05	\$0.235
					Manage passive and prospective candidates	2,454.4	0.65%	1.18	\$0.094
					Manage requisitions	5,928	1.57%	2.85	\$0.213
Screen and select candidates	8,528	2.26%	4.1	\$0.317					
Workday/Others	18,324.8	4.85%	8.81	\$0.739	Advise agencies on interpretation of administrative rules	3,244.8	0.86%	1.56	\$0.137
					Maintenance of Workday	4,035.2	1.07%	1.94	\$0.153
					Maintenance and revision of administrative rules	1,934.4	0.51%	0.93	\$0.075
					Support other agencies with Workday activities	9,110.4	2.41%	4.38	\$0.375
Workforce Planning	6219.2	1.65%	2.99	\$0.297	Conduct workforce analysis	3,036.8	0.80%	1.46	\$0.138
					Develop and implement workforce action plan	644.8	0.17%	0.31	\$0.030
					Develop workforce planning strategy	1,664	0.44%	0.8	\$0.084
					Manage contingent workforce	166.4	0.04%	0.08	\$0.009
					Monitor, evaluate and revise workforce planning	707.2	0.19%	0.34	\$0.035



# Time, cost, and FTE allocated to processes across all agencies (excluding OMES)

Sub-Function	Annual Hours	% per sub-function	FTE	Cost in Millions	Process	Annual Hours	% per sub-function	FTE	Cost in Millions
Benefits Administration	25,916.8	6.87%	12.46	\$0.94221	Develop benefit admin strategy	1,372.8	0.36%	0.66	\$0.062
					Manage benefits	7,404.8	1.96%	3.56	\$0.259
					Manage benefits enrollment	10,628.8	2.82%	5.11	\$0.385
					Manage Employee Assistance Program (EAP)	2,412.8	0.64%	1.16	\$0.099
					Perform benefit administration	4,097.6	1.09%	1.97	\$0.137
Compensation Administration	10,420.8	2.76%	5.01	\$0.50401	Administer long-term incentive program	956.8	0.25%	0.46	\$0.041
					Conduct salary planning	1,913.6	0.51%	0.92	\$0.096
					Create and execute annual incentive program	1,227.2	0.33%	0.59	\$0.064
					Design long term incentive program	811.2	0.21%	0.39	\$0.043
					Develop compensation strategy	1,913.6	0.51%	0.92	\$0.106
					Perform job evaluation	3,598.4	0.95%	1.73	\$0.155
Employee Health & Safety	7,550.4	2.00%	3.63	\$0.30015	Conduct disability management	3,619.2	0.96%	1.74	\$0.152
					Investigate accidents/injuries	3,931.2	1.04%	1.89	\$0.149
Employee Relations	37,502.4	9.93%	18.03	\$1.61473	Conduct conflict resolution	5,283.2	1.40%	2.54	\$0.236
					Conduct employee issues resolution	10,296	2.73%	4.95	\$0.426
					Conduct reasonable accommodations	4,326.4	1.15%	2.08	\$0.174
					Manage disciplinary action	12,833.6	3.40%	6.17	\$0.580
					Manage employee relations policy & program	4,763.2	1.26%	2.29	\$0.199
HR Administration	106,454	28.20%	51.18	\$4.00627	Conduct complaint/grievance investigations	2,828.8	0.75%	1.36	\$0.126
					Conduct exit interviews	4,534.4	1.20%	2.18	\$0.173
					Manage case/inquiry	1,622.4	0.43%	0.78	\$0.054
					Manage employee leave of absence	7,945.6	2.10%	3.82	\$0.281
					Manage employee movements	7,945.6	2.10%	3.82	\$0.321
					Manage employment verification process	5,720	1.52%	2.75	\$0.194
					Manage involuntary separation	5,366.4	1.42%	2.58	\$0.213
					Manage Knowledge Content	2,600	0.69%	1.25	\$0.098
					Manage mass data changes	2,516.8	0.67%	1.21	\$0.099
					Manage new hire/rehire processing	24,128	6.39%	11.6	\$0.873
					Manage organizational structures	4,596.8	1.22%	2.21	\$0.189
					Manage personal & job data change	10,025.6	2.66%	4.82	\$0.372
					Manage positions	8,632	2.29%	4.15	\$0.334
					Manage reporting & analytics	5,304	1.41%	2.55	\$0.220
					Manage retirement	6,718.4	1.78%	3.23	\$0.248
					Manage voluntary separation	5,969.6	1.58%	2.87	\$0.211



# Time, cost, and FTE allocated to processes across all agencies (excluding OMES) – cont'd

Sub-Function	Annual Hours	% per sub-function	FTE	Cost in Millions	Process	Annual Hours	% per sub-function	FTE	Cost in Millions
HR Planning & Strategy	9,360	2.48%	4.5	\$0.46238	Conduct benchmarking	1,123.2	0.30%	0.54	\$0.059
					Conduct strategic planning process	2,454.4	0.65%	1.18	\$0.120
					Develop and monitor HR budget	2,225.6	0.59%	1.07	\$0.099
					Develop HR operation plan	3,556.8	0.94%	1.71	\$0.184
Learning & Development	25,313.6	6.71%	12.17	\$1.08929	Define learning strategy, tools, and methodology	6,011.2	1.59%	2.89	\$0.260
					Deliver learning programs	7,779.2	2.06%	3.74	\$0.332
					Develop learning programs	6,198.4	1.64%	2.98	\$0.275
					Monitor and evaluate learning programs	5,324.8	1.41%	2.56	\$0.222
Mobility	145.6	0.04%	0.07	\$0.007	Manage domestic relocation	145.6	0.04%	0.07	\$0.007
Payroll	24,481.6	6.49%	11.77	\$0.9779	Employee data management	3,806.4	1.01%	1.83	\$0.136
					Employee payments and distribution	374.4	0.10%	0.18	\$0.016
					Manage garnishment, employee inquiry and response	1,456	0.39%	0.7	\$0.068
					Manage payroll funding	249.6	0.07%	0.12	\$0.009
					Manage payroll tax filing	374.4	0.10%	0.18	\$0.013
					Manage third party payment funding	124.8	0.03%	0.06	\$0.005
					Manage time and attendance	9,422.4	2.50%	4.53	\$0.369
					Payroll accounting and reconciliation	748.8	0.20%	0.36	\$0.038
					Payroll reporting	2,059.2	0.55%	0.99	\$0.073
					Perform payroll processing	4,617.6	1.22%	2.22	\$0.197
					Perform payroll tax payment	41.6	0.01%	0.02	\$0.002
					Post to general ledger	20.8	0.01%	0.01	\$0.001
					Wage attachments/garnishments	1,185.6	0.31%	0.57	\$0.050
					Performance Management	10,566.4	2.80%	5.08	\$0.45288
Develop employee career plans	1,123.2	0.30%	0.54	\$0.050					
Manage annual performance review process	2,912	0.77%	1.4	\$0.122					
Manage employee engagement	3,411.2	0.90%	1.64	\$0.146					
Manage performance improvement plans	1,809.6	0.48%	0.87	\$0.078					
Succession Planning	2,308.8	0.61%	1.11	\$0.14611	Determine and evaluate critical positions	332.8	0.09%	0.16	\$0.023
					Develop succession planning and talent review strategy	728	0.19%	0.35	\$0.042
					Identify and assess bench strength	208	0.06%	0.1	\$0.014
					Manage executive development	353.6	0.09%	0.17	\$0.024
					Monitor succession planning, talent review results and reporting	395.2	0.10%	0.19	\$0.025
					Prepare and run succession planning and talent review meeting	291.2	0.08%	0.14	\$0.018





# Time, cost, and FTE allocated to processes across all agencies (excluding OMES) – cont'd

Sub-Function	Annual Hours	% per sub-function	FTE	Cost in Millions	Process	Annual Hours	% per sub-function	FTE	Cost in Millions
<b>Talent Acquisition</b>	35,963.2	9.53%	17.29	\$1.38877	Attract, engage & source candidates	3,244.8	0.86%	1.56	\$0.125
					Conduct pre-placement due diligence	603.2	0.16%	0.29	\$0.022
					Determine recruitment needs & forecasts	2,163.2	0.57%	1.04	\$0.098
					Develop employee induction program	353.6	0.09%	0.17	\$0.016
					Develop onboarding strategy	1,102.4	0.29%	0.53	\$0.051
					Develop talent acquisition strategy and policies	1,123.2	0.30%	0.54	\$0.055
					Interview and select candidates	2,724.8	0.72%	1.31	\$0.110
					Manage campus & executive recruiting	707.2	0.19%	0.34	\$0.036
					Manage employee referral programs	208	0.06%	0.1	\$0.008
					Manage offer and acceptance	4,347.2	1.15%	2.09	\$0.160
					Manage onboarding	6,011.2	1.59%	2.89	\$0.221
					Manage passive and prospective candidates	2,433.6	0.64%	1.17	\$0.093
					Manage requisitions	5,678.4	1.50%	2.73	\$0.202
					Screen and select candidates	5,262.4	1.39%	2.53	\$0.191
<b>Workday/Others</b>	6,281.6	1.66%	3.02	\$0.23027	Advise agencies on interpretation of administrative rules	1560	0.41%	0.75	\$0.065
					Maintenance of Workday	2,454.4	0.65%	1.18	\$0.087
					Maintenance and revision of administrative rules	998.4	0.26%	0.48	\$0.036
					Support other agencies with Workday activities	1,268.8	0.34%	0.61	\$0.042
<b>Workforce Planning</b>	1,705.6	0.45%	0.82	\$0.10139	Conduct workforce analysis	416	0.11%	0.2	\$0.025
					Develop and implement workforce action plan	166.4	0.04%	0.08	\$0.010
					Develop workforce planning strategy	603.2	0.16%	0.29	\$0.038
					Manage contingent workforce	166.4	0.04%	0.08	\$0.009
					Monitor, evaluate and revise workforce planning	353.6	0.09%	0.17	\$0.020



# Time, cost, and FTE allocated to processes across OMES

Sub-Function	Annual Hours	% per sub-function	FTE	Cost in Millions	Process	Annual Hours	% per sub-function	FTE	Cost in Millions
<b>Benefits Administration</b>	9,942.4	2.63%	4.78	\$0.373	Develop benefit admin strategy	312	0.08%	0.15	\$0.011
					Manage benefits	5,969.6	1.58%	2.87	\$0.227
					Manage benefits enrollment	2,516.8	0.67%	1.21	\$0.095
					Manage Employee Assistance Program (EAP)	104	0.03%	0.05	\$0.004
					Perform benefit administration	1,040	0.28%	0.5	\$0.036
<b>Compensation Administration</b>	1,435.2	0.38%	0.69	\$0.061	Administer long-term incentive program	104	0.03%	0.05	\$0.004
					Conduct salary planning	249.6	0.07%	0.12	\$0.011
					Develop compensation strategy	124.8	0.03%	0.06	\$0.006
					Perform job evaluation	956.8	0.25%	0.46	\$0.039
<b>Employee Health &amp; Safety</b>	20.8	0.01%	0.01	\$0.001	Conduct disability management	20.8	0.01%	0.01	\$0.001
					Employee Relations	3,265.6	0.87%	1.57	\$0.128
					Conduct conflict resolution	624	0.17%	0.3	\$0.023
					Conduct employee issues resolution	665.6	0.18%	0.32	\$0.028
					Conduct reasonable accommodations	166.4	0.04%	0.08	\$0.009
					Manage disciplinary action	1,726.4	0.46%	0.83	\$0.063
					Manage employee relations policy & program	83.2	0.02%	0.04	\$0.004
<b>HR Administration</b>	10,046.4	2.66%	4.83	\$0.405	Conduct complaint/grievance investigations	20.8	0.01%	0.01	\$0.001
					Conduct exit interviews	228.8	0.06%	0.11	\$0.010
					Manage case/inquiry	520	0.14%	0.25	\$0.018
					Manage employee leave of absence	270.4	0.07%	0.13	\$0.012
					Manage employee movements	104	0.03%	0.05	\$0.006
					Manage employment verification process	332.8	0.09%	0.16	\$0.012
					Manage involuntary separation	187.2	0.05%	0.09	\$0.008
					Manage Knowledge Content	166.4	0.04%	0.08	\$0.008
					Manage mass data changes	540.8	0.14%	0.26	\$0.025
					Manage new hire/rehire processing	1,185.6	0.31%	0.57	\$0.049
					Manage organizational structures	62.4	0.02%	0.03	\$0.003
					Manage personal & job data change	603.2	0.16%	0.29	\$0.022
					Manage positions	457.6	0.12%	0.22	\$0.024
					Manage reporting & analytics	4,451.2	1.18%	2.14	\$0.167
					Manage retirement	478.4	0.13%	0.23	\$0.020
Manage voluntary separation	436.8	0.12%	0.21	\$0.019					



# Time, cost, and FTE allocated to processes across OMES – cont'd

Sub-Function	Annual Hours	% per sub-function	FTE	Cost in Millions	Process	Annual Hours	% per sub-function	FTE	Cost in Millions
<b>HR Planning &amp; Strategy</b>	873.6	0.23%	0.42	\$0.042	Conduct benchmarking	416	0.11%	0.2	\$0.019
					Conduct strategic planning process	436.8	0.12%	0.21	\$0.022
					Develop HR operation plan	20.8	0.01%	0.01	\$0.001
<b>Learning &amp; Development</b>	17,888	4.74%	8.6	\$0.665	Define learning strategy, tools, and methodology	5,948.8	1.58%	2.86	\$0.209
					Deliver learning programs	5,033.6	1.33%	2.42	\$0.192
					Develop learning programs	4,513.6	1.20%	2.17	\$0.181
					Monitor and evaluate learning programs	2,392	0.63%	1.15	\$0.082
<b>Payroll</b>	7,425.6	1.97%	3.57	\$0.266	Employee data management	728	0.19%	0.35	\$0.026
					Employee payments and distribution	104	0.03%	0.05	\$0.004
					Manage garnishment, employee inquiry and response	520	0.14%	0.25	\$0.019
					Manage payroll funding	520	0.14%	0.25	\$0.019
					Manage time and attendance	956.8	0.25%	0.46	\$0.034
					Payroll accounting and reconciliation	312	0.08%	0.15	\$0.011
					Payroll reporting	416	0.11%	0.2	\$0.015
					Perform payroll processing	3,244.8	0.86%	1.56	\$0.114
					Post to general ledger	104	0.03%	0.05	\$0.004
					Wage attachments/garnishments	520	0.14%	0.25	\$0.019
<b>Performance Management</b>	956.8	0.25%	0.46	\$0.050	Develop and manage annual performance goal setting	124.8	0.03%	0.06	\$0.007
					Develop employee career plans	20.8	0.01%	0.01	\$0.001
					Manage annual performance review process	416	0.11%	0.2	\$0.021
					Manage employee engagement	332.8	0.09%	0.16	\$0.017
					Manage performance improvement plans	62.4	0.02%	0.03	\$0.004
<b>Succession Planning</b>	644.8	0.17%	0.31	\$0.030	Determine and evaluate critical positions	20.8	0.01%	0.01	\$0.001
					Develop succession planning and talent review strategy	540.8	0.14%	0.26	\$0.024
					Identify and assess bench strength	20.8	0.01%	0.01	\$0.001
					Monitor succession planning, talent review results and reporting	20.8	0.01%	0.01	\$0.001
					Prepare and run succession planning and talent review meeting	41.6	0.01%	0.02	\$0.002



# Time, cost, and FTE allocated to processes across OMES – cont'd

Sub-Function	Annual Hours	% per sub-function	FTE	Cost in Millions	Process	Annual Hours	% per sub-function	FTE	Cost in Millions
<b>Talent Acquisition</b>	4,472	1.18%	2.15	\$0.178	Determine recruitment needs & forecasts	332.8	0.09%	0.16	\$0.012
					Develop onboarding strategy	41.6	0.01%	0.02	\$0.002
					Develop talent acquisition strategy and policies	20.8	0.01%	0.01	\$0.001
					Interview and select candidates	62.4	0.02%	0.03	\$0.004
					Manage campus & executive recruiting	20.8	0.01%	0.01	\$0.001
					Manage offer and acceptance	124.8	0.03%	0.06	\$0.007
					Manage onboarding	332.8	0.09%	0.16	\$0.014
					Manage passive and prospective candidates	20.8	0.01%	0.01	\$0.001
					Manage requisitions	249.6	0.07%	0.12	\$0.010
					Screen and select candidates	3,265.6	0.87%	1.57	\$0.126
<b>Workday/Others</b>	12,043.2	3.19%	5.79	\$0.509	Advise agencies on interpretation of administrative rules	1,684.8	0.45%	0.81	\$0.072
					Maintenance of Workday	1,580.8	0.42%	0.76	\$0.065
					Maintenance and revision of administrative rules	936	0.25%	0.45	\$0.038
					Support other agencies with Workday activities	7,841.6	2.08%	3.77	\$0.333
<b>Workforce Planning</b>	4,513.6	1.20%	2.17	\$0.196	Conduct workforce analysis	2,620.8	0.69%	1.26	\$0.113
					Develop and implement workforce action plan	478.4	0.13%	0.23	\$0.021
					Develop workforce planning strategy	1,060.8	0.28%	0.51	\$0.046
					Monitor, evaluate and revise workforce planning	353.6	0.09%	0.17	\$0.015



# Appendix - HR assessment benchmarks



# Compensation administration – Key benchmarks

Metrics	Key Performance Indicator	Benchmarks				
		Unit of measurement	Bottom Quartile	Median	Top Quartile	Average
Cost Effectiveness	Total cost to perform the HR function per FTE that performs the process group "reward and retain employees"	USD	\$799,617.35	\$1,253,401.36	\$1,369,047.62	\$1,096,527.18
Process Efficiency	Number of FTEs that perform the process group "reward and retain employees" per \$1 billion revenue	FTEs	1.39	2.85	3.62	3.87
Staff Productivity	Number of business entity employees per FTE that performs the process group "reward and retain employees"	Employees	361.93	860.09	980.26	732.51

**Selection criteria:**

Revenue (USD/ Year)	Industry	Region
> \$20 Billion	Government and Public Sector	Americas

Metrics as of February 10, 2023. Source: American Productivity and Quality Center (APQC)



# Talent acquisition – Key benchmarks

Metrics	Key Performance Indicator	Benchmarks				
		Unit of measurement	Bottom Quartile	Median	Top Quartile	Average
Cost Effectiveness	Total cost to perform the HR function per FTE that performs the process group "recruit, source, and select employees"	USD	\$623,913.04	\$766,007.91	\$937,662.34	\$774,563.96
Process Efficiency	Number of FTEs that perform the process group "recruit, source, and select employees" per \$1 billion revenue	FTEs	3.08	4.37	6.86	5.79
Staff Productivity	Number of business entity employees per FTE that performs the process group "manage employee on-boarding, development, and training"	Employees	245	500	600	493.64
Supplemental Information	Percentage of middle management/specialist positions filled by internal promotion for the past 3 years	Percent	20%	30%	45%	33.57%
Cycle Time	Cycle time in days from identifying the need to hire a new employee until new hire begins in the agreed position	Days	85	93	105	92

## Selection criteria:

Revenue (USD/ Year)	Industry	Region
> \$20 Billion	Government and Public Sector	Americas

Metrics as of February 10, 2023. Source: American Productivity and Quality Center (APQC)



# Succession planning – Key benchmarks

Metrics	Key Performance Indicator	Benchmarks				
		Unit of measurement	Bottom Quartile	Median	Top Quartile	Average
Process Efficiency	Percentage of senior management/executives with formal succession planning processes in place	Percent	53.5%	72.5%	86.25%	70.33%

**Selection criteria:**

Revenue (USD/ Year)	Industry	Region
> \$20 Billion	Government and Public Sector	Americas

Metrics as of February 10, 2023. Source: American Productivity and Quality Center (APQC)





# Learning and development – Key benchmarks

Metrics	Key Performance Indicator	Benchmarks				
		Unit of measurement	Bottom Quartile	Median	Top Quartile	Average
Cost Effectiveness	Learning budget per business entity employee	USD	\$141	\$168.37	\$196.68	\$166.94
Supplemental Information	Number of learning days per employee	Days	5	5	6	5.55
Cycle Time	Average time in days to close an identified skill or capability gap through training for an employee	Days	25	35	46	36.78

**Selection criteria:**

Revenue (USD/ Year)	Industry	Region
> \$20 Billion	Government and Public Sector	Americas

Metrics as of February 10, 2023. Source: American Productivity and Quality Center (APQC)



# HR administration – Key benchmarks

Metrics	Key Performance Indicator	Benchmarks				
		Unit of measurement	Bottom Quartile	Median	Top Quartile	Average
Process Efficiency	Number of FTEs that perform the process group "manage employee information and analytics" per \$1 billion revenue	FTEs	1.47	2.01	2.39	1.9
Staff Productivity	Number of business entity employees per FTE that performs the process group "redeploy and retire employees"	Employees	784.62	1,113.64	1,364.34	1,298.05
Supplemental Information	Voluntary terminations as a percentage of total business entity employee turnover	Percent	60.43%	83.01%	87.1%	74.7%
Cycle Time	Cycle time in calendar days to fulfill an ad hoc information request	Days	4	8	11.5	8.27

**Selection criteria:**

Revenue (USD/ Year)	Industry	Region
> \$20 Billion	Government and Public Sector	Americas

Metrics as of February 10, 2023. Source: American Productivity and Quality Center (APQC)



# HR planning and strategy – Key benchmarks

Metrics	Key Performance Indicator	Benchmarks				
		Unit of measurement	Bottom Quartile	Median	Top Quartile	Average
Cost Effectiveness	Total cost to perform the HR function per FTE that performs the process group "develop and manage HR planning, policies, and strategies"	USD	\$1,204,747.12	\$3,376,577.84	\$4,075,567.50	\$2,856,392.77
Process Efficiency	Number of FTEs that perform the process group "develop and manage human resources (HR) planning, policies, and strategies" per \$1 billion revenue	FTEs	0.46	0.98	1.85	1.45
Staff Productivity	Number of business entity employees per FTE that performs the process group "develop and manage human resources (HR) planning, policies, and strategies"	Employees	828.75	3,028.67	7,406.25	4,647.85

**Selection criteria:**

Revenue (USD/ Year)	Industry	Region
> \$20 Billion	Government and Public Sector	Americas

Metrics as of February 10, 2023. Source: American Productivity and Quality Center (APQC)



# Performance management – Key benchmarks

Metrics	Key Performance Indicator	Benchmarks				
		Unit of measurement	Bottom Quartile	Median	Top Quartile	Average
Cost Effectiveness	Total cost to perform the process "manage employee performance" per \$1,000 revenue	USD	\$0.01	\$0.04	\$0.08	\$0.05
Process Efficiency	Number of FTEs that perform the process group "develop and counsel employees" per \$1 billion revenue	FTEs	0.85	2.72	5.5	4.72
Staff Productivity	Number of business entity employees per FTE that performs the process group "develop and counsel employees"	Employees	349.86	652	1,391.3	1,082.23
Cycle Time	Cycle time in days for the formal performance review process from start to finish for Operational workers/office staff	Days	18	26	33.5	24.84

## Selection criteria:

Revenue (USD/ Year)	Industry	Region
> \$20 Billion	Government and Public Sector	Americas

Metrics as of February 10, 2023. Source: American Productivity and Quality Center (APQC)



# Workforce planning – Key benchmarks

Metrics	Key Performance Indicator	Benchmarks				
		Unit of measurement	Bottom Quartile	Median	Top Quartile	Average
Cost Effectiveness	Total cost to perform the process "develop and implement human resources plans" per process FTE	USD	\$64,343.43	\$84,857.75	\$129,835.44	\$94,227.84
Process Efficiency	Number of FTEs that perform the process "develop human resources strategy" per \$1 billion revenue	FTEs	0.1	0.25	0.45	0.28

**Selection criteria:**

Revenue (USD/ Year)	Industry	Region
> \$20 Billion	Government and Public Sector	Americas

Metrics as of February 10, 2023. Source: American Productivity and Quality Center (APQC)

