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HR: Manage Human Resources

HR-010: Organizational Relationships

HR-010-010: Establish and Maintain Organization Structure	Activities required to implement org structure changes, which would be policy or business driven, in the HR system specifically related to organizational unit objects and organizational unit relationships. Org structure changes could include opening, closing, or restructuring a facility, etc. They can also be the creation or update of attributes associated with organizational units (addresses, cost centers, name changes, etc.).

	Elements of the Org Structure may be owned by Finance and would have to be coordinated to be updated/changed/added. e.g. Department
HR-010-020: Create and Maintain Jobs	Activities required to define the way the organization will be set up and to manage jobs (classifications). Jobs are general classifications of tasks routinely performed together by a position. Manage Job Requirements and Factoring is an input and output to this sub process because many jobs that require evaluation must come back to Create and Maintain Jobs process flow after approvals for processing.
HR-010-030: Create and Maintain Positions	Activities required to define the way the state will be set up through position management. A position is a "seat" in the state and is a key element that ties together the job information, location, and organizational information for an employee. This process will outline the steps to create and/or maintain a position.
HR-010-040: Monitor Open Positions	Activities required to maintain positions and to ensure that vacant positions are either being filled, inactivated, or delimited. Monitoring open positions is important in order to ensure that the budgeted headcount and the actual headcount align for the agency/ state.

HR-010-010: Establish and Maintain Organization Structure

HR-010-010: Establish and Maintain Organization Structure

Swimlane

Agency HR

HR-010-010-010
Identify Need For Org Structure Creation/Change

HR-010-010-020
Consult with Appropriate Stakeholders as Required

HR-010-010-030
Review KB to Understand how to Submit Org Struct Req

Start

HR-010-010-040
Submit Org Structure Creation/ Change Request

HR-010-010-140
Update Request Based Upon Feedback

DHR/DFM

HR-010-010-050
Request Received and Case Automatically Generated

Yes
Modify?
XOR

No

HR-010-010-100
Close Case

End

HR-010-010-060
Review Requirements for Org Structure Creation/Change

HR-010-010-090
Communicate Reason for Rejection to Key Stakeholders

HR-010-010-070
Identify Impacts

No
Approve?
XOR

Yes

SCO

HR-010-010-120
Notify Stakeholders that Changes Were Processed

HR-010-010-130
Close Case

HR-010-030
Create and Maintain Positions

HR-010-010-110
Perform Org Changes based on Approved Requirements

HR-010-020: Create and Maintain Jobs

HR-010-020: Create and Maintain Jobs

Swimlane

Agency HR

Need Identified to Create/Maintain Job

HR-010-020-010
Review KB to understand how to create/maintain jobs

HR-010-020-020
Consult with appropriate stakeholders to validate request

HR-010-020-030
Submit request to create/ update job

No

Classified?
XOR

DHR

Approve?
Yes
XOR

Evaluate Job?
Yes
XOR

Yes

HR-070-020
Manage Job Requirements and Factoring

No

No

HR-010-020-040
Coordinate with HR to conduct impact assessment

SCO

HR-010-020-080
Create/Update Job & associated attributes

HR-010-020-100
Routed to Appropriate Stakeholders for Approval

HR-010-020-090
Requestor Notified of Job create/ update

HR-010-030
Create and Maintain Positions

HR-010-030: Create and Maintain Positions

HR-010-030: Create and Maintain Positions

Swimlane

Manager

HR-010-030-010
Need Identified to Create/Maintain Position

End

HR-010-030-150
Receive Notification of Position Creation/Change

HR-020-010
Create and Post Job Requisition

Budget Placeholder

Agency HR

HR-010-010
Establish and Maintain Organization Structure

HR-010-020
Create and Maintain Jobs

HR-020-010
Create and Post Job Requisition

HR-010-030-070
Review Position Creation/Change Request

HR-010-030-030
Consult with Appropriate Stakeholders to Validate Request

HR-010-030-140
Initiate Position Creation/Change

Agency Budget

HR-010-030-090
Review Position Creation/Change Request

Approve?
XOR

No

HR-010-030-100
Discuss Rejection and Advise on Next Steps

Yes

DHR/DFM/Approving Authority

HR-010-030-110
Routed to Appropriate Stakeholders for Approval

Approve?
XOR

No

HR-010-030-130
Discuss Rejection and Advise on Next Steps

Yes

HR-010-030-120
Position Creation/Change Processed in the System

HR-010-040: Monitor Open Positions

HR-020: Manage Talent Acquisition

HR-020-010: Create and Post Job Requisition	Internal approvals and steps necessary to create an open job requisition in the system.
HR-020-020: Internal Applicants Apply	Activities for internal candidates to create their online profile, review available jobs, and decide whether to apply for any job opening. Internal candidates access this portal through Employee Self-Service.
HR-020-030: External Applicants Apply	Activities for external candidates to create an online profile, review available jobs, and decide whether to apply to any job opening.
HR-020-040: Manage Talent Acquisition Events	Manage talent acquisition events includes defining strategy of talent acquisition events.
HR-020-050: Screen Candidates	Preliminary screening of candidates through identification of candidates to be interviewed for the job and well as assessment review/ score.
HR-020-060: Manage Interview Scheduling	Manage interviews and coordinate logistics with candidate and interview team.
HR-020-070: Interview and Select Candidates	Conduct interviews and schedule / conduct required assessments. Select the most qualified candidate based on the interview and assessment process.
HR-020-080: Prepare and Extend Job Offer	Prepare the offer letter for selected applicants. Upon receiving the appropriate approvals, the offer or contract is presented to the successful candidate.
HR-020-090: Perform Pre-Hire Due Diligence	Conduct pre-hire due diligence activities, e.g. background checks, drug testing, medical evaluation, etc. These may vary based on the Position Profile and Requirements.
HR-020-100: Prepare Rejection Notification	Reject candidates based on testing, screening and interview process. A rejection reason will need to be provided in the system.
HR-020-110: Manage Job Requisitions	Extend/Update/Close job requisitions as additional information arises and as appropriate.
HR-020-120: Rescind Offer	Manage voluntary/involuntary offer withdrawal.

HR-020-010: Create and Post Job Requisition

HR-020-010: Create and Post Job Requisition

Hiring Manager

- HR-010-030: Create and Maintain Positions
- HR-020-010-010: Access Hiring Toolkit via Knowledge Base (KB)
- Does Position Exist? XOR
  - Yes → HR-020-010-020: Initiate Requisition → HR-020-010-030: Position Budget Rules Applied
  - No → HR-010-030: Create and Maintain Positions
- HR-010-040: Monitor Open Positions

Approving Authority

- Exceptions Allowed? XOR
  - No → End
  - Yes
- Approve? XOR
  - No
  - No
  - Yes

Recruiter

- HR-020-010-070: Initiate Requisition → HR-020-010-080: Position Budget Rules Applied
- HR-020-010-040: Requisition received by assigned Recruiter
- HR-020-010-050: Prepare/ conduct strategy/ intake meeting with Hiring Manager → HR-020-010-060: Update and post job
- HR-020-020: Internal Applicants Apply
- HR-020-030: External Applicants Apply
- HR-020-040: Manage Talent Acquisition Events

HR-020-020: Internal Applicants Apply

HR-020-030: External Applicants Apply

HR-020-030: External Applicants Apply

External Applicant

HR-020-010
Create and Post Job Requisition

HR-020-110
Manage Job Requisitions

HR-020-040
Manage Talent Acquisition Events

HR-020-030-010
Interested in State career opportunities

HR-020-030-020
Search for available job openings via career site

HR-020-030-030
Create account for site

HR-020-030-040
Create Profile by uploading resume & other career details

HR-020-030-050
Complete application, disclosure stmt & exam/ assessment

HR-020-030-060
Submit job application

HR-020-050
Screen Candidates

HR-020-040: Manage Talent Acquisition Events

HR-020-040: Manage Talent Acquisition Events

DHR/ Agency Recuiter

HR-020-010
Create and Post Job Requisition

HR-020-110
Manage Job Requisitions

HR-020-040-010
Define campaign strategy and plan event

HR-020-040-030
Post sourcing requisition

HR-020-040-040
Conduct TA event

HR-020-030
External Applicants Apply

DHR/ Agency Leadership

HR-020-040-020
Define campaign strategy and plan event

HR-020-050: Screen Candidates

HR-020-050: Screen Candidates

Swimlane

DHR / Agency Recruiting Coordinator

HR-020-050-010 — Confirm candidate's eligibility (rehire, transfer, etc.)

Candidate Eligible? — XOR — Yes

Exam or Resume Only? — XOR

Rehire / Internal Candidate? — XOR — Yes / No

HR-020-100 — Prepare Rejection Notification — No

Phone Screen Applicable? — XOR — Yes / No

HR-020-050-060 — Schedule phone screen

Exam

DHR / Agency Recruiter

HR-020-110 — Manage Job Requisitions

Applicants Under Consideration? — XOR

Scoring Method? — OR — Automatic / SME Scored

Fail Exam? — XOR — No

HR-020-050-020 — Validate candidates application, score and rank

HR-020-050-070 — Conduct phone screen

Candidate(s) Selected? — XOR — Yes

HR-020-060 — Manage Interview Scheduling

HR-020-020 — Internal Applicants Apply

Reject Score? — XOR — Yes

HR-020-050-030 — Send list of candidates to Hiring Manager for review

HR-020-100 — Prepare Rejection Notification — No

HR-020-050-100 — Monitor Exam Scoring

SME

HR-020-030 — External Applicants Apply

HR-020-050-090 — Score Application Exam

Yes

Resume Only

Hiring Manager

HR-020-050-040 — Review candidates

HR-020-050-050 — Update candidate status

HR-020-050-120 — Conduct Phone Screen

Candidate

HR-020-050-110 — Notified of Failure and Score Appeal Steps to DHR

HR-020-100 — Prepare Rejection Notification

HR-020-050-080 — Participate in phone screen

HR-020-060: Manage Interview Scheduling

HR-020-070: Interview and Select Candidates

HR-020-070: Interview and Select Candidates

Agency Recruiter/Hiring Manager

HR-020-060 — Manage Interview Scheduling

HR-020-070-010 — Prepare Hiring Manager & Interview Team for interviews

HR-020-070-060 — Debrief with Hiring Manager & Interview Team

HR-020-070-090 — Perform Reference Check

Pre-Offer Screening Required? — XOR

Move Forward with Candidate? — XOR

No → No

Yes → HR-020-070-100 — Pre-Offer Screen Candidate

HR-020-100 — Prepare Rejection Notification

Yes → HR-020-070-070 — Update selected candidate status

HR-020-080 — Prepare and Extend Job Offer

Candidate

HR-020-070-020 — Attend interview(s)

Interview Team

HR-020-070-030 — Conduct Interview(s)

HR-020-070-040 — Document & submit evaluation

HR-020-070-050 — Conduct additional interviews, as necessary

HR-020-080: Prepare and Extend Job Offer

HR-020-080: Prepare and Extend Job Offer

Swimlane

Agency Leadership

Approve?
XOR
No   No

Yes

Hiring Manager

HR-020-100
Prepare Rejection Notification

HR-020-110
Manage Job Requisitions

HR-020-080-030
Approval notification received

Approve?
XOR

Yes

HR-020-080-080
Extend Verbal Offer to Candidate

No

DHR/ Agency Recruiter

HR-020-080-040
Extend verbal offer to candidate

HR-020-080-050
Notification received - Offer not approved

HR-020-100
Prepare Rejection Notification

HR-020-070
Interview and Select Candidates

HR-020-080-010
Confirm/ update offer with Hiring Manager

HR-020-080-060
Prepare and send offer

HR-020-110
Manage Job Requisitions

Candidate

Accept Offer?
XOR

No

HR-020-100
Prepare Rejection Notification

Yes

HR-020-080-070
Sign & submit offer/ attach documentation, if applicable

HR-020-090
Perform Pre-Hire Due Diligence

HR-020-090: Perform Pre-Hire Due Diligence

HR-020-090: Perform Pre-Hire Due Diligence

DHR/Agency Recruiter

HR-020-080
Prepare and Extend Job Offer

HR-020-090-010
Select appropriate pre-boarding package to be performed

HR-020-090-020
Initiate activities for candidate

HR-020-090-040
Results of completed tasks received

HR-020-090-050
Review results

Candidate Passed?
XOR
Yes
No

HR-020-090-060
Update candidate status

HR-030-010
Conduct Pre-Boarding

HR-020-120
Rescind Offer

Candidate

HR-020-090-030
Complete assigned activities

HR-020-100: Prepare Rejection Notification

HR-020-100: Prepare Rejection Notification

DHR/ Agency Recruiter/Hiring Manager

- Screen Candidates
- HR-020-070: Interview and Select Candidates
- HR-020-120: Rescind Offer

HR-020-100-010: Move Candidate to Rejection Status

HR-020-100-020: Notification sent to candidate

Candidate

HR-020-100-030: Receive Notification - Not selected for position

End

HR-020-110: Manage Job Requisitions

HR-020-110: Manage Job Requisitions

DHR/ Agency Recruiter

HR-020-010 — Create and Post Job Requisition

HR-050-100 — Identify Critical Workforce Segments

HR-020-050 — Screen Candidates

HR-020-110-010 — Review Applicant pool

Revise Sourcing Strategy? — XOR

No

Close Requisition? — XOR

Yes — HR-020-110-030 — Notification(s) sent to all applicants

HR-020-110-040 — Close job requisition

End

Yes — HR-020-110-020 — Review changes with Hiring Manager

HR-020-010 — Create and Post Job Requisition

HR-020-040 — Manage Talent Acquisition Events

No — HR-020-110-050 — Freeze job requisition

Edit/ Unfreeze Requisition? — XOR

No

Yes — HR-020-110-060 — Re-open and post job requisition

HR-020-050 — Screen Candidates

HR-020-120: Rescind Offer

HR Specialist

HR-020-100
Prepare Rejection Notification

HR-020-120-050
Cancel hire/ update job

HR-020-120-060
Notify impacted downstream systems

HR-020-050
Screen Candidates

HR-020-110
Manage Job Requisitions

Yes
Internal Candidate?
XOR
No

DHR/ Agency Recruiter

Yes

HR-020-080
Prepare and Extend Job Offer

HR-020-120-010
Contact Hiring Manager of rescind offer status

HR-020-120-020
Discuss rescind offer w/ Candidate & Appropriate Parties

Was Hire Initiated?
XOR
No

HR-020-120-030
Update status and send appropriate rejection notice

Candidate to be considered for future positions?
XOR
Yes

No

HR-020-090
Perform Pre-Hire Due Diligence

HR-020-100
Prepare Rejection Notification

End

HR-020-050
Screen Candidates

HR-020-110
Manage Job Requisitions

HR-030: Onboarding

HR-030-010: Conduct Pre-Boarding	Conduct activities, such as compiling relevant paperwork for new hires, entering any applicable scheduling data into the system and coordinating first day logistics.
HR-030-020: Manage Day 1 Activities	Manager greets employee on scheduled first day. Introduce the new hire, rehire, or transfer to the agency, department and team they are joining.

HR-030-010: Conduct Pre-Boarding

Swimlane — HR-030-010: Conduct Pre-Boarding

Candidate

HR-030-010-040 — Receive Email to Confirm Start Date and On-Boarding Tasks

HR-030-010-050 — Review Tasks via Portal

Task Questions? — XOR — No

HR-030-010-080 — Complete Tasks Assigned

HR-030-010-060 — Contact Recruiter with Questions — Yes

Agency HR

Assigned Tasks Complete? — XOR — No

HR-030-010-120 — Follow-up with Candidate re: Onboarding Tasks

HR-030-010-030 — Notify Candidate to Confirm Start Date, Assign On-Boarding Tasks

HR-030-010-070 — Answer Pre-Hire's Questions

Yes

HR-030-010-090 — Initiate Onboarding Checklist for Manager

Data Management

HR-020-090 — Perform Pre-Hire Due Diligence

Candidate Record in GHR? — XOR — Yes

HR-030-010-020 — Send Candidate Pre-Boarding Activities

HR-020-080 — Prepare and Extend Job Offer

No

HR-030-010-010 — Create Candidate Record from Recruiting Process

HR-030-010-130 — Complete New Hire Record

HR-030-020 — Manage Day 1 Activities

Hiring Manager

HR-030-010-100 — Receive Onboarding Checklist & Begin Activities

HR-030-010-140 — Coordinate Assets and Access for Employee

HR-030-010-110 — Complete Onboarding Activities Checklist

HR-030-020: Manage Day 1 Activities

HR-030-020: Manage Day 1 Activities

Swimlane

Employee

HR-030-020-070
Meet with Supervisor

End

Hiring Manager

HR-030-010
Conduct Pre-Boarding

HR-030-020-010
Meet New Hire

Arrived as Scheduled?
XOR

No

Change in Start Date?
XOR

Yes

HR-030-020-020
Contact HR to Update Start Date

Yes

HR-030-020-060
Conduct Day 1 Activities

HR-030-020-050
Introduce Employee to Team

Agency HR

No

HR-140-010
Separation Due to Hire and No Start

HR-030-020-030
Update Start Date

HR-030-020-040
Validate Documentation Requirements (I-9, etc.)

HR-040: Manage Learning and Development

HR-040-010: Conduct Assessment of Learning Needs	Conduct Assessment of Learning Needs involves assessing at a high level a whole library of content for the state, a specific agency, or a specific role. The assessment is supposed to identify gaps in learning content and attempts to address those gaps through new course development. The gap could either be identified by an individual or through new learning requests.
HR-040-020: Assess Existing Learning Programs/Courses	Assess Existing Learning Programs/Courses involves the assessment of learning programs or courses based on need.. Generally, it focuses on specific programs/ courses to determine whether new development is needed, content needs to be updated, new content relevant to the course, or a variety of other course specific factors. The assessment evaluates whether the current course is relevant or if new development activity needs to take place even if that new development activity is updating a current course.
HR-040-030: Design and Develop Learning Program/Course	Design and Develop Learning Program/Course involves creating and/or buying the materials for a course. This subprocess involves the "what" of a course or what will be covered.
HR-040-040: Manage Course Offerings	Manage Offerings of Courses involves the where and when for a course. The content has already been developed. The offering will either have a time and a place if in person or may be an on-demand offering.

HR-040-050: Manage Employee Course Enrollments	Manage Employee Course Enrollments involves employees signing up for offerings of courses. The employees may have to obtain approval from their managers. The process also captures a waitlist if one exists.
HR-040-060: Deliver Learning	Deliver Learning involves delivering the content to the learner as well as the assessment of the content.
HR-040-070: Document Employee Learning Results	Document Employee Learning Results involves scoring exams and documenting the learning program/course in the employees learning record.

HR-040-010: Conduct Assessment of Learning Needs

HR-040-020: Assess Existing Learning Programs/Courses

Learning Specialist

Start

HR-040-020-010
Conduct Assessment of Learning Programs/Courses

HR-040-020-050
Identify Courses That May Need to be Retired

New Development Activities Needed?
XOR

Yes

No

End

HR-040-020-020
Identify Relevant Stakeholders and SMEs

HR-040-020-030
Develop Learning Program/Course Expectations

HR-040-020-040
Consult w/ Stakeholders & Assign Dev of Course

HR-040-030
Design and Develop Learning Program/Course

HR-040-030: Design and Develop Learning Program/Course

HR-040-030: Design and Develop Learning Program/Course

Swimlane

Learning Specialist

Conduct Assessment of Learning Needs

HR-040-020
Assess Existing Learning Programs/Courses

HR-040-030-010
Develop Course Expectations and Assign Course Creation

HR-040-030-020
Assign Cost Tracking to Course Development

HR-040-030-060
Communicate Course Standards and Templates

HR-040-030-080
Review Development Activities & Materials

Approve?
XOR
Yes

HR-040-030-090
Communicate Course Dev to Relevant Stakeholders

HR-040-040
Manage Course Offerings

No

Subject Matter Expert

HR-040-030-030
Review Course Expectations

HR-040-030-040
Decide Whether to Buy, Build, or Modify & Determine Costs

HR-040-030-050
Consult w/ Learning Spec re: Standards & Templates

HR-040-030-070
Identify Prereqs & Dev Course Materials If Applicable

Approving Authority

HR-040-030-100
Review Course Development Activity

Approve?
No   Yes
XOR

HR-040-040: Manage Course Offerings

HR-040-040: Manage Course Offerings

Swimlane

Learning Specialist

HR-040-030
Design and Develop Learning Program/Course

HR-040-010
Conduct Assessment of Learning Needs

HR-040-040-010
Identify Course Offering Desired Frequency

HR-040-040-020
Select Instructors and Validate Credentials if Applicable

HR-040-040-050
Develop Offering Attendance Rules and Costs

HR-040-040-060
Create Offering

HR-040-040-070
Publish Offering in Learning Catalog & Notify Relevant Stakeholders

HR-040-040-080
Communicate Session to Key Stakeholders

HR-040-050
Manage Employee Course Enrollments

Instructor

HR-040-040-030
Coordinate w/Specialist and Establish Offering Schedule

HR-040-040-040
Develop Offering Attendance Rules and Costs

HR-040-050: Manage Employee Course Enrollments

HR-040-060: Deliver Learning

HR-040-060: Deliver Learning

Instructor

HR-040-050
Manage Employee Course Enrollments

Instructor Led Course?
XOR

Yes

No

HR-040-060-010
Access Attendance Roster and Course Materials

HR-040-060-020
Prepare for Course

HR-040-060-030
Deliver Course

Assessment?
XOR

No

Yes

HR-040-060-070
Designate Attendees vs No-Shows

HR-040-060-060
Collect Assessment

Employee

Certificate and/or Badge

HR-040-060-040
Participate In Course

HR-040-060-050
Take Assessment

HR-040-060-080
Complete Other-Based Course

Pass Course?
XOR

Yes

No

HR-040-060-090
Update Activity as Complete

HR-040-060-110
Complete Course Evaluation

HR-040-070
Document Employee Learning Results

HR-040-060-100
Update Activity as Failed

Yes

No

Re-Take Eligible?
XOR

HR-040-070: Document Employee Learning Results

HR-040-070: Document Employee Learning Results

SME/Instructor/Learning Specialist

HR-040-060

Deliver Learning

HR-040-070-010

Grade Assessments If Applicable

HR-040-070-020

Results Documented in Employee Talent Profile

HR-040-070-030

Track Course Evaluations

End

HR-050: Integrated Talent

HR-050: Integrated Talent

HR-050-010: Create and Maintain Competency Models	Activities related to creating and maintaining competency models across the organization.

HR-050-020: Assign Objectives	Activities related to defining and cascading state and agency objectives to influence team and individual objective setting. The objectives could be both statewide and agencywide objectives.
HR-050-030: Assign Team Objectives	Activities related to defining and cascading team objectives to influence individual objective setting.
HR-050-040: Set Performance and Development Objectives	Activities related to defining both individual performance and development objectives.
HR-050-050: Create and Maintain Employee Talent Profiles	Activities related to updating an individual's talent profile within the HCM system.
HR-050-060: Conduct Ongoing and Frequent Feedback	Activities related to conduct ongoing and frequent performance conversation to promote transparency and encourage development.
HR-050-070: Complete 360 Feedback	Activities related to gathering 360 feedback from feedback providers and develop feedback summary for the employee to inform his / her developmental progress and needs.
HR-050-080: Conduct Performance Evaluation	Activities related to conducting a year-end performance evaluation for an employee.
HR-050-090: Create and Execute Performance Improvement Plan	Activities related to administering a performance improvement plan for an employee for which performance issues have been identified and need to be formally addressed and monitored.
HR-050-100: Identify Critical Workforce Segments	Activities related to identifying critical roles across the organization and determine the skills and competencies required for those roles.

HR-050-010: Create and Maintain Competency Models

HR-050-010: Create and Maintain Competency Models

- **Start**
- HR-050-010-010: Review Existing Competency Models
- Changes Required? (XOR)
  - Yes → HR-050-010-020: Define updates required to competency models → HR-050-010-030: Process Changes to Competency Models
  - No → HR-050-060: Conduct Ongoing and Frequent Feedback
  - HR-050-010-030 → HR-050-060: Conduct Ongoing and Frequent Feedback

HR-050-020: Assign Objectives

HR-050-020: Assign Objectives

Leadership
- HR-050-020-040: Participate in Meeting → HR-050-020-050: Discuss and Align on Objectives

DHR/ Agency HR
- Start → HR-050-020-010: Schedule Objectives Meeting w/Leadership → HR-050-020-020: Share Current Objectives → HR-050-020-030: Facilitate Meeting → HR-050-020-060: Enter Objectives → HR-050-020-070: Cascade and Communicate Objectives to Mgrs & Supervisors → HR-050-030: Assign Team Objectives

HR-050-030: Assign Team Objectives

HR-050-030: Assign Team Objectives

Swimlane

Manager

HR-050-020	HR-050-030-010	HR-050-030-020	HR-050-030-030	HR-050-030-040	HR-050-030-050	HR-050-030-060
Assign Objectives	Review KB to understand how to set Team Objectives	Review Agency & State Objectives	Develop and Assign Team Objectives	Schedule Meeting re: Team Objectives	Facilitate Meeting & Discuss Team Objectives	Review and Align on Team Objectives

Set Performance and Development Objectives

HR-050-050

Create and Maintain Employee Talent Profiles

Employee

HR-050-030-060
Participate in Meeting & Understand Team Objectives

HR-050-030-070
Ask Questions and Provide Feedback

HR-050-040: Set Performance and Development Objectives

HR-050-040: Set Performance and Development Objectives

Manager

Assign Team Objectives
HR-030-020

Manage Day 1 Activities

HR-050-040-010
Review KB to understand how to set objectives

HR-050-040-020
Review Team, Agency, and State Objectives

HR-050-040-030
Draft Individual Performance and Development Objectives

HR-050-040-040
Meet w/EE to discuss Performance and Development...

HR-050-040-070
Update Performance and Development Objectives

Complete 360 Feedback

HR-050-060
Conduct Ongoing and Frequent Feedback

Employee

Complete 360 Feedback

Conduct Ongoing and Frequent Feedback

HR-050-040-050
Align on Annual Objectives, Goals, and Development Opportunities

HR-050-050
Create and Maintain Employee Talent Profiles

HR-050-050: Create and Maintain Employee Talent Profiles

HR-050-060: Conduct Ongoing and Frequent Feedback

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HR-050-060: Conduct Ongoing and Frequent Feedback

Employee

- Create and Maintain Competency Models
- HR-050-040 · Set Performance and Development Objectives
- HR-050-060-010 · Review KB for Check-In Requirements and Expectations
- HR-050-060-020 · Prepare for Regular Performance Check-In w/Mgr
- HR-050-060-060 · Participate in Performance Check-in
- HR-050-060-130 · Discuss Progress On Objectives and Development
- HR-050-060-140 · Continue to Monitor and Track Progress
- HR-050-060-080 · Update Talent Profile & Objectives Based on Check-In
- HR-050-070 · Complete 360 Feedback
- HR-050-050 · Create and Maintain Employee Talent Profiles

Manager

- HR-050-050 · Create and Maintain Employee Talent Profiles
- HR-050-090 · Create and Execute Performance Improvement Plan
- HR-050-060-030 · Review EE's Talent Profile and Career Development Plan
- HR-050-060-040 · Gather Feedback on Employee from Other Parties
- HR-050-060-050 · Prepare feedback to Share w/Employee in mtg
- HR-050-060-070 · Participate in Performance Check-in
- Performance Issues? XOR — No
- Yes
- HR-050-060-090 · Discuss with Employee
- HR-050-060-170 · Meet w/Agency HR on Next Steps
- HR-050-060-120 · Discuss Progress On Objectives and Development
- HR-050-060-150 · Attach Relevant Documentation, if applicable
- HR-050-080 · Conduct Performance Evaluation
- Coaching
- HR-050-060-100 · Issue Written/Verbal Reprimand
- HR-050-040 · Set Performance and Development Objectives

Agency HR

- HR-050-060-160 · Meet w/Mgr on Next Steps
- Next Steps? XOR
- Reprimand
- Disciplinary Actions · HR-120-040 · Disciplinary Actions
- PIP · HR-050-090 · Create and Execute Performance Improvement Plan

HR-050-070: Complete 360 Feedback

HR-050-080: Conduct Performance Evaluation

Agency Reviewer

HR-050-080-110
Review w/Mgr and Provide Feedback

Approve?
XOR
No

HR-050-080-050
Review Feedback

Employee

HR-050-080-030
Email List of Feedback Participants to Mgr If Needed

Yes

Meeting
HR-050-080-140
Listen and Gather Feedback During Performance Eval Mtg

HR-050-080-160
Receive Perf Eval & Acknowledge Receipt

HR-050-040
Set Performance and Development Objectives

Manager

Performance Eval Expiring Soon

HR-050-080-010
Mgr Reviews Dashboard for Upcoming Annual Evaluations

HR-050-080-050
Send Feedback Survey to Participants if applicable

HR-050-080-070
Launch Year End Eval

HR-050-080-080
Receive Feedback From Participants

HR-050-080-100
Provide Overall Rating And Comments

Achieves or Better
Rating?
XOR
Does Not Achieve

HR-050-080-120
Schedule Performance Eval Mtg w/EE

HR-050-080-130
Conduct Perf Eval Mtg & Provide Candid Feedback

Changes?
XOR
No

HR-050-080-150
Share Performance Eval and Rating w/EE

HR-120-030
Problem Solving

Agency HR

HR-050-060
Conduct Ongoing and Frequent Feedback

HR-050-070
Complete 360 Feedback

HR-050-080-170
Consult w/ Key Stakeholders on Appropriate Course of Action

Changes?
Yes   XOR   No

Yes

HR-050-090: Create and Execute Performance Improvement Plan

HR-050-100: Identify Critical Workforce Segments

HR-050-100: Identify Critical Workforce Segments

Swimlane

Agency HR

HR-020-110
Manage Job Requisitions

HR-050-100-010
Report Agency roles/ include Critical Work Segments...

HR-050-100-020
Schedule mtg w/appropriate agency leaders re: Critical Workforce

HR-050-100-040
Facilitate Discussion on CWS within Agency

HR-050-100-060
Update Critical Workforce Segment Designation

Agency Leader

HR-050-100-050
Participate in CWS Discussion

Changes Required?
XOR

Yes

No

End

HR-060: Employee Data Administration

HR-060-010: Personal Data Changes	Change(s) in employee personal data, in which an employee initiates a change to personal data such as demographic and contact information required for HR purposes.

HR-060-020: Work Data Changes	Manager initiates an update to work data on behalf of a direct report, which does not require a change in position.
HR-060-030: Employee Movement	Manager initiation of Employee movement within or across an agency/state that requires a change in position (e.g. promotion, demotion, transfer, etc.) and may or may not be pay impacting.
HR-060-040: Resource Contract Management	This process reviews an existing resource's contract to determine if an extension or renewal is appropriate.
HR-060-050: Employee File Management	This process identifies how to action requests for files attached to an employee's record that can not be viewed by the requestor.
HR-060-060: Employment Verification	This process reviews how a third-party employment verification is actioned. Examples: hire dates, salary, work history.
HR-060-070: Mass Data Change	The process of mass data changes occurs when updates to the system consist of multiple entries. Examples include, but are not limited to, multiple hires, rehires, terminations, promotions, transfers, and pay rate changes.
HR-060-080: Data Quality/ Corrections	This process corrects any data in the system that cannot be modified by an employee. Examples include, but are not limited to, incorrect SSN, birthdate, pay rate, etc.

HR-060-010: Personal Data Changes

HR-060-010: Personal Data Changes

Swimlane

Employees

- Start
- HR-060-010-010 — Identify need for personal data change
- Access? XOR — Yes / No
- HR-060-010-030 — Review process support content in portal
- HR-060-010-040 — Change personal data in system
- Supporting Documentation required? XOR — Yes
- HR-060-010-070 — Provide requested documentation
- HR-060-010-110 — System Updated and Confirmation Received

HR Specialist

- HR-060-010-020 — HR Updates
- HR-060-010-050 — Case creation
- Documentation Valid? XOR — No / Yes
- HR-060-010-060 — Request documentation from Employee
- End
- HR-060-010-080 — Review and approve personal data change
- HR-060-010-090 — Store documentation electronically
- HR-060-010-100 — Update and close case

HR-060-020: Work Data Changes

HR-060-030: Employee Movement

HR-060-030: Employee Movement

HR-060-040: Resource Contract Management

HR-060-040: Resource Contract Management

Resource

HR-060-040-120
Review Documentation and Sign

HR-060-040-090
Obtain Required Signatures and Submit to Contract Admin

Manager

Start

HR-060-040-010
HCM System notifies Manager of expiring contract

HR-060-040-020
Review process support content on portal

HR-060-040-030
Discuss contract expiration with contract admin

Contract Extended?
XOR

Yes

HR-060-040-040
Initiate contract extension request

No

HR-140-030
Manage Involuntary Separation

Manager +1

HR-060-040-050
Review and approve contract extension request

Contract Admin

HR-060-040-060
Case Creation

HR-060-040-070
Enter add'l data into HCM System and complete transaction

HR-060-040-080
Create documentation and obtain signatures

HR-060-040-100
Store documentation electronically

HR-060-040-110
Close case

End

HR-060-050: Employee File Management

HR-060-050: Employee File Management

Swimlane

Requestor

HR-060-020 — Work Data Changes

HR-060-060 — Employment Verification

HR-060-050-010 — Identify need to submit/retrieve documentation

HR-060-050-020 — Review process support content on portal

HR-060-050-030 — Submit request to store/retrieve documentation

HR Specialist

HR-060-050-040 — Case Creation

Valid request? XOR

No

HR-060-050-060 — Send denial to requestor and provide guidance on next steps

HR-060-050-080 — Close case

Yes

Documentation Type? XOR

Paper

HR-060-050-070 — File or retrieve employee file and send to requestor in proper format

HR-060-050-090 — Close case

End

Electronic

HR-060-030 — Employee Movement

HR-060-020 — Work Data Changes

HR-060-050-050 — Upload/retrieve electronic record to EE file following guidelines

HR-060-060: Employment Verification

HR-060-070: Mass Data Change

Swimlane: Requestor

- Start
- HR-060-070-010 — Identify need for mass change
- HR-060-070-020 — Review process support content on portal
- HR-060-070-030 — Obtain required approvals outside the HCM system
- HR-060-070-040 — Submit Mass Data Change request
- HR-060-070-100 — Complete and return mass data upload template
- HR-060-070-150 — Provide signed documentation
- HR-060-070-190 — Provide final validation and sign off to run mass load in PRD

Swimlane: HR Specialist

- HR-060-070-050 — Automatic case creation
- HR-060-070-060 — Review request and work with requestor to understand details
- Valid Request? (XOR) — Yes / No
- HR-060-070-070 — Send denial to requestor and provide guidance on next steps
- HR-060-070-110 — Cancel Case
- End
- HR-060-070-080 — Identify/create mass data upload template
- HR-060-070-090 — Send mass data upload template to requestor for completion
- Docs Required? (XOR) — Yes / No
- HR-060-070-120 — Create required documentation
- Signature required? (XOR) — Yes / No
- HR-060-070-140 — Request signature from requestor
- HR-060-070-160 — Store documentation electronically
- HR-060-070-130 — Test mass changes upload in sandbox environment
- Test Run Successful? (XOR) — Yes / No
- HR-060-070-170 — Resolve Issues
- HR-060-070-180 — Request final validation and sign off to run mass change in PRD
- HR-060-070-200 — Run mass load in production
- HR-060-070-210 — Close case
- End
- HR-000-080 — Data Quality/Corrections
- HR-050-050 — Create and Maintain Employee Talent Profiles
- PY-010-030 — Collect/Process Other Payroll Related Data

HR-060-080: Data Quality/ Corrections

Swimlane

HR-060-080: Data Quality/ Corrections

Requestor

Start

HR-060-080-010
Identify data quality issues

HR-060-080-020
Review process support content on portal

HR-060-080-030
Submit request to correct data

HR Specialist

Start

HR-060-080-040
Run periodic data audits and record results

HR-060-070
Mass Data Change

Quality issues identified?
XOR
No
End

Yes

HR-060-080-050
Manually create case to track issue to resolution

HR-060-080-070
Case Creation

Valid request?
XOR
No

HR-060-080-110
Send denial to requestor and provide guidance on next steps

HR-060-080-120
Cancel case

End

Yes

HR-060-080-060
Investigate requirements and determine extent of quality issue

HR-060-080-080
Share results with requestor and develop correction plan

HR-060-080-090
Complete data correction based on guidelines

HR-060-080-100
Close case

End

HR-070: Manage Compensation

HR-070-010: Conduct Compensation Analysis/Comparisons	Agencies or DHR identify the need to update the salary structure, and provides a proposal to be reviewed and approved by DHR. Once approved, DHR updates the salary structure and communicates the salary structure to all Agencies.
HR-070-020: Manage Job Requirements and Factoring	Manager or Agency HR identifies the need to update or create a job, and provides the job details to the Compensation Specialist to use when determining the salary for the job. The Compensation

	Specialist then provides their recommendation to the Manager and Agency HR.
HR-070-030: Plan and Process Market Adjustments	Process and approve Market Adjustments based on salary benchmarking analysis and / or State's financial planning.
HR-070-040: Change in Employee Compensation	An agency will implement an legislatively approved Change in Employee Compensation (CEC).
HR-070-050: Manage Bonuses for Employees	With administration executed by Agency HR team, the Agency manages the bonus calculation and payout process.
HR-070-060: Manage AdHoc Compensation Adjustment	Managers partner with Agency HR to determine salary adjustments in alignment with established compensation guidelines provided by DHR.
HR-070-070: Notify Employee of Salary Decision	Activity outlines communication of Salary decisions to their direct reports. This process covers adjustments, annual merit and bonuses, if applicable.
HR-070-080: Monitor Internal Compliance	Activities to insure compliance is maintained across the State.

HR-070-010: Conduct Compensation Analysis/Comparisons

HR-070-020: Manage Job Requirements and Factoring

HR-070-020: Manage Job Requirements and Factoring

Swimlanes:
- Manager
- Agency HR
- DHR/Compensation Specialist

Manager
- HR-070-020-030: Consult w/ Agency HR re: need
- HR-070-020-080: Work with HR on job details/requirements
- HR-070-020-180: Review Recommendation w/HR
- HR-070-020-160: Review Action Plan & Determine Timing
- HR-010-020: Create and Maintain Jobs
- HR-070-030: Plan and Process Market Adjustments

Agency HR
- HR-010-020: Create and Maintain Jobs
- HR-070-020-010: Need Identified to Update Job
- HR-070-020-020: Consult with Mgr to Validate Request
- HR-070-020-040: Contact Compensation Specialist of request
- Job Evaluation Required? (XOR) — Yes / No
- HR-010-020: Create and Maintain Jobs
- HR-070-020-050: Work w/ Comp Specialist on next steps
- HR-070-020-070: Gather Job Details from Manager
- HR-070-020-090: Submit Request w/ Required Documentation
- HR-070-020-130: Review Recommendation Received w/ Mgr
- HR-070-020-140: Identify Impacts to Agency and/or EEs
- HR-070-020-150: Develop Action Plan and Review w/ Mgr

DHR/Compensation Specialist
- HR-070-020-170: Consult w/HR
- HR-070-020-060: Work w/ Agency HR on next steps
- HR-070-020-100: Receive Request
- HR-070-020-110: Identify & Review Internal/ External Benchmarks
- HR-070-020-120: Develop Job and Salary Level Recommendation

HR-070-030: Plan and Process Market Adjustments

DFM

DHR

Agency Leadership

HR Specialist

Agency HR

Agency Budget

Approve?
No — Yes
XOR

Approve?
No
XOR

Yes

Adjust

HR-070-030-060
Receive and Review Final Cost

Approve or Adjust?
XOR
Approve

HR-070-030-070
Approve and Submit to DHR/DFM

Wanted to initiate into system here

HR-070-010
Conduct Compensation Analysis/Comparisons

HR-070-030-010
Review Market Analysis Data

HR-070-030-020
Consult with Agency HR and Budget

HR-070-030-030
Perform Final Cost Analysis

HR-070-030-040
Determine Market Adjustments based on modeling

HR-070-030-050
Present Final Cost to Agency Leadership

HR-070-030-080
Process Market Adjustment in System

HR-070-030-090
Communicate Approved Market Adjustment Details

HR-070-070
Notify Employee of Salary Decision

HR-070-030-100
Consult w/Specialist

Approve?
XOR
No

Yes

HR-070-030-110
Consult w/Specialist

Approve?
XOR
Yes

No

HR-070-040: Change in Employee Compensation

HR-070-040: Change in Employee Compensation

Swimlane

DHR and DFM

- Start
- HR-070-040-010: Develop Guidelines/ Timeline for Merit Cycle
- HR-070-040-020: Define and Develop Communication Strategy
- HR-070-040-030: Submit Case with DHR and DFM Guidelines
- Approve Plan? XOR (No)
- Approve Distributions? XOR (No / Yes)
- HR-070-040-120: Validate target/ guidelines/ matrix/ forecasting completion
- HR-070-040-130: Communicate Approval and Finalize Changes

Agency HR

- HR-070-040-040: Consult w/ Mgrs on Guidelines and Worksheet
- HR-070-040-070: Initiate Merit Process
- HR-070-040-080: Configure Comp Allocation
- HR-070-040-050: Enter and Submit Recommendations in Comp Plan
- HR-070-040-090: Initiate Changes in EE Compensation
- HR-070-040-100: Test Changes
- Errors? XOR (Yes)
- HR-070-040-110: Submit to DHR and DFM for approval
- HR-070-070: Notify Employee of Salary Decision

Agency Approving Authority

- HR-070-040-060: Review Recommendations in Comp Plan
- Approve Plan? XOR (No)
- Approve Distributions? XOR (No / Yes)

HR-070-050: Manage Bonuses for Employees

Swimlane

DHR/DFM

HR-070-050-090
Review Proposed
Bonuses

XOR
Approve?

Yes

HR-070-050-100
Communicate
Approval and
Finalize Bonuses

No

HR-070-070
Notify Employee of
Salary Decision

Manager

Start

HR-070-050-010
Need Identified for
Bonus

HR-070-050-020
Review Bonus
Compensation
Criteria and
Guidelines

HR-070-050-050
Identify Individuals
Eligible for Bonus

HR-070-050-030
Allocate to EEs &
Consult with HR

HR-070-050-040
Submit Case to
HR for Bonus

Agency HR

No

XOR
Approve?

Yes

HR-070-050-060
Present Case to
Agency Leadership

HR-070-050-080
Submit Bonuses to
DHR/DFM for
Approval

HR-070-050-070
Initiate Bonuses to
EE record

Agency Approving AUTH.

No

XOR
Approve?

Yes

HR-070-060: Manage AdHoc Compensation Adjustment

HR-070-060: Manage AdHoc Compensation Adjustment

Swimlane

Manager

Start

HR-070-060-010
Initiate AdHoc Adjustment Request for EE

HR-070-060-020
Submit Request for Approval

HR-070-070
Notify Employee of Salary Decision

Agency HR

HR-070-060-030
Review Request for Approval

HR-070-060-070
Initiate AdHoc Adjustment Request for EE

Start

XOR Approve?

No

Yes

Agency Approving Authority

HR-070-060-040
Review Request for Approval

XOR Approve?

No

Yes

DHR/DFM

HR-070-060-050
Review Request for Approval

XOR Approve?

No

Yes

HR-070-060-060
Finalize Request and Notify Stakeholders of Change

HR-070-070: Notify Employee of Salary Decision

HR-070-070: Notify Employee of Salary Decision

Swimlane

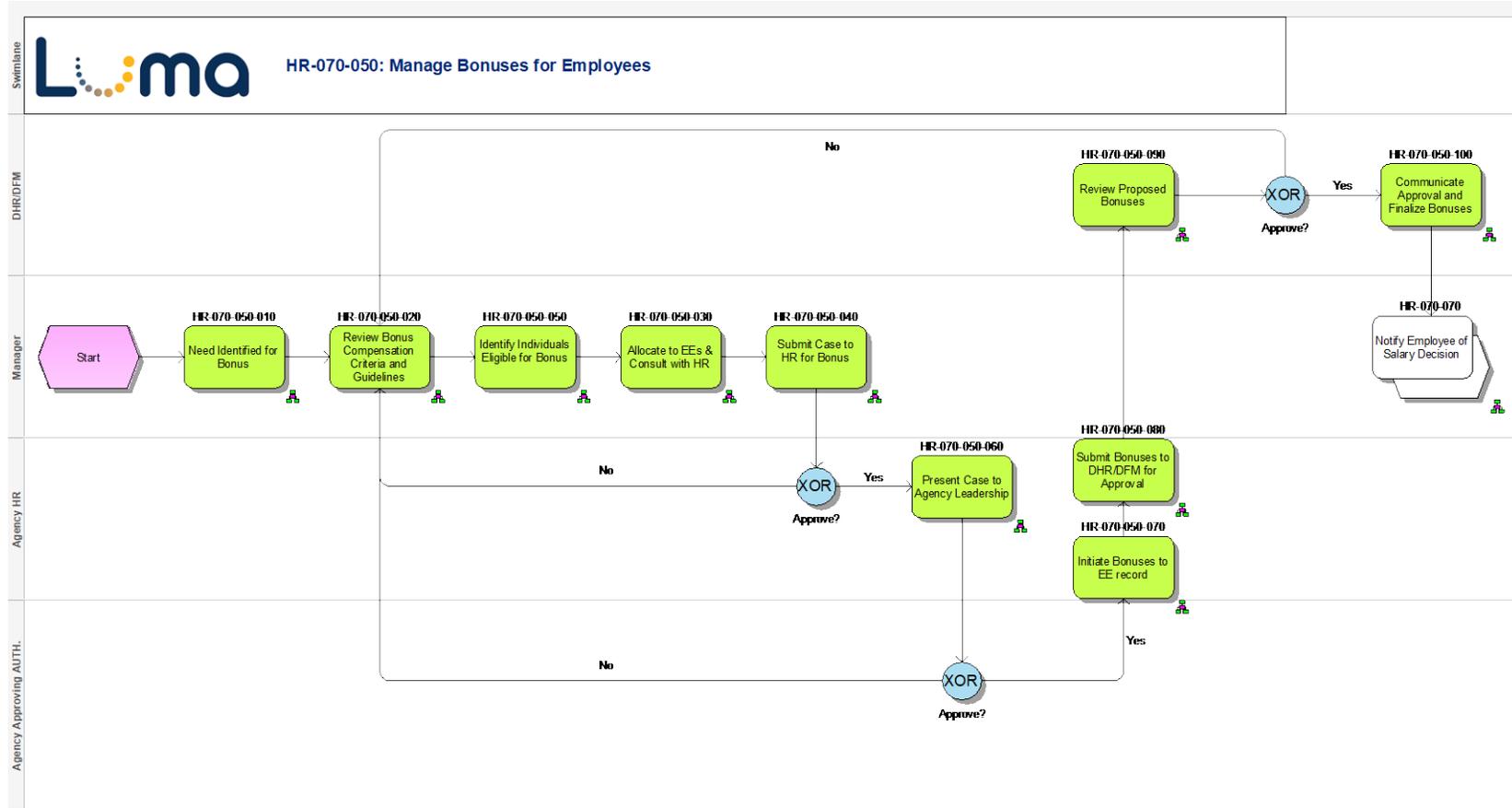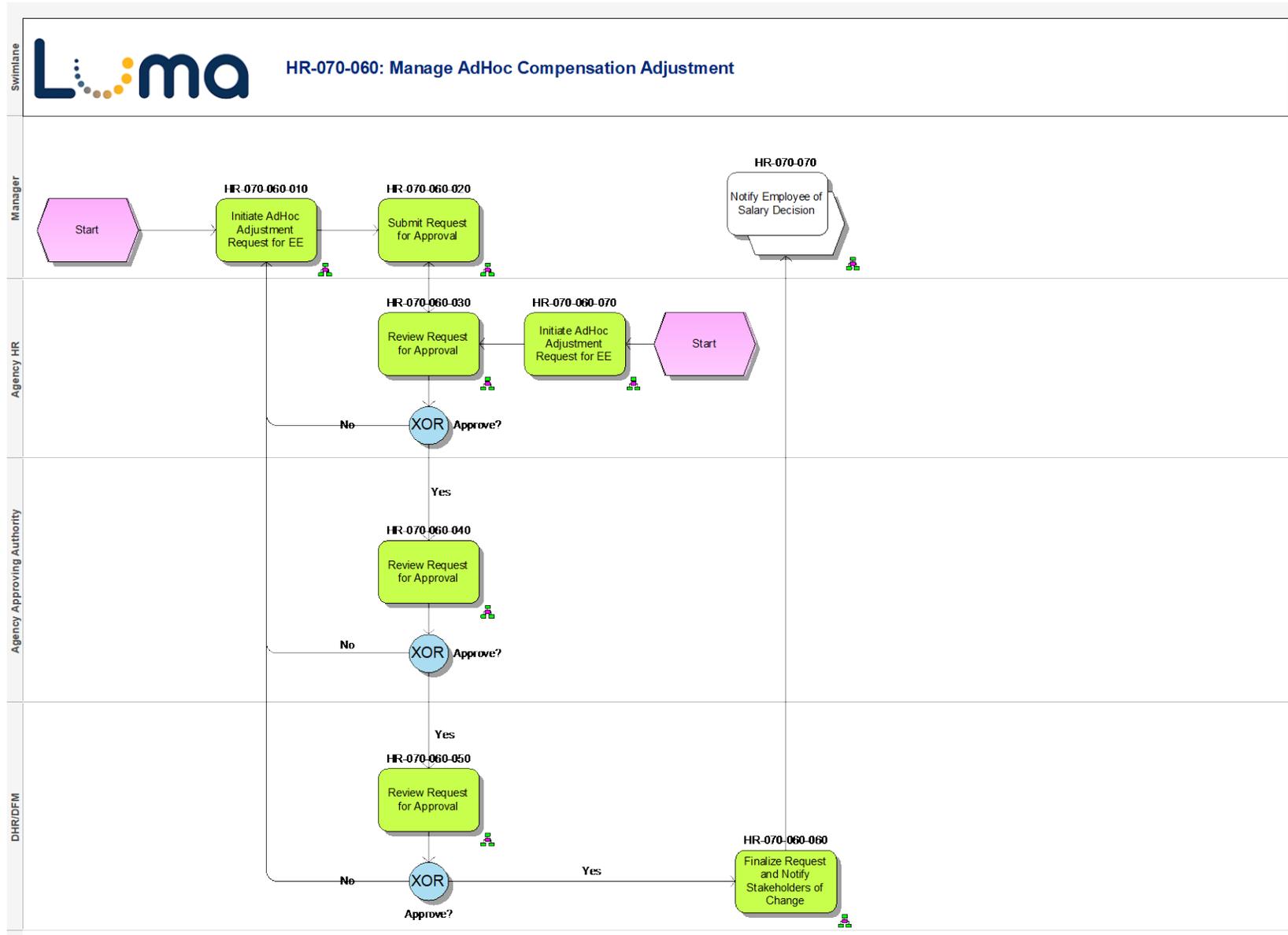**Manager**

HR-070-030
Plan and Process Market Adjustments

HR-070-040
Change in Employee Compensation

HR-070-050
Manage Bonuses for Employees

HR-070-060
Manage AdHoc Compensation Adjustment

HR-070-070-010
Reviews Report for Change(s) in Salary

HR-070-070-020
Communicates Change(s) to Employee(s)

Employee

HR-070-070-030
Review Changes and Ask Questions

End

HR-070-080: Monitor Internal Compliance

Swimlane

HR-070-080: Monitor Internal Compliance

Approving Authority

HR-070-080-040
Review IC Audit Schedule, Guidelines, Process & Scope

Approve?
XOR

No

Yes

HR-070-080-100
Determine/ Approve Next Steps

DHR/DFM/SCO

Start

HR-070-080-010
Gather Data Required for Internal Compliance Audit

HR-070-080-020
Prep IC Guidelines, Process, and Scope

HR-070-080-030
Facilitate Review w/Leadership

HR-070-080-050
Communicate Audit Guidelines/ Process to Agencies

HR-070-080-060
Generate IC related reports

HR-070-080-070
Review Prelim data and consult w/ Compliance/Legal

HR-070-080-080
Prepare Final Report and Identify Compliance Issues

Compliance Issue Identified?
XOR

Yes

No

HR-070-080-090
Work w/Agency to Determine Appropriate Steps

End

HR-080: Benefits Administration

HR-080-010: Manage Compliance Programs	This process outlines the activities related to auditing group insurance benefit programs to insure compliance across the State.

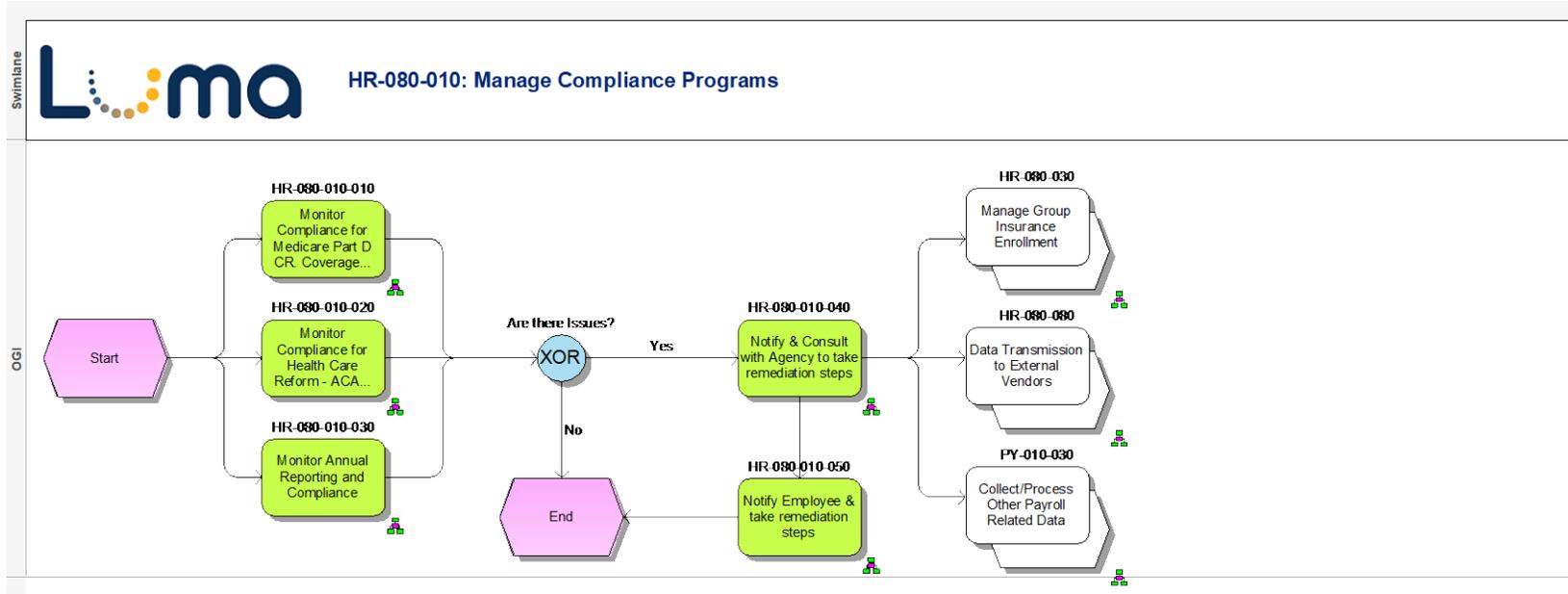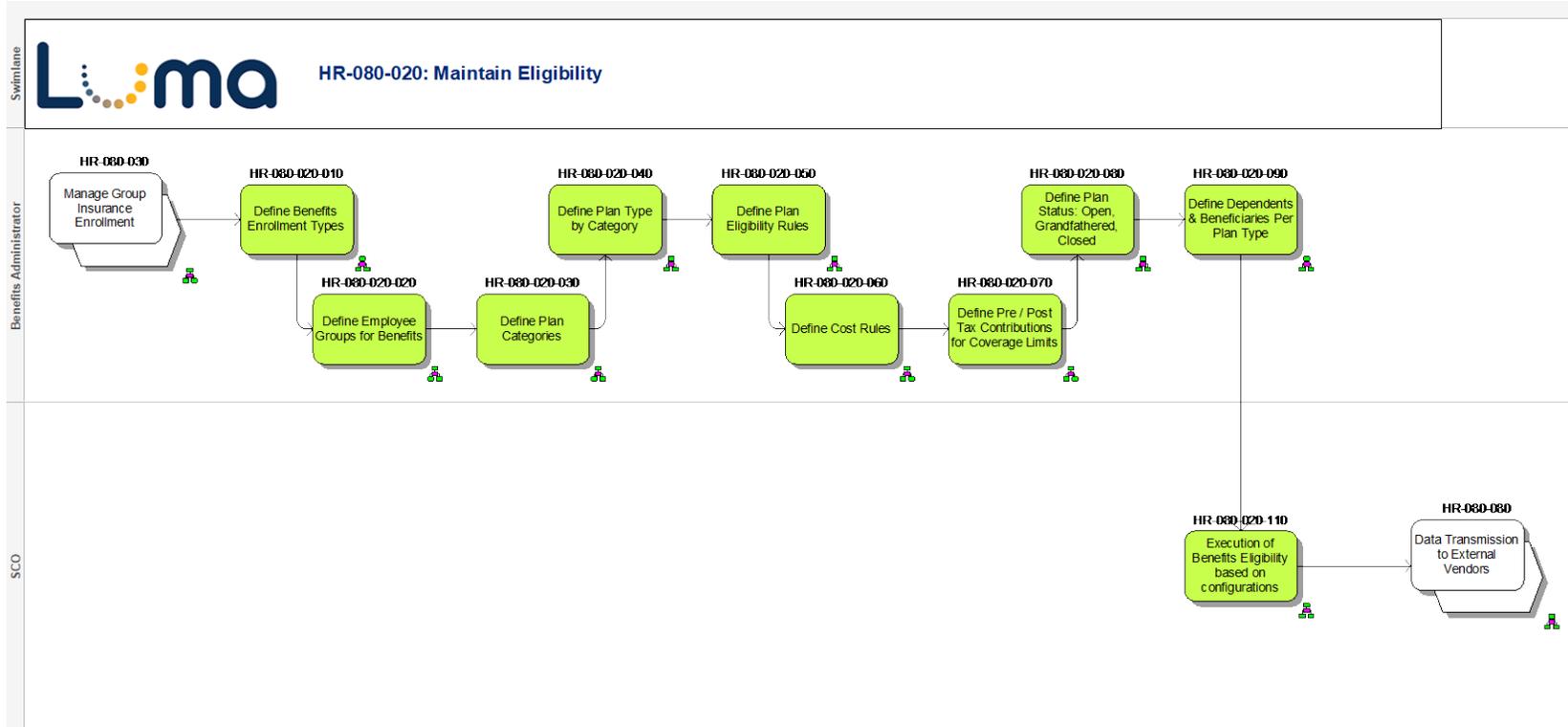|	
HR-080-020: Maintain Eligibility	Monitor employees eligibility to ensure they maintain their eligible status. This is done through a combination of reports that identify changes in eligibility or conflicts between participation and eligibility.
HR-080-030: Manage Group Insurance Enrollment	Manage the on-going process of Benefits Enrollment, including annual, and new hire elections. Provide employee information regarding the enrollment process, open enrollment dates, distribute benefit enrollment instructions and materials.
HR-080-040: Manage Enrollment Changes	Process Employee requests for changes to benefits elections.
HR-080-050: Manage Retirement Plans	Manage the enrollments and deductions for retirement plans, along with the transmission of deductions to providers.
HR-080-060: Initiate Affordable Care Act	Monitor hours worked and unworked for eligibility for medical coverage under Affordable Care Act. Complete and submit year end reports (1094 and 1095 forms).
HR-080-070: Process Benefits Termination	Define and execute process for termination of benefits participation. Benefits may be terminated due to termination of employment (voluntary or involuntary), unpaid leave of absence without benefit deduction prepayment, retirement, death, or failure to maintain eligibility.
HR-080-080: Data Transmission to External Vendors	Transmission of employee data to vendors for processing of eligibility/ claims/ payments/ collections.

HR-080-010: Manage Compliance Programs

HR-080-010: Manage Compliance Programs

Swimlane / OGI

- **Start**
- **HR-080-010-010** — Monitor Compliance for Medicare Part D CR. Coverage...
- **HR-080-010-020** — Monitor Compliance for Health Care Reform - ACA...
- **HR-080-010-030** — Monitor Annual Reporting and Compliance
- **Are there Issues?** — XOR
  - **Yes** → **HR-080-010-040** — Notify & Consult with Agency to take remediation steps
  - **No** → **End**
- **HR-080-010-050** — Notify Employee & take remediation steps → **End**
- **HR-080-030** — Manage Group Insurance Enrollment
- **HR-080-080** — Data Transmission to External Vendors
- **PY-010-030** — Collect/Process Other Payroll Related Data

HR-080-020: Maintain Eligibility

HR-080-030: Manage Group Insurance Enrollment

HR-080-040: Manage Enrollment Changes

HR-080-040: Manage Enrollment Changes

Swimlane

Employee

Start

HR-080-040-015
Employee has need to change benefit elections

HR-080-040-020
Employee reviews options in knowledge base

HR-080-040-080
Employee makes benefit elections

HR-080-040-040
Notify employee of required documentation

HR-080-040-050
Submit Documentation

Documentation Required for Change?
XOR
Yes

Documentation Valid and Approved?
XOR
No

Provider

No

Yes

HR-080-040-060
Process Change

HR-080-040-070
Store physical documents if required for legal or audits

HR-080-080
Data Transmission to External Vendors

PY-010-030
Collect/Process Other Payroll Related Data

End

HR-080-050: Manage Retirement Plans

HR-080-050: Manage Retirement Plans

Swimlane

Employee

HR-080-050-020
Review supporting documentation in knowledge base

HR-080-050-100
Select Plan(s) based on Eligibility

HR-080-050-040
Enter Investment & contribution details

PY-010-030
Collect/Process Other Payroll Related Data

Enrollment completed/ updated online?
XOR

No

HR-080-050-050
Complete enrollment forms manually

HR-080-050-060
Review & submit forms to provider for enrollment elections

HR-080-050-080
Track enrollment & portfolio within vendor portal

HR-080-080
Data Transmission to External Vendors

Provider

HR-080-030
Manage Group Insurance Enrollment

HR-080-020
Maintain Eligibility

HR-080-050-010
Educate employees on retirement plan options

Yes

HR-080-050-070
Process enrollments & investments based on selections

HR-080-050-090
Provide Annual forms to Federal Government & employee

End

HR-080-060: Initiate Affordable Care Act

HR-080-060: Initiate Affordable Care Act

Swimlane

SCO

Start

HR-080-060-080
Consult and gather inputs from Agency

HR-080-060-020
Classify EE: Avg. 130+ hrs. a month or 30 hrs. per week

HR-080-060-090
Inform Offer or Revoke Option to Agency based on analysis

HR-080-060-040
Monitor Affordability & Minimum essential coverage

HR-080-060-050
Distribute Form 1095-C at year end

HR-080-060-060
File Reconciliation Return Form 1094-C with IRS at year end

HR-080-060-070
Notify Agency regarding compliance/ action required

End

HR-080-070: Process Benefits Termination

HR-080-070: Process Benefits Termination

Swimlane

SCO

HR-140-020
Manage Voluntary Separation

HR-140-040
Manage Reduction in Workforce

HR-140-030
Manage Involuntary Separation

HR-140-050
Separation Due to Death

HR-080-070-010
Receive notification of Separation

HR-080-070-020
Terminate benefits & stop deductions based on end date

HR-080-070-030
Send notification of benefits termination to EE, if applicable

PY-010-030
Collect/Process Other Payroll Related Data

HR-080-080
Data Transmission to External Vendors

Employee

HR-080-070-040
Receive notification of benefits termination

End

HR-080-080: Data Transmission to External Vendors
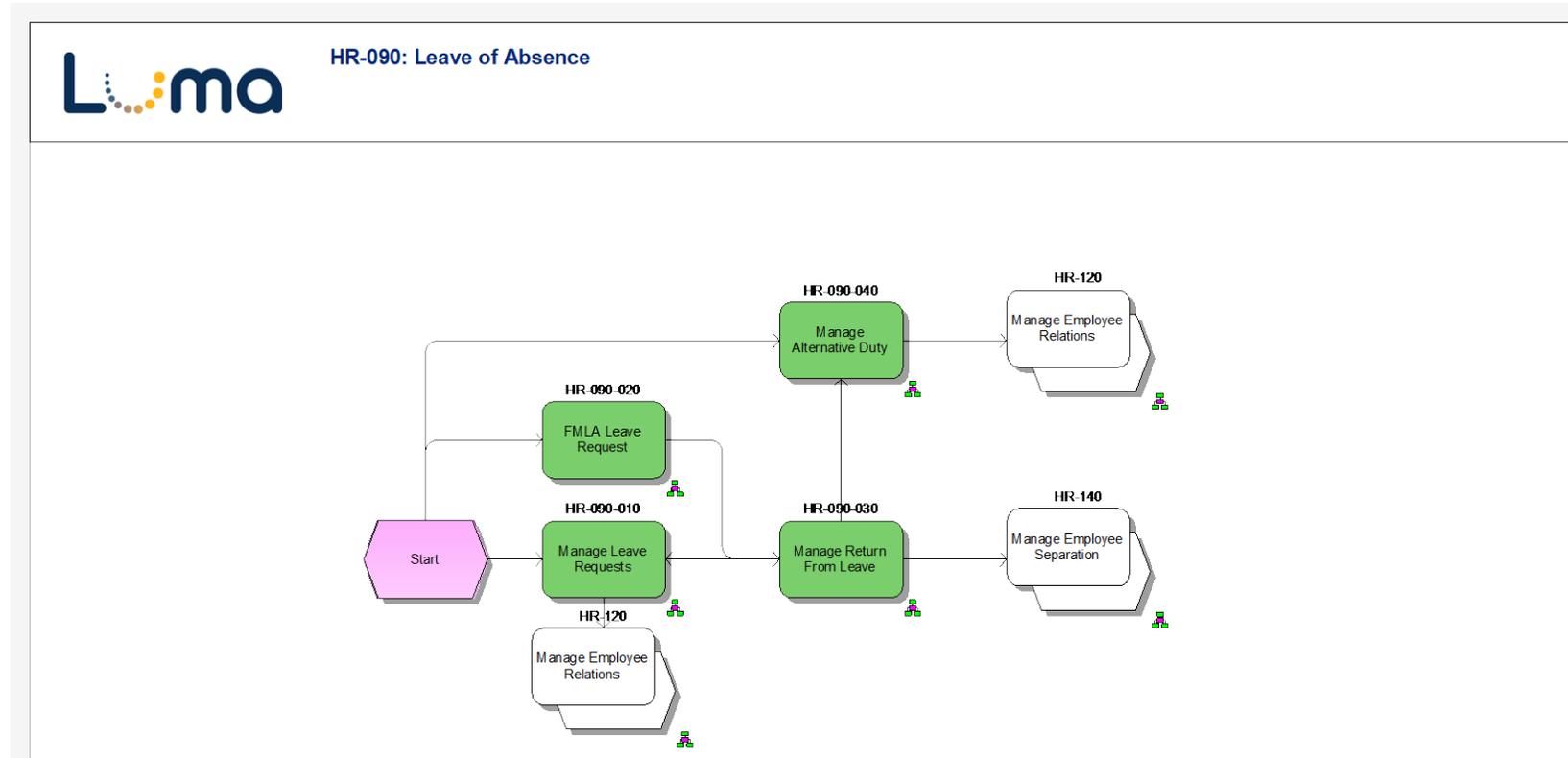
HR-090: Leave of Absence

HR-090-010: Manage Leave Requests	This process outlines the steps the employee and/or Manager will follow to request a Leave of Absence request. Request types include: Military Leave, Personal Leave, Medical Leave (Paid/Unpaid), etc.
HR-090-020: FMLA Leave Request	This process outlines the steps to request a continuous or intermittent Family Medical Leave Act (FMLA). FMLA entitles eligible employees to take job-protected leave for specified family and medical reasons for up to 12 weeks.
HR-090-030: Manage Return From Leave	Activities required to return an employee from a Leave of Absence. Indicates documentation required.
HR-090-040: Manage Alternative Duty	This process outlines the activities to put an employee on Alternative Duty, whether it's a short term or long term period.

HR-090-010: Manage Leave Requests

Luma

HR-090-010: Manage Leave Requests

Approving Authority

HR-090-010-100 — Review Leave Request
Approve? — XOR
No
HR-090-010-120 — Employee Notified of Leave Denial

Manager

Start
HR-090-010-070 — Select Leave Type & Attach Required Documents

Agency HR

Start
HR-090-010-150 — Select Leave Type & Attach Required Documents
HR-090-010-050 — Review Req and Contact EE for additional docs if applicable
HR-090-010-060 — Provides consultation to Manager & Employee
HR-090-010-080 — Validate Leave Type (e.g Medical)
Additional Docs Required? — XOR
No
HR-090-010-090 — Submit for Approval
HR-090-010-140 — Schedule and Timecard of EE Automatically Updated
Yes
HR-090-030 — Manage Return From Leave

Employee

Start
HR-090-010-010 — Reviews leave policies & programs
HR-090-010-030 — Consults with Agency HR or Mgr
HR-090-010-040 — Select Leave Type & Attach Required Documents
Yes
HR-090-010-160 — Employee Notified of Expectations While on Leave
HR-090-010-130 — Employee Reviews Notification of Denial
HR-090-010-170 — Meet wHR to Discuss Next Steps
End

HR-090-020: FMLA Leave Request

Swimlane

Requestor/Employee

Start

HR-090-020-070
Initiate discussion w/Mgr about potential leave options

HR-090-020-010
Submit FMLA Leave Request & Attach Required Documents

Yes

HR-090-020-050
Employee Notified of Expectations While on Leave

HR-090-030
Manage Return From Leave

HR-090-020-060
Employee Notified of Denial

End

Agency HR

HR-090-020-020
Validate FMLA Leave Eligibility and Applicability

Need more info/documentation?
XOR

No

Meets Eligibility Requirements?
XOR

Yes

HR-090-020-040
Schedule and Timecard of EE Automatically Updated

No

No

HR-090-020-030
Review Request and Decide if Exception Needed

HR-090-020-090
Consult and obtain approval for exception (if needed)

Grant FMLA Exception?
XOR

Yes

Manager

HR-090-020-080
Have discussion w/EE about potential leave options

Approving Authority

HR-090-020-100
Provide approval for FMLA exception (if needed)

HR-090-030: Manage Return From Leave

Agency HR

- HR-090-010 — Manage Leave Requests
- HR-090-030-020 — Monitor EEs on Leave Approaching RTW Date
- HR-090-030-030 — Contact EE of Pending Return To Work
- HR-090-030-070 — Reviews Docs Received And Eligibility To RTW
- Is Modified Duty Required? (XOR) — Yes
- HR-090-040 — Manage Alternative Duty
- Pre-Leave Position Available? (XOR) — No / Yes
- HR-090-030-080 — Initiates Return from Leave
- HR-090-030-110 — Identify Equivalent Open Position
- HR-060-030 — Employee Movement
- HR-090-030-120 — Relevant Stakeholders Notified of Return To Work

Manager

- HR-090-030-090 — Receives Notification of Employee's Return to Work Date

Employee

- HR-090-030-040 — Discuss Intent To Return To Work w/HR
- RTW? (XOR) — Yes / No
- HR-090-030-050 — Submits Medical Release (if Applicable)
- HR-090-030-100 — Discuss Return to Work w/ Manager
- End
- Extend Leave? (XOR) — No / No / Yes
- Is the employee on FMLA? (XOR) — No / Yes
- HR-090-010 — Manage Leave Requests
- HR-140-020 — Manage Voluntary Separation
- HR-140-030 — Manage Involuntary Separation
- HR-090-020 — FMLA Leave Request

HR-090-040: Manage Alternative Duty

HR-090-040: Manage Alternative Duty

Agency HR

- HR-090-040-040 — Receives request & determines requirement necessity
- HR-090-040-150 — Consult w/Mgr on meeting accommodation request
- Can Request Be Met? — XOR
- Position Change? — XOR
- HR-090-040-060 — Notify employee and Manager of approved accommodations
- HR-090-040-090 — Implement approved accommodations
- HR-090-040-110 — Update And Close Case
- HR-090-040-120 — Monitor accommodations continuously
- HR-090-040-030 — Automatic Case Creation
- HR-090-040-130 — Interactive Consultative Process w/EE re: Next Steps
- HR-060-030 — Employee Movement
- HR-090-040-100 — Document Accommodations Made in system
- End
- Continue? — XOR

Manager

- HR-090-040-180 — Submit Request and Attach Required Documentation
- HR-090-040-160 — Consult w/HR on meeting accommodation request
- HR-090-040-170 — Identify Need for Modified Duty/ Accommodation
- Start
- HR-090-040-080 — Receives notification of approved accommodations

Employee

- HR-090-030 — Manage Return From Leave
- Start
- HR-090-040-010 — Identify need for modified duty/ accommodation based on...
- HR-090-040-020 — Submit request and attach required documentation
- HR-090-040-050 — Employee Notified & Case Closed
- HR-090-040-140 — Meet w/HR to Discuss Next Steps
- End
- HR-090-040-070 — Receives notification of approved accommodations
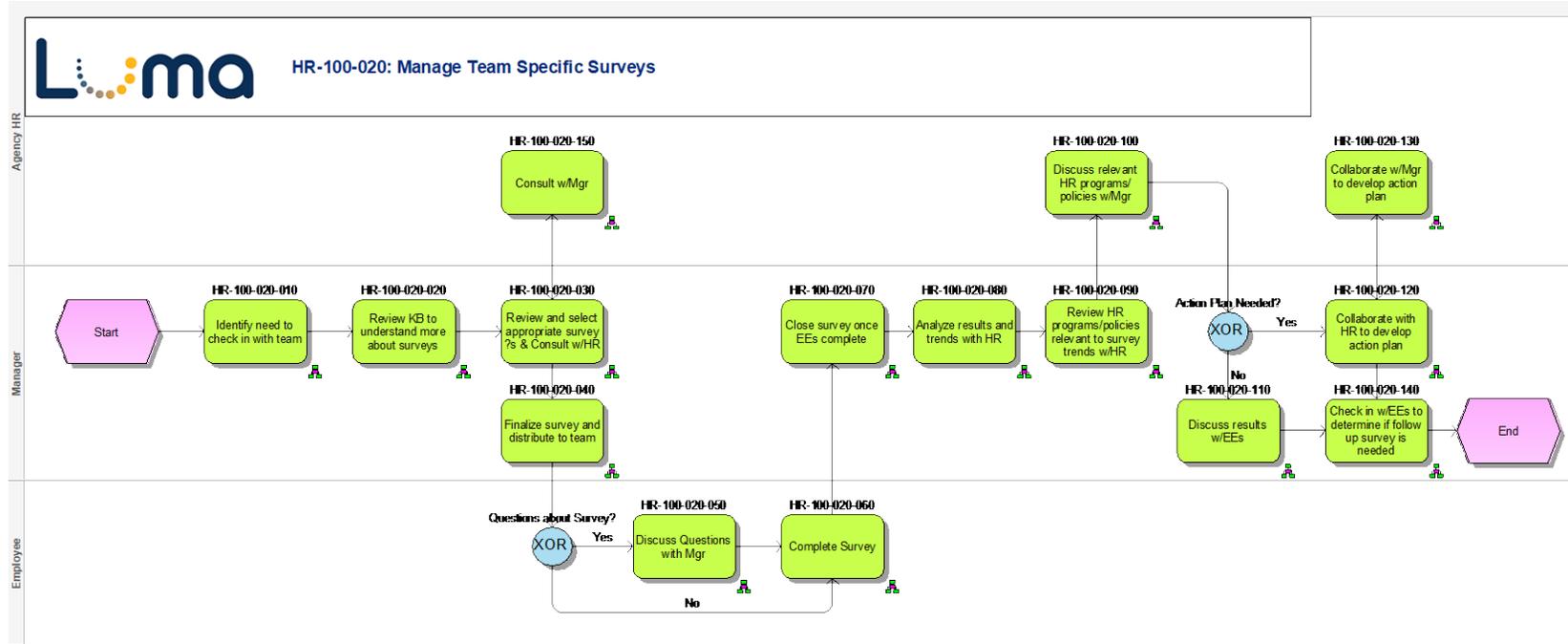
HR-100: Manage Employee Engagement

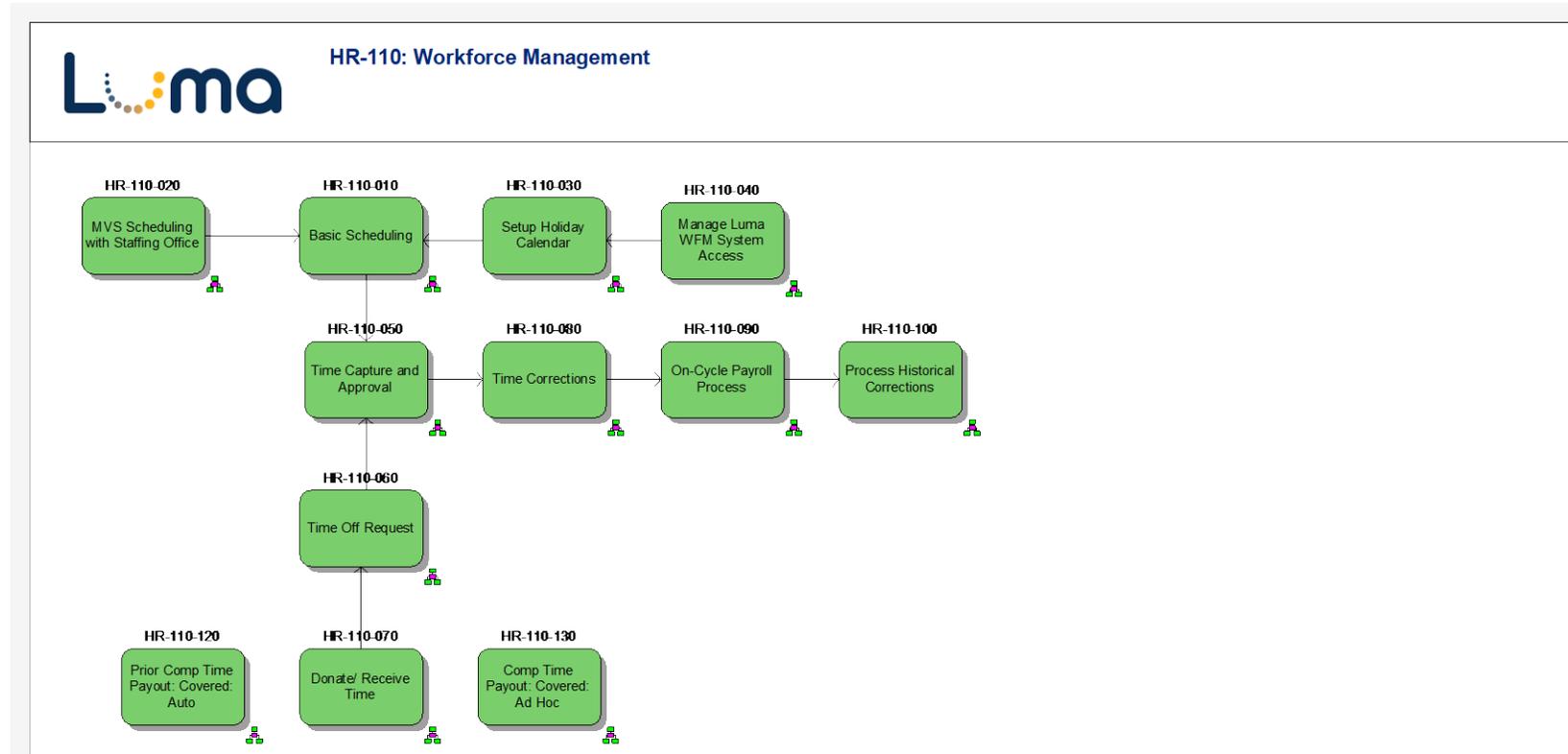| HR-100-010: Manage Organization Wide Surveys	This sub-process outlines the steps necessary to develop, distribute, and analyze the results of an organization-wide pulse survey.
HR-100-020: Manage Team Specific Surveys	This sub-process outlines the steps necessary to develop, distribute, and analyze the results of a team-specific pulse survey. This is most frequently used by managers during or after large team events / projects.

HR-100-010: Manage Organization Wide Surveys

HR-100-010: Manage Organization Wide Surveys

DHR/Agency HR

Start

HR-100-010-010 — Develop Survey Strategy
HR-100-010-020 — Review strategy with Leadership
HR-100-010-030 — Make necessary changes from previous period
HR-100-010-040 — Routinely determine types of surveys to deliver
HR-100-010-050 — Determine additional types of questions

Changes Required to Templates? — XOR — Yes / No

HR-100-010-060 — Send survey updates to HR Specialist
HR-100-010-090 — Review and approve updated survey

HR-100-010-170 — Conduct additional analysis with HR
HR-100-010-180 — Consult Appropriate Stakeholders on Findings
HR-100-010-190 — Develop action plans to address results
HR-100-010-200 — Publish & Communicate Survey Results for EEs
HR-100-010-210 — Develop survey to eval impact of changes as needed

End

HR Specialist

HR-100-010-070 — Open Case
HR-100-010-080 — Update Survey
HR-100-010-100 — Close Case
HR-100-010-110 — Send Communication(s)
HR-100-010-160 — Aggregate Results and Develop Initial Insights

HR-100-010-220 — Launch Survey
HR-100-010-150 — Close Survey by Deadline

Employee

Questions about Survey? — XOR — Yes / No

HR-100-010-130 — Discuss questions with mgr/ hr ops
HR-100-010-140 — Complete Survey

HR-100-020: Manage Team Specific Surveys

HR-100-020: Manage Team Specific Surveys

Agency HR

HR-100-020-150
Consult w/Mgr

HR-100-020-100
Discuss relevant HR programs/ policies w/Mgr

HR-100-020-130
Collaborate w/Mgr to develop action plan

Manager

Start

HR-100-020-010
Identify need to check in with team

HR-100-020-020
Review KB to understand more about surveys

HR-100-020-030
Review and select appropriate survey ?s & Consult w/HR

HR-100-020-040
Finalize survey and distribute to team

HR-100-020-070
Close survey once EEs complete

HR-100-020-080
Analyze results and trends with HR

HR-100-020-090
Review HR programs/policies relevant to survey trends w/HR

Action Plan Needed?
XOR
Yes

HR-100-020-120
Collaborate with HR to develop action plan

No

HR-100-020-110
Discuss results w/EEs

HR-100-020-140
Check in w/EEs to determine if follow up survey is needed

End

Employee

Questions about Survey?
XOR
Yes

HR-100-020-050
Discuss Questions with Mgr

HR-100-020-060
Complete Survey

No

HR-110: Workforce Management

HR-110-010: Basic Scheduling	Agency Time Administrator creates and validates if a new shift or schedule is needed; the Manager assigns the applicable schedule to Employees. This process should be completed every time a need for a schedule is identified and prior to allocating a work schedule to an Employee.
HR-110-020: MVS Scheduling with Staffing Office	Agency Scheduler is responsible for managing schedules for employees. This acts as a control to ensure that the schedules aligns with client business needs and policies, and that any exceptions are correctly identified and handled. This process should be completed every time a need for a schedule is identified and prior to allocating a work schedule to an Employee.
HR-110-030: Setup Holiday Calendar	The State Controller's Office (SCO) maintains the holiday calendar for payroll based upon state statute.

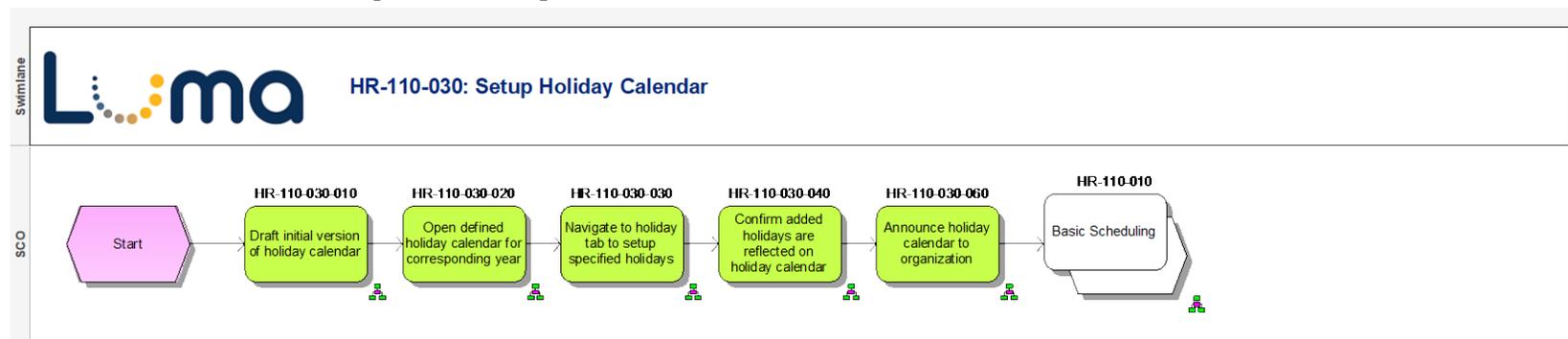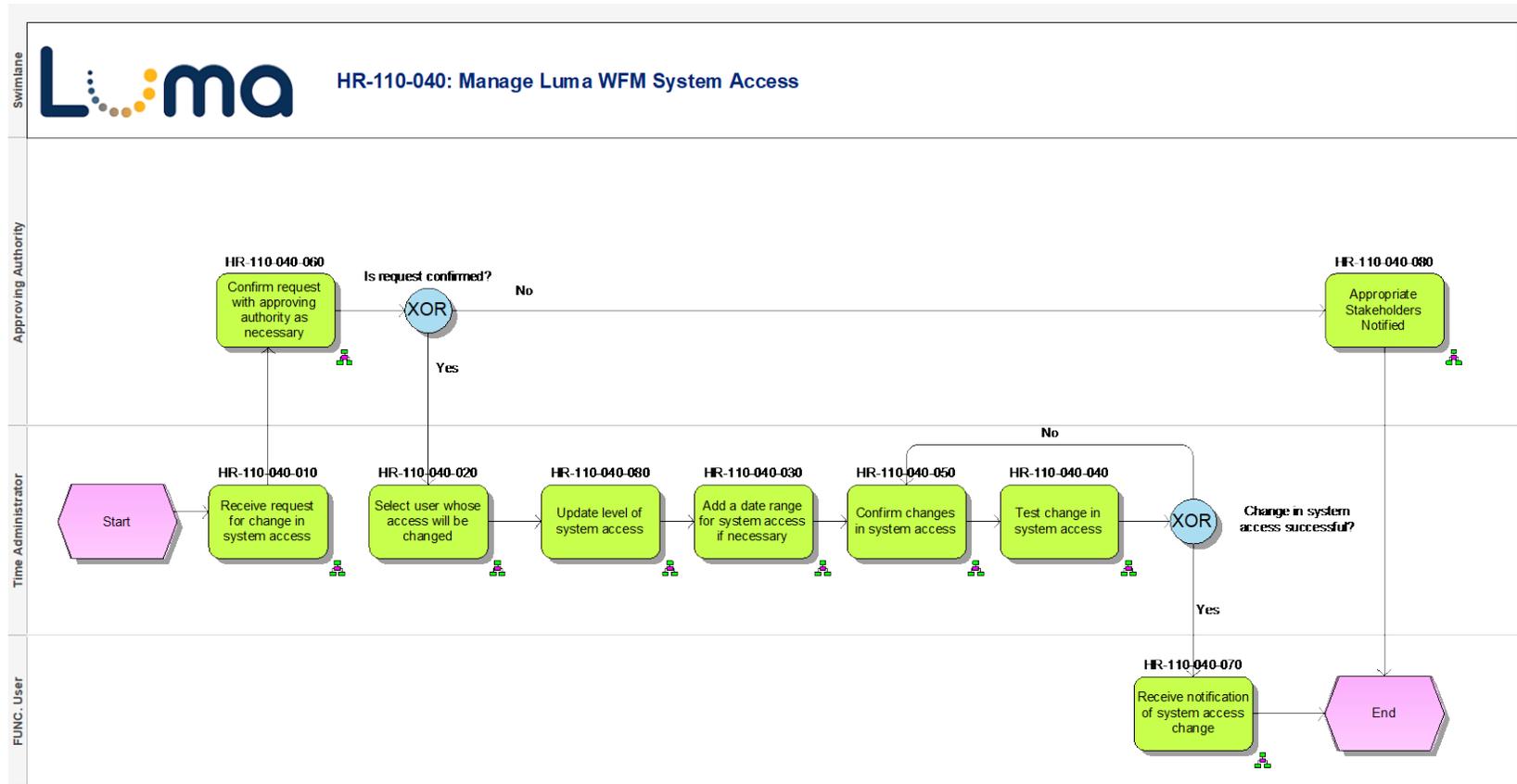| HR-110-040: Manage Luma WFM System Access	Time Administrator makes changes to system access, which could include delegations, increasing access to WFM system, or decreasing access to WFM system after receiving and confirming a request.
HR-110-050: Time Capture and Approval	Employee enters worked time and attests to their timecard. Time is approved by the employee's supervisor and Agency HR.
HR-110-060: Time Off Request	Employee requests time off (paid leave, sick, etc.) through self-service in the system and their Manager approves or denies requests according to business needs.
HR-110-070: Donate/ Receive Time	The requestor initiates the process to receive vacation time via employee donation which requires approval/review at the Agency level for both the requestor and donor representative agencies.
HR-110-080: Time Corrections	HR Agencies/Managers continuously monitors their Employees' timecards and take action on any alerts and exceptions in the WFM system. This ensures that all time data is accurate and free from system errors, and that any exceptions have been approved. After time data has been reviewed and approved, it is sent to payroll processing.
HR-110-090: On-Cycle Payroll Process	Agency Time Administrator reviews, validates, and approves timecards during the regular pay period. If edits are needed to timecards, they will remove the approval and make the necessary changes before re-approving. The processed data is then sent to the payroll system.
HR-110-100: Process Historical Corrections	Manager/Timekeeper and Agency Payroll makes edits to timecards that have already been processed through payroll after being initiated from Employee's Manager or Employee. The corrected data is then sent to payroll and paid to the Employee as an on-cycle or off-cycle pay check as per internal State of Idaho business processes.
HR-110-120: Prior Comp Time Payout: Covered: Auto	The Payroll Division processes the semi annual prior comp payout process for covered employees with results sent to HR Agency and Agency Budget and processed in payroll.
HR-110-130: Comp Time Payout: Covered: Ad Hoc	Employees or Agencies can initiate a one-time request for comp time pay out with approvals by Agency Budget and Agency Approving Authority. The comp time will be submitted in WFM and processed in payroll.

HR-110-010: Basic Scheduling

Luma

HR-110-010: Basic Scheduling

Agency Time Administrator

Start

Is an Advance Schedule Needed?

XOR

Yes

HR-110-020

MVS Scheduling with Staffing Office

No

HR-110-010-010

Create Daily Shift Templates and Shift Pattern templates

HR-110-010-040

Yes

Create new Daily Shifts and/or Shift Pattern template(s)

HR-110-010-060

Assign the employees the new Shift Pattern

Manager

Does the new Shift Pattern currently exist in the system?

XOR

No

Will the new Shift Pattern apply to many employees?

XOR

No

HR-110-010-050

Manually adjust employee's schedule for a one-time change

HR-110-010-070

Save Changes

End

HR-110-010-020

Assign each employee a Shift Pattern

XOR

Need to change or update an Employee's schedule?

Yes

Yes

HR-110-010-030

Assign existing Shift Pattern to employee

No

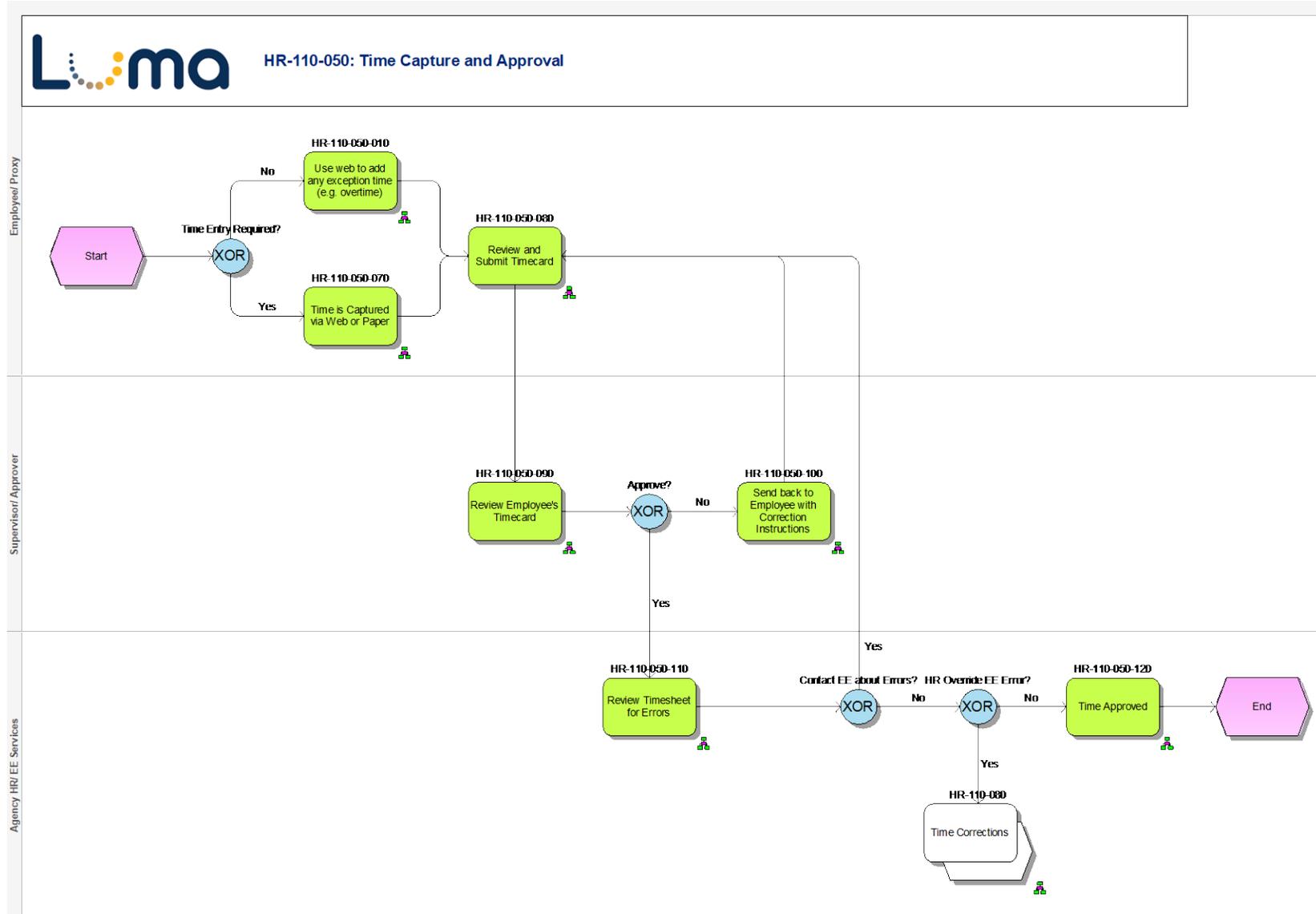# HR-110-020: MVS Scheduling with Staffing Office

HR-110-030: Setup Holiday Calendar

HR-110-040: Manage Luma WFM System Access

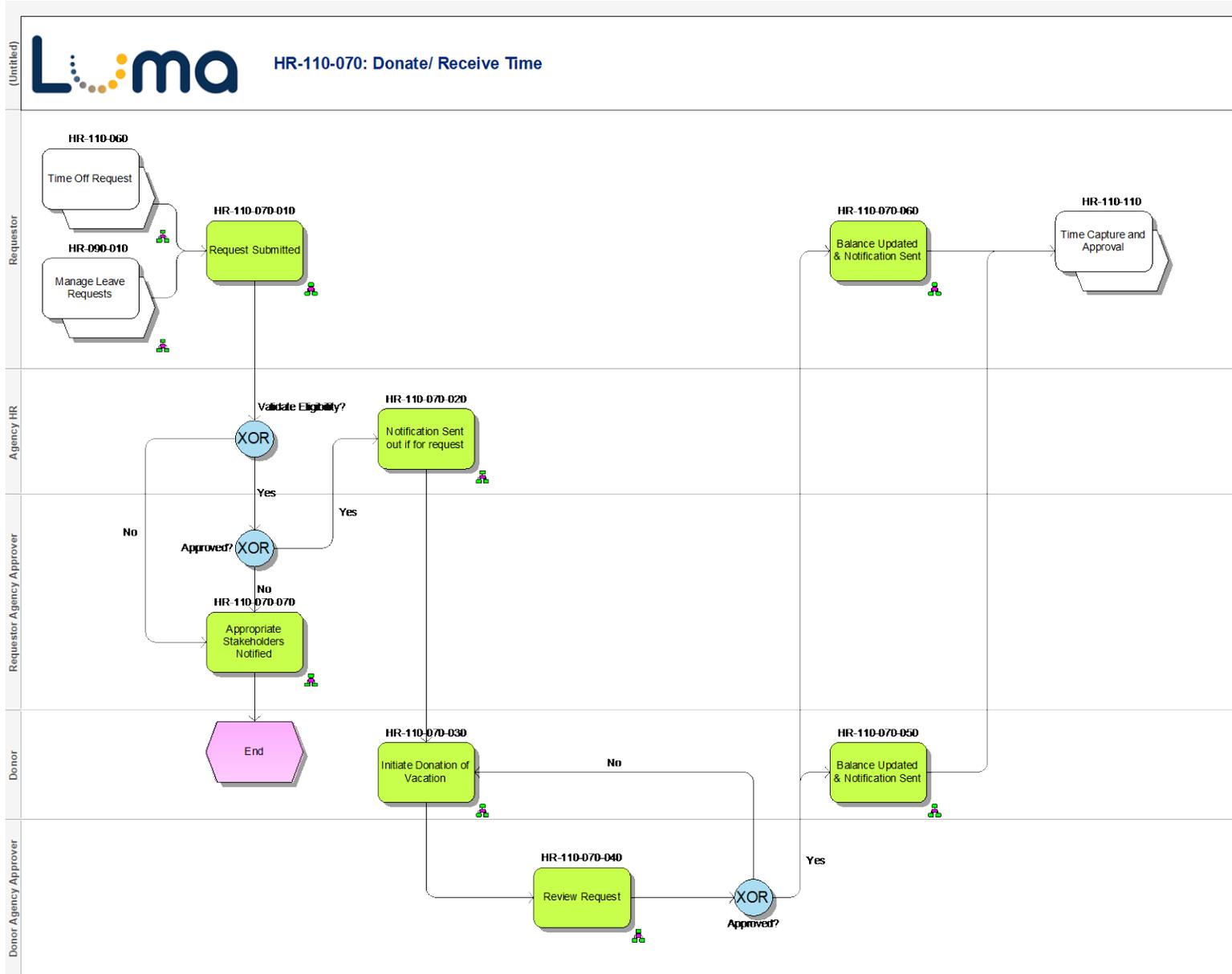# HR-110-050: Time Capture and Approval

Employee/ Proxy

Start

Time Entry Required?
XOR

No

HR-110-050-010
Use web to add any exception time (e.g. overtime)

Yes

HR-110-050-070
Time is Captured via Web or Paper

HR-110-050-080
Review and Submit Timecard

Supervisor/ Approver

HR-110-050-090
Review Employee's Timecard

Approve?
XOR

No

HR-110-050-100
Send back to Employee with Correction Instructions

Yes

Agency HR/ EE Services

HR-110-050-110
Review Timesheet for Errors

Contact EE about Errors?
XOR

No

HR Override EE Error?
XOR

No

HR-110-050-120
Time Approved

End

Yes

Yes

HR-110-080
Time Corrections

HR-110-060: Time Off Request

HR-110-060: Time Off Request

Manager/ Scheduler

HR-110-060-020
Manager Receives TOR and reviews staffing/scheduling information

Approval?
XOR

Yes

HR-110-060-030
Employee receives the approval notification

HR-110-060-050
Schedule and Timecard of EE Automatically Updated

HR-110-060-060
EE uses approved time and the hrs used is deducted from EE balance

End

No

Employee

HR-110-070
Donate/ Receive Time

Need time donation?
XOR

Yes

No

HR-110-060-080
Employee submits TOR

No

HR-110-060-040
Employee receives the denial notification

Edit Time off request?
XOR

Yes

HR-110-060-070
Updates time off request

Start

HR-110-070: Donate/ Receive Time

Requestor

HR-110-060
Time Off Request

HR-090-010
Manage Leave Requests

HR-110-070-010
Request Submitted

HR-110-070-060
Balance Updated & Notification Sent

HR-110-110
Time Capture and Approval

Agency HR

Validate Eligibility?
XOR

HR-110-070-020
Notification Sent out if for request

Requestor Agency Approver

No

Yes

Yes

Approved? XOR

No

HR-110-070-070
Appropriate Stakeholders Notified

Donor

End

HR-110-070-030
Initiate Donation of Vacation

No

HR-110-070-050
Balance Updated & Notification Sent

Donor Agency Approver

HR-110-070-040
Review Request

XOR
Approved?

Yes

HR-110-080: Time Corrections

HR-110-080: Time Corrections

HR Agencies

Start

HR-110-080-090
Agency Review

Are there exceptions or edits needed to employee timecards?

XOR

Yes

Is this for a prior period adjustment?

XOR

Yes

HR-110-100
Process Historical Corrections

No

End

No

HR-110-080-080
Enter and Approve Time Corrections

HR-110-090
On-Cycle Payroll Process

Employee

HR-110-080-100
Employee notified of correction to timesheet

HR-110-080-110
Employee acknowledges corrected timesheet
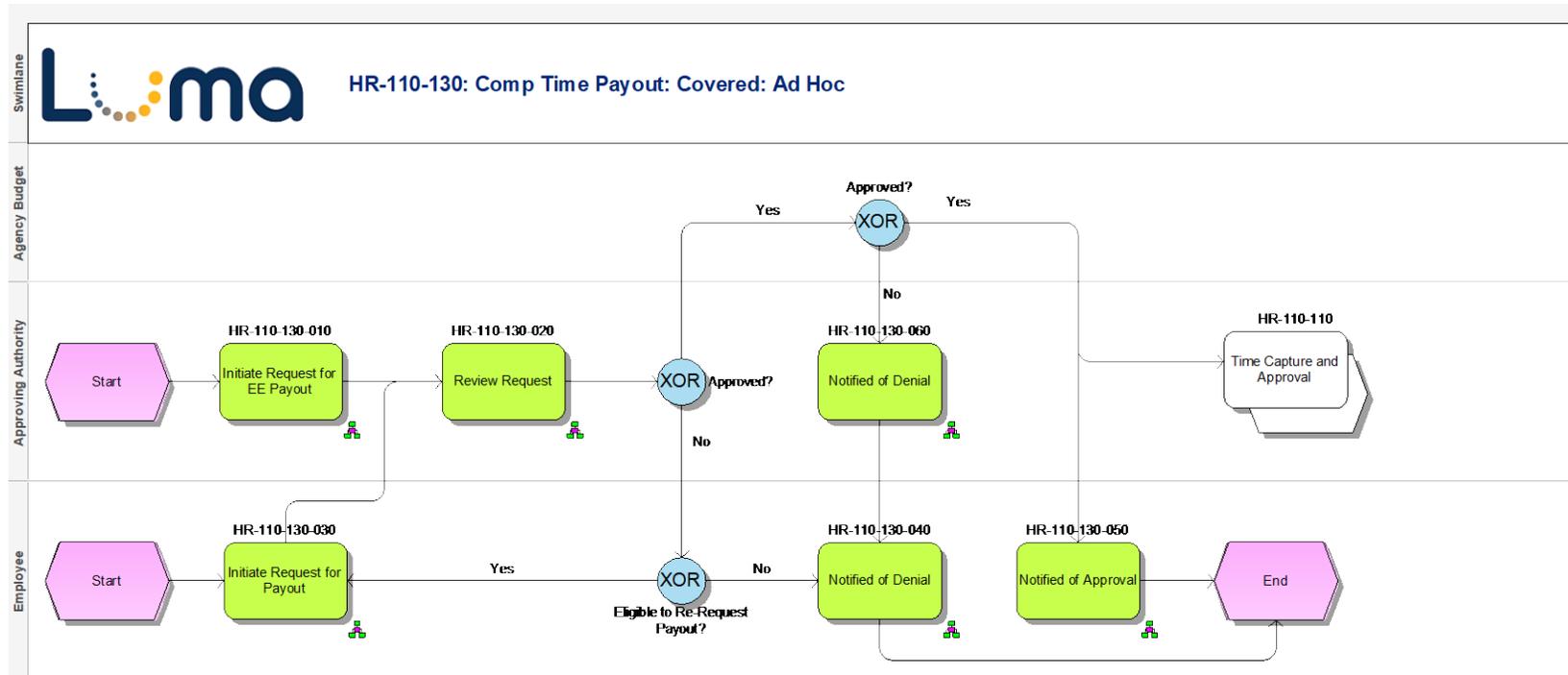
End

HR-110-090: On-Cycle Payroll Process

HR-110-100: Process Historical Corrections

HR-110-120: Prior Comp Time Payout: Covered: Auto

HR-110-120: Prior Comp Time Payout: Covered: Auto

Swimlane

SCO Payroll

Start

HR-110-120-010
Initiate Scheduled Payout Process

HR-110-120-020
Review Payout Details

HR-110-120-040
Run Final Process Balance Updates

PY-010-030
Collect/Process Other Payroll Related Data

HR Agency & Agency Budget

HR-110-120-030
Review Reports of Comp Time Payout

Update?
XOR

No

Yes

HR-110-130
Comp Time Payout: Covered: Ad Hoc

HR-110-130: Comp Time Payout: Covered: Ad Hoc
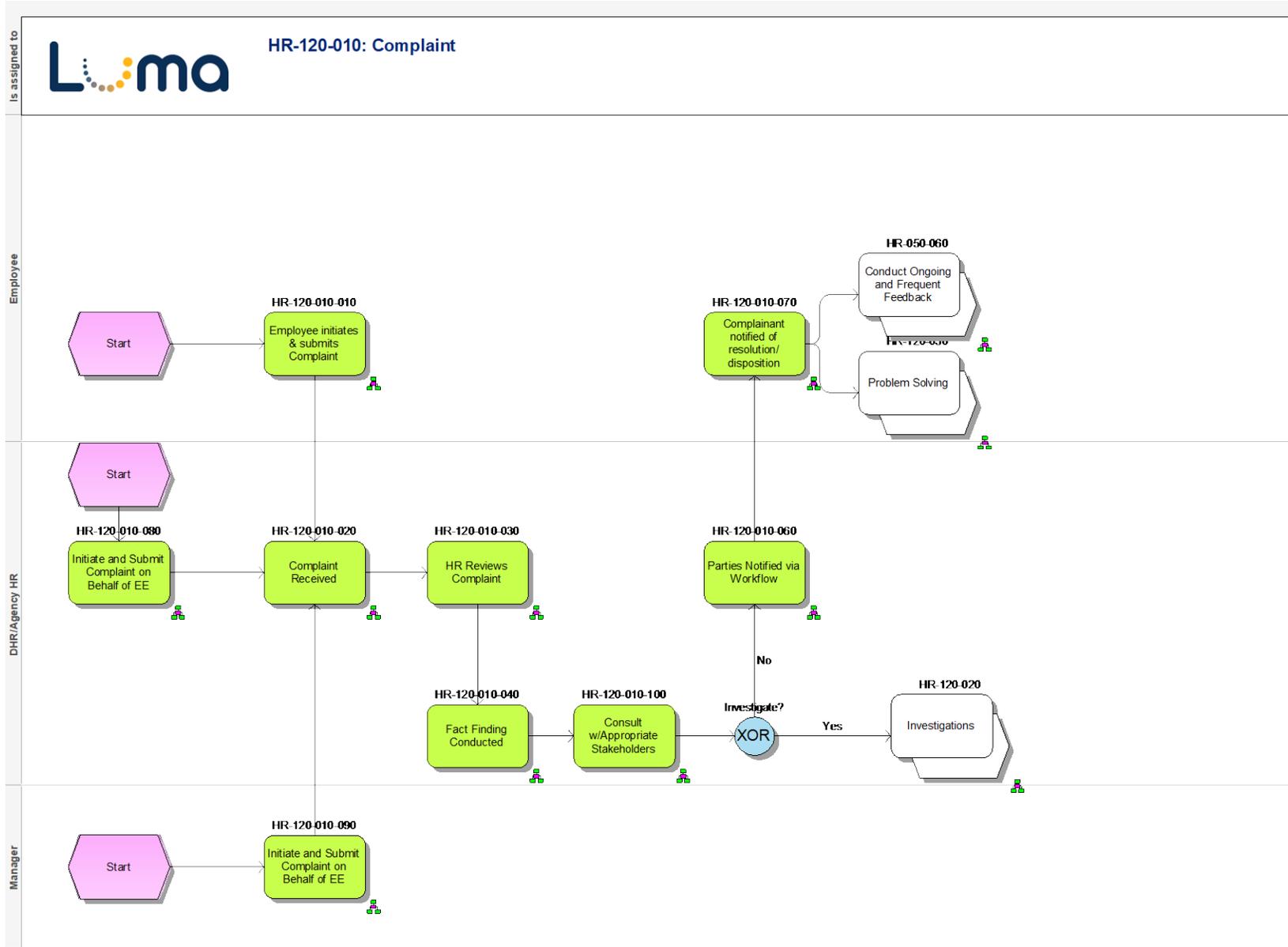
HR-120: Manage Employee Relations

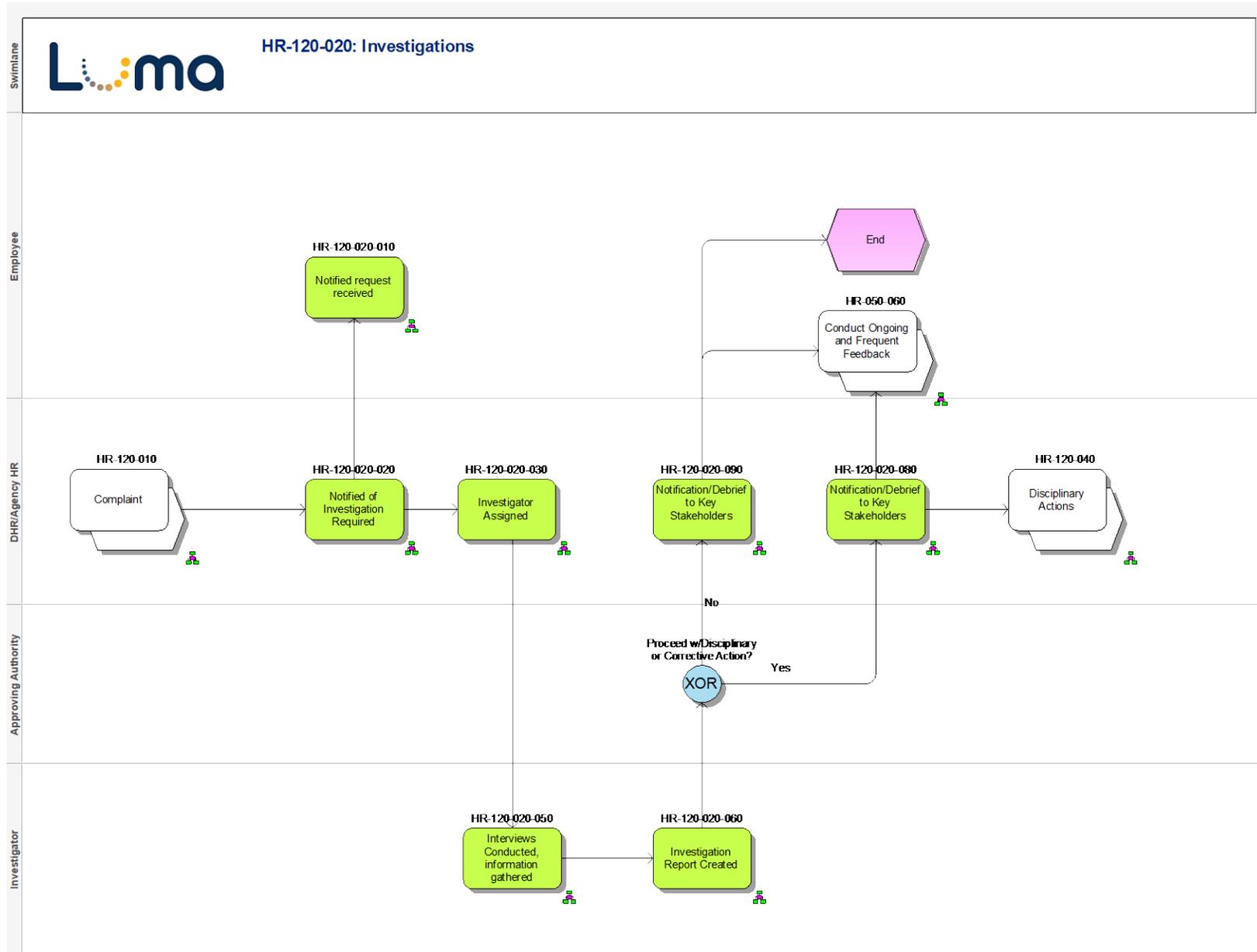| HR-120-010: Complaint	Process for managing complaints filed by employees.
HR-120-020: Investigations	A formal systematic process conducted in an attempt to learn the facts about something complex.
HR-120-030: Problem Solving	Process outlines the process for managing issues not specifically reserved for the due process procedure which are typically non-disciplinary but job related. Problem Solving decisions may not be appealed to the Idaho Personnel Commission except as authorized by Section 67-5316, Idaho Code.
HR-120-040: Disciplinary Actions	Process outlines the process for a disciplinary matter set forth in Section 67-5315, Idaho Code. Dismissals, demotion or suspension without pay, and all involuntary transfers. Due process requires the employee receive notice and an opportunity to respond before a disciplinary decision or involuntary transfer is made by the agency.

HR-120-050: Mediation	An interactive process where an impartial third party assists disputing parties in resolving conflict through the use of specialized communication and negotiation techniques.
HR-120-060: Idaho Personnel Commission Appeal	Process outlines the appeal of a disciplinary action decision to the Idaho Personnel Commission.

HR-120-010: Complaint

Is assigned to

Employee

Start

HR-120-010-010
Employee initiates & submits Complaint

HR-120-010-070
Complainant notified of resolution/ disposition

HR-050-060
Conduct Ongoing and Frequent Feedback

HR-120-030
Problem Solving

DHR/Agency HR

Start

HR-120-010-080
Initiate and Submit Complaint on Behalf of EE

HR-120-010-020
Complaint Received

HR-120-010-030
HR Reviews Complaint

HR-120-010-060
Parties Notified via Workflow

HR-120-010-040
Fact Finding Conducted

HR-120-010-100
Consult w/Appropriate Stakeholders

Investigate?
XOR

No

Yes

HR-120-020
Investigations

Manager

Start

HR-120-010-090
Initiate and Submit Complaint on Behalf of EE

HR-120-020: Investigations

Swimlane

Employee

HR-120-020-010
Notified request received

End

HR-050-060
Conduct Ongoing and Frequent Feedback

DHR/Agency HR

HR-120-010
Complaint

HR-120-020-020
Notified of Investigation Required

HR-120-020-030
Investigator Assigned

HR-120-020-090
Notification/Debrief to Key Stakeholders

HR-120-020-080
Notification/Debrief to Key Stakeholders

HR-120-040
Disciplinary Actions

Approving Authority

No

Proceed w/Disciplinary or Corrective Action?

XOR

Yes

Investigator

HR-120-020-050
Interviews Conducted, information gathered

HR-120-020-060
Investigation Report Created

HR-120-030: Problem Solving

HR-120-030: Problem Solving

Is assigned to

Approving Authority

HR-120-030-010
Review Mediation Request

Approve Mediation? XOR — Yes → HR-120-050 Mediation

No

Yes

Employee

Start → HR-120-030-200 Problem Solving Request

Request Mediation? XOR — No → HR-120-030-040 Meet w/HR re Issue/Situation → HR-120-030-030 Discuss Appropriate Options for Problem Solver → HR-120-030-080 Attend Meeting with Problem Solver → HR-120-030-100 Receive Issue Resolution decision

Resolved? XOR — Yes → End

HR-120-030-210 Notification to Employee → HR-120-060 Idaho Personnel Commission Appeal

Yes

No

Agency HR/DHR

Continue with Problem Solving? XOR

No No

Yes

HR-120-030-020 Discuss Issue/situation with Employee

HR-120-030-050 Assign Problem Solver

HR-120-030-220 Attend Meeting if Applicable

Next Level Problem Solving? XOR

No

Problem Solver

HR-120-010 Complaint

End

HR-120-030-060 Receive Request and Setup Meeting w/EE → HR-120-030-090 Attend meeting with EE → HR-120-030-070 Make Decision and Communicate to HR

HR-120-040: Disciplinary Actions

Employee

HR-120-010
Complaint

HR-120-020
Investigations

HR-050-060
Conduct Ongoing and Frequent Feedback

HR-120-040-130
NOCA Received

Respond?
XOR

HR-120-040-160
Contact Individual Noted in NOCA

Yes

HR-120-040-200
Letter received

Appeal?
XOR — No — End

Yes

HR-120-060
Idaho Personnel Commission Appeal

Supervisor

HR-120-040-010
Communicate the Event & Discuss with HR

HR-050-030
Employee Movement

Agency HR/DHR

HR-120-040-020
Information discussed

HR-120-040-030
Open Case & Enter details in system

HR-120-040-040
Preliminary Evaluation of Event w/Key Stakeholders

HR-120-040-110
Draft NOCA and review w/key stakeholders

HR-120-040-120
Inform EE w/Appropriate Stakeholder

HR-120-040-180
Prepare Letter of Disciplinary Action or Decision Letter

HR-120-040-190
Inform Employee and Key Stakeholders

HR-120-040-210
Take Appropriate Action Based Upon Decision

HR-090-030
Manage Return From Leave

HR-140-030
Manage Involuntary Separation

Approving Authority

No

HR-120-040-220
Meet w/Employee

HR-120-040-140
Make Decision

HR-120-050: Mediation

HR-120-060: Idaho Personnel Commission Appeal

HR-120-060: Idaho Personnel Commission Appeal

Employee

HR-120-040 — Disciplinary Actions
HR-120-030 — Problem Solving

HR-120-060-010 — EE initiates & submits IPC Appeal

HR-120-060-090 — Receive decision notification

Accept Decision? XOR — No

HR-120-060-100 — Employee Files petition to review

HR-120-060-130 — Receive Decision Notification

HR-120-060-140 — Appeal to District Court if Desired

End

Idaho Personnel Commission (IPC)

HR-120-060-020 — Appeal Received

HR-120-060-050 — Assigned to Hearing Officer (HO)

HR-120-060-030 — Hearing Officer/IPC Determines Eligibility

Eligible? XOR — No

HR-120-060-040 — Notification sent to Employee

End

HR-120-060-070 — HO Determines Preliminary Order (Decision)

HR-120-060-080 — Notification sent to key Stakeholders

Yes

HR-120-060-110 — IPC Schedules Hearing Date

HR-120-060-120 — IPC Decision

Upheld or Overturned? XOR

Upheld

Overturned

Yes

Agency HR/Legal

HR-120-060-060 — Agency/Legal Provides Info

HR-120-060-150 — Receive Decision Notification

Accept Decision? XOR — No

HR-120-060-160 — Agency HR/Legal Files Petition to Review

HR-120-060-170 — Receive Decision Notification

HR-120-060-180 — Appeal to District Court if Desired

HR-050-030 — Employee Movement

End

Yes

HR-125: Monitor Employee Health and Safety

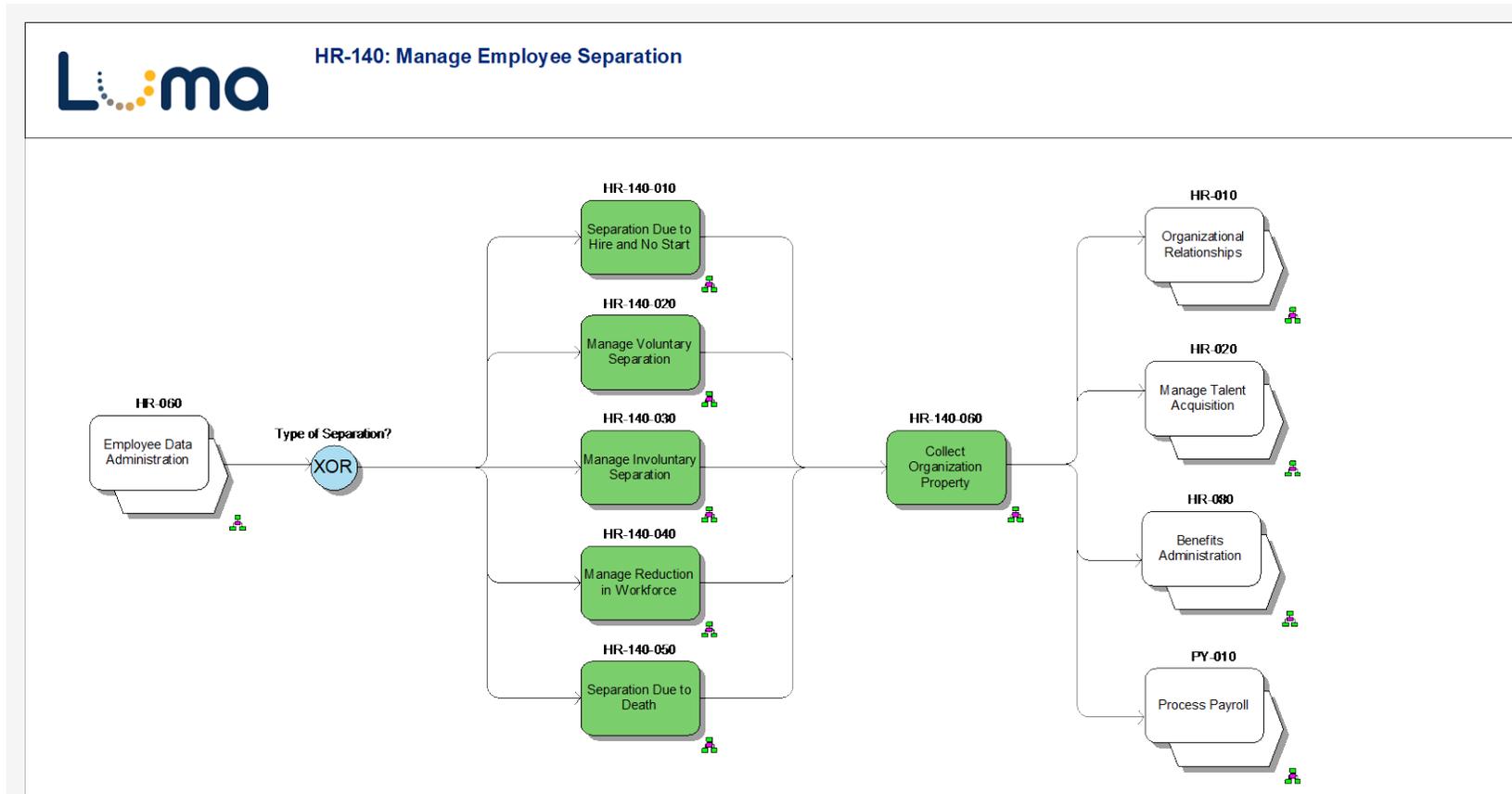| HR-125-010: Manage & Monitor Employee Health Records	This process outlines the steps for employees to obtain required medical screenings and immunizations based upon their position held. Agency HR will be able to track the employee's record and monitor when a test or immunization needs to be renewed.
HR-125-020: First Report of Injury	Activities required to report an injury and/or illness that occurred on the job.

HR-125-010: Manage & Monitor Employee Health Records

# HR-125-020: First Report of Injury

HR-125-020: First Report of Injury

Swimlane

Employee
- Start
- HR-125-020-010: Notify Manager of Incident & Submit FROI Form
- End

Manager
- HR-125-020-140: Submit FROI Form
- HR-125-020-040: Screen and Review if FROI should be submitted to HR
- XOR — Should FROI be Submitted?
- Yes → HR-125-020-020: Add Comments to FROI Form
- HR-125-020-030: Determine that FROI is Actually Near Miss & Risk
- End
- No
- HR-125-020-130: Employee Enters Leave of Absence
- HR-125-020-110: Complete Change Request Form

Agency HR/ DHR
- Start
- HR-125-020-150: Submit FROI Form
- HR-125-020-050: Review Submitted FROI Form
- HR-125-020-060: Notify SIF With Incident Report
- HR-125-020-100: Enter Leave of Absence Transaction
- HR-090-010: Manage Leave Requests

State Insurance Fund (SIF)
- HR-125-020-070: Determination of Claim Made
- XOR — Approved?
- Yes → HR-125-020-080: Notification Sent to HR & Employee about Claim Determination
- HR-125-020-090: Coordinate with Involved Employee/ HR
- No → HR-125-020-120: Notification Sent to HR & Employee about Claim Determination
- End

HR-140: Manage Employee Separation

HR-140-010: Separation Due to Hire and No Start	If the separation is due to No Start, meaning if the candidate accepted the offer to join the state, however failed to join on first day then process the separation as "hire, no start." The Recruiter performs due diligence, acknowledges the terms of the separation and communicates to all concerned parties and maintains/retains documentation regarding the separation and the underlying reasons / motivations.
HR-140-020: Manage Voluntary Separation	This process defines how to manage a separation where exiting the company is voluntary. For example, if an Employee resigns or retires. The Employee will receive and acknowledge the terms of the

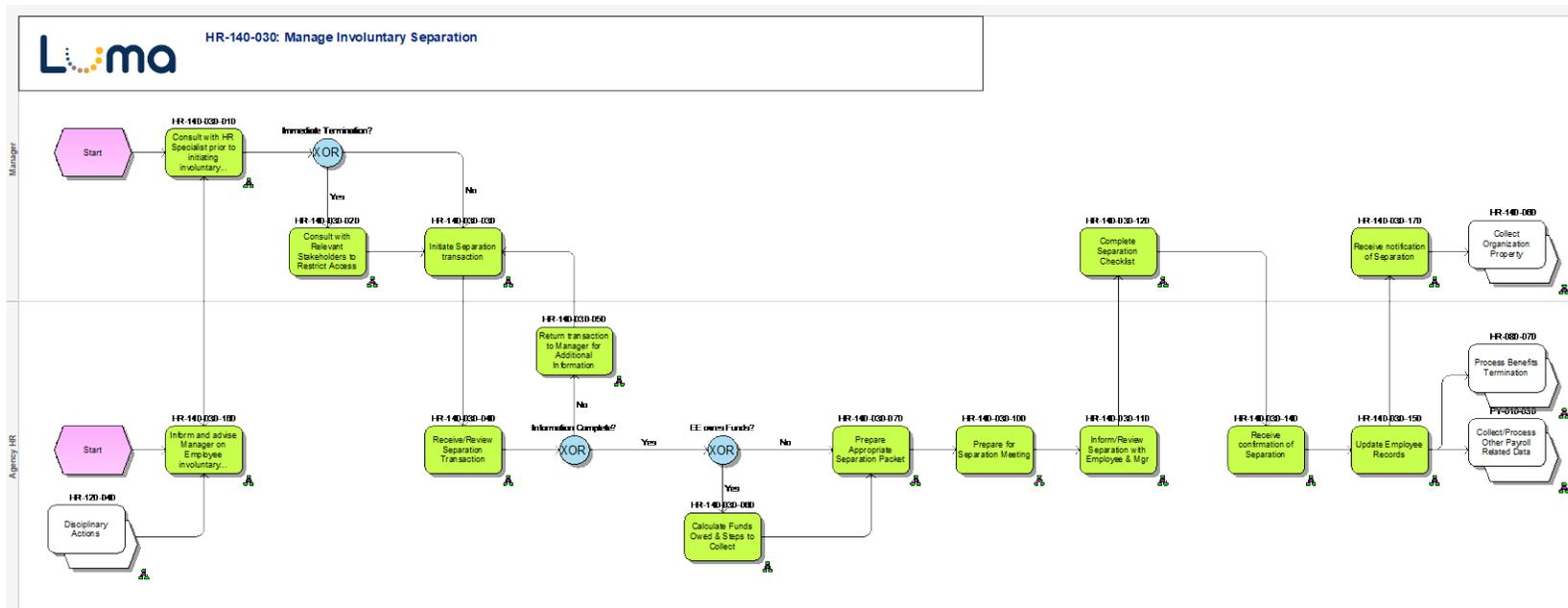|	
	separation and concerned parties will be notified. Agency HR will maintain/retain documentation regarding the separation and the underlying reasons/motivations.
HR-140-030: Manage Involuntary Separation	An involuntary separation is defined as a separation which is initiated by the State. Agency HR will define the terms of the separation and communicate to the employee and all other concerned parties. Agency HR will also maintain/retain documentation regarding the separation and the underlying reasons/causes for it.
HR-140-040: Manage Reduction in Workforce	Manage Reduction in Workforce (RIF) includes job eliminations, displacements, and reorganizations of staff. This does not include instances where the employee was terminated and the position remained active.
HR-140-050: Separation Due to Death	This process includes activities related to processing a separation of employee due to death. The Manager or Agency HR may be notified of the death of an employee. Guidelines and standards exist to support validating separation details. Calculation of final pay happens in the payroll process.
HR-140-060: Collect Organization Property	Review assigned property and ensure that items are returned (e.g., security identification badge, computer / laptop, cell phone, etc.). Update property list upon return/acknowledgement. Ascertain if the property can be reused.

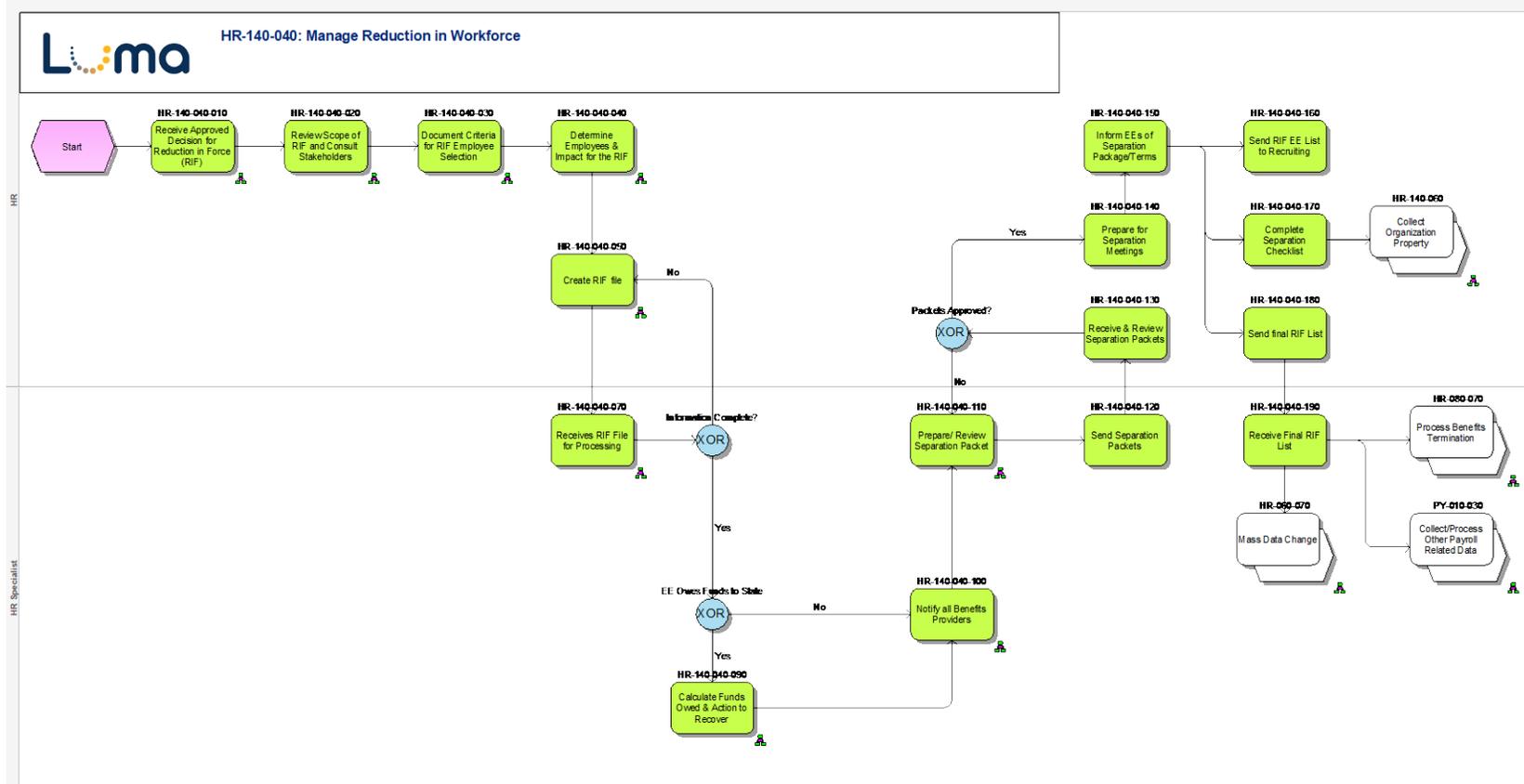# HR-140-010: Separation Due to Hire and No Start
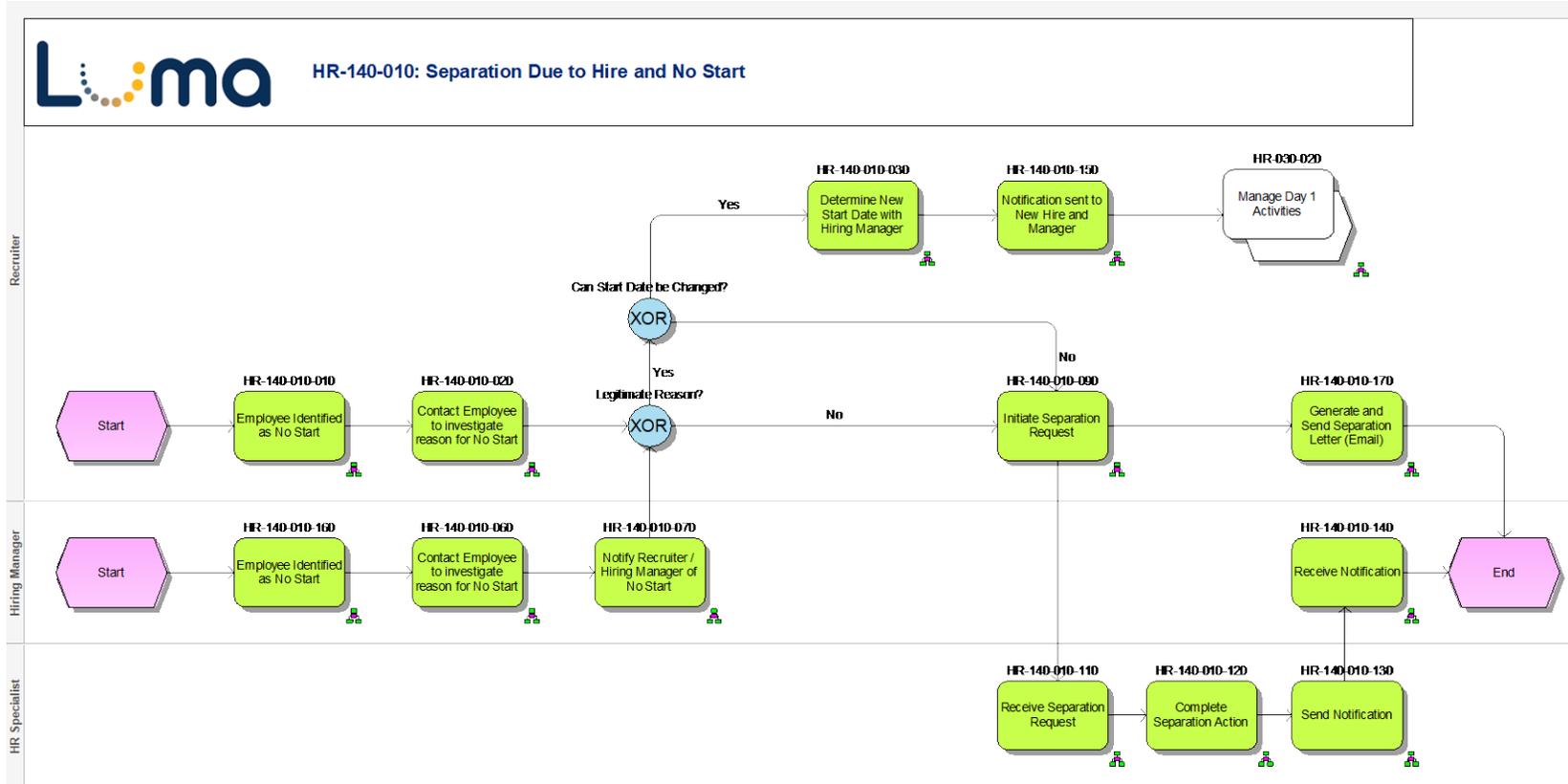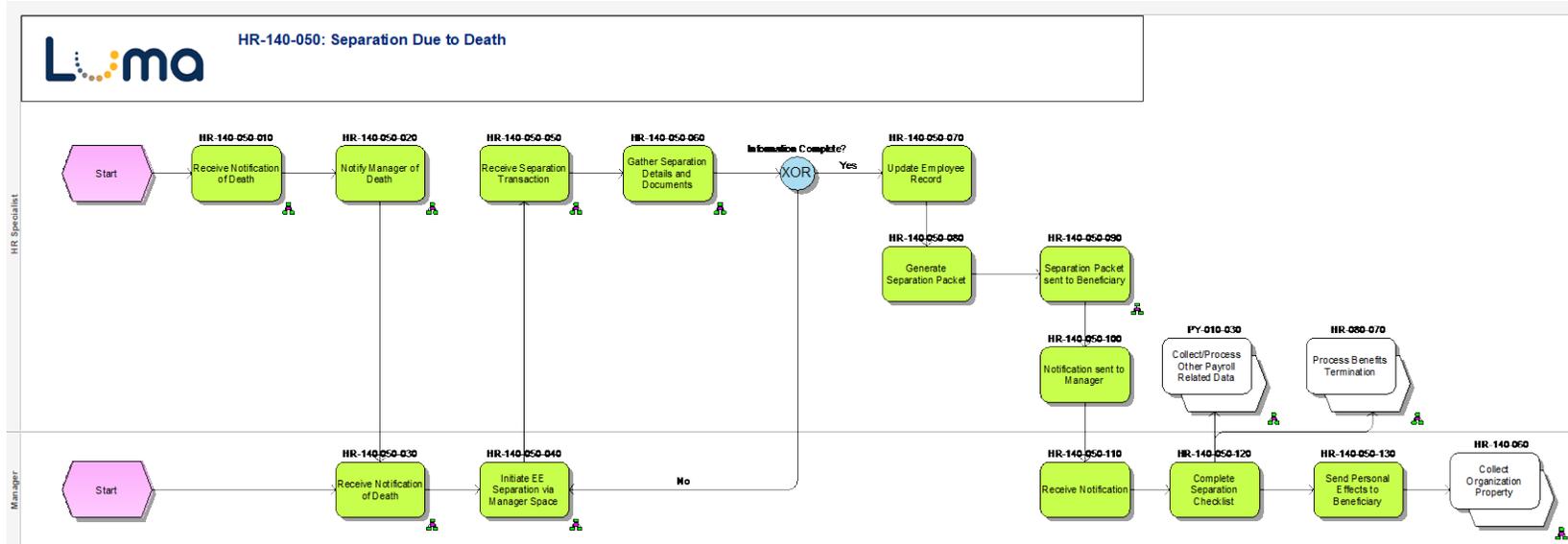
HR-140-020: Manage Voluntary Separation
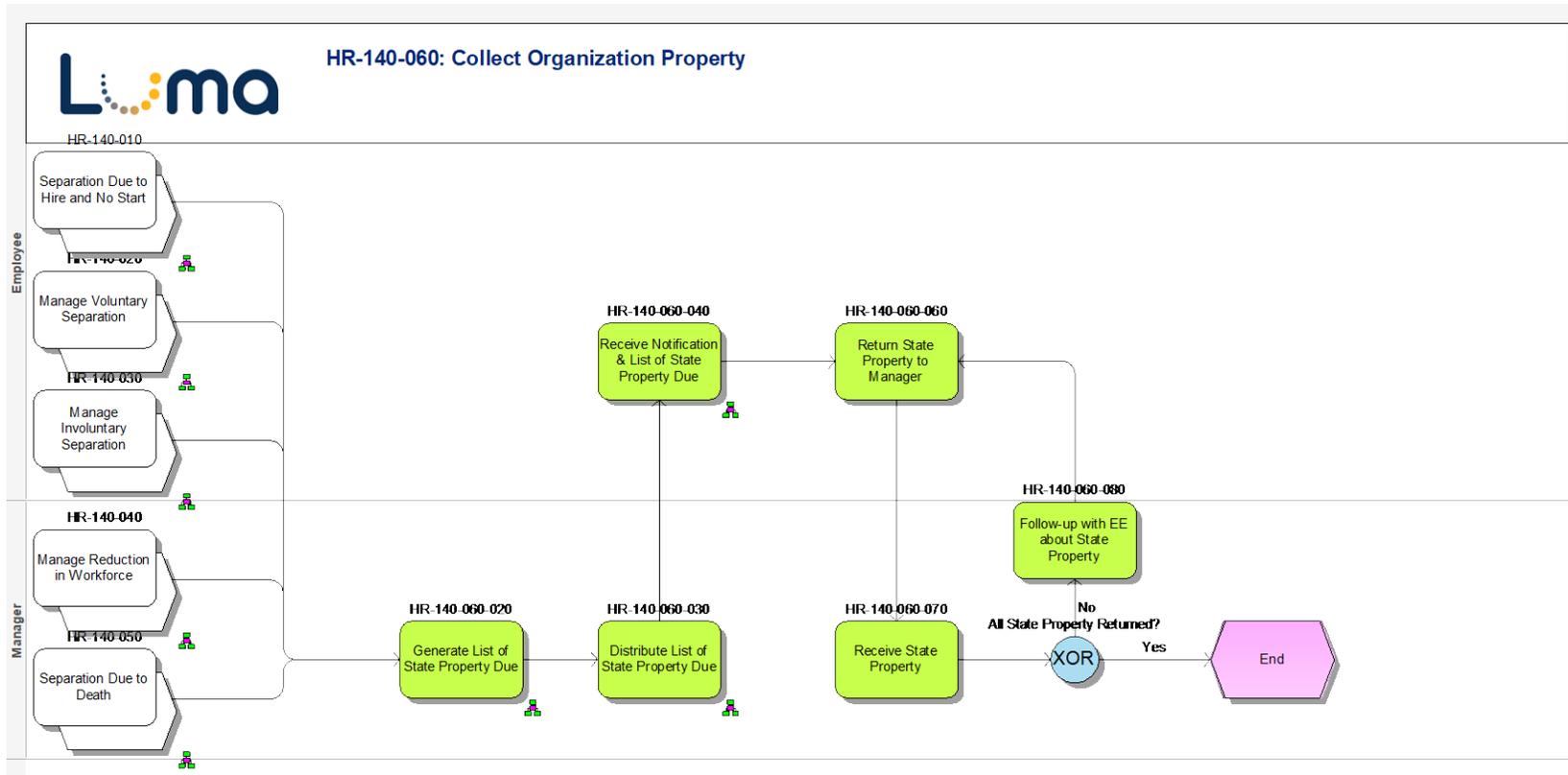

HR-140-030: Manage Involuntary Separation
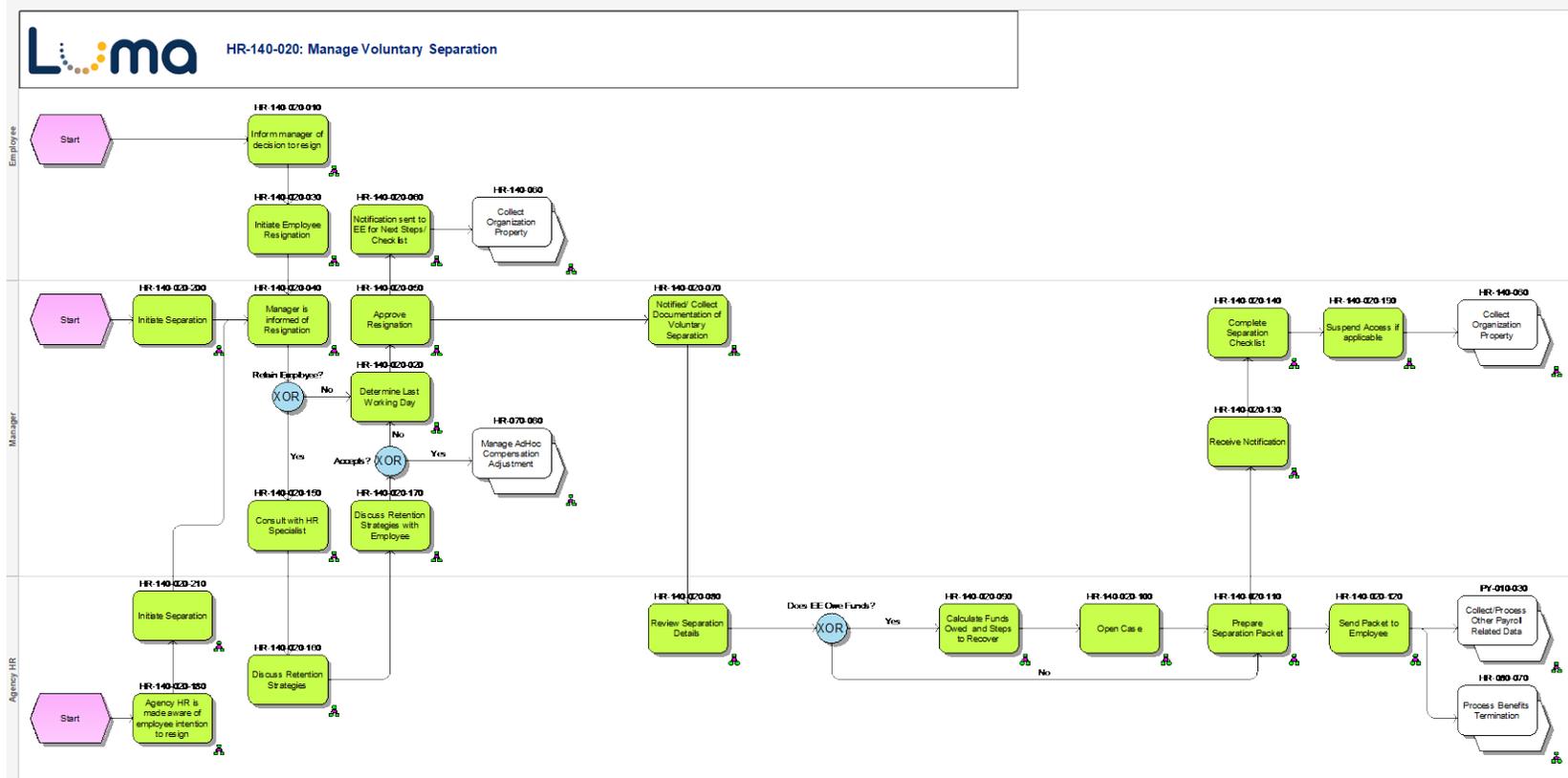
HR-140-030: Manage Involuntary Separation

HR-140-040: Manage Reduction in Workforce

HR-140-050: Separation Due to Death

HR Specialist

Start → HR-140-050-010 Receive Notification of Death → HR-140-050-020 Notify Manager of Death → HR-140-050-050 Receive Separation Transaction → HR-140-050-060 Gather Separation Details and Documents → Information Complete? XOR

Yes → HR-140-050-070 Update Employee Record

HR-140-050-080 Generate Separation Packet → HR-140-050-090 Separation Packet sent to Beneficiary

HR-140-050-100 Notification sent to Manager

PY-010-030 Collect/Process Other Payroll Related Data

HR-080-070 Process Benefits Termination

Manager

Start → HR-140-050-030 Receive Notification of Death → HR-140-050-040 Initiate EE Separation via Manager Space

No

HR-140-050-110 Receive Notification → HR-140-050-120 Complete Separation Checklist → HR-140-050-130 Send Personal Effects to Beneficiary → HR-140-060 Collect Organization Property
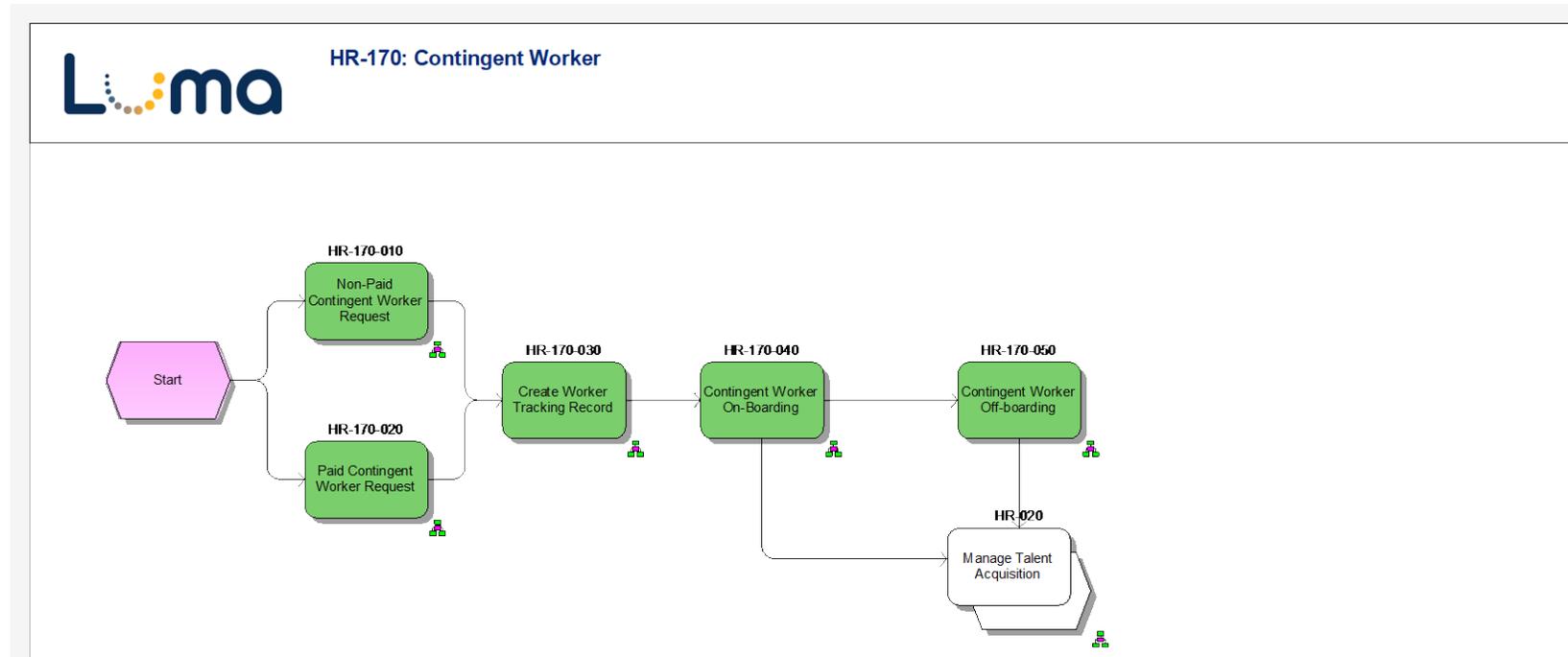
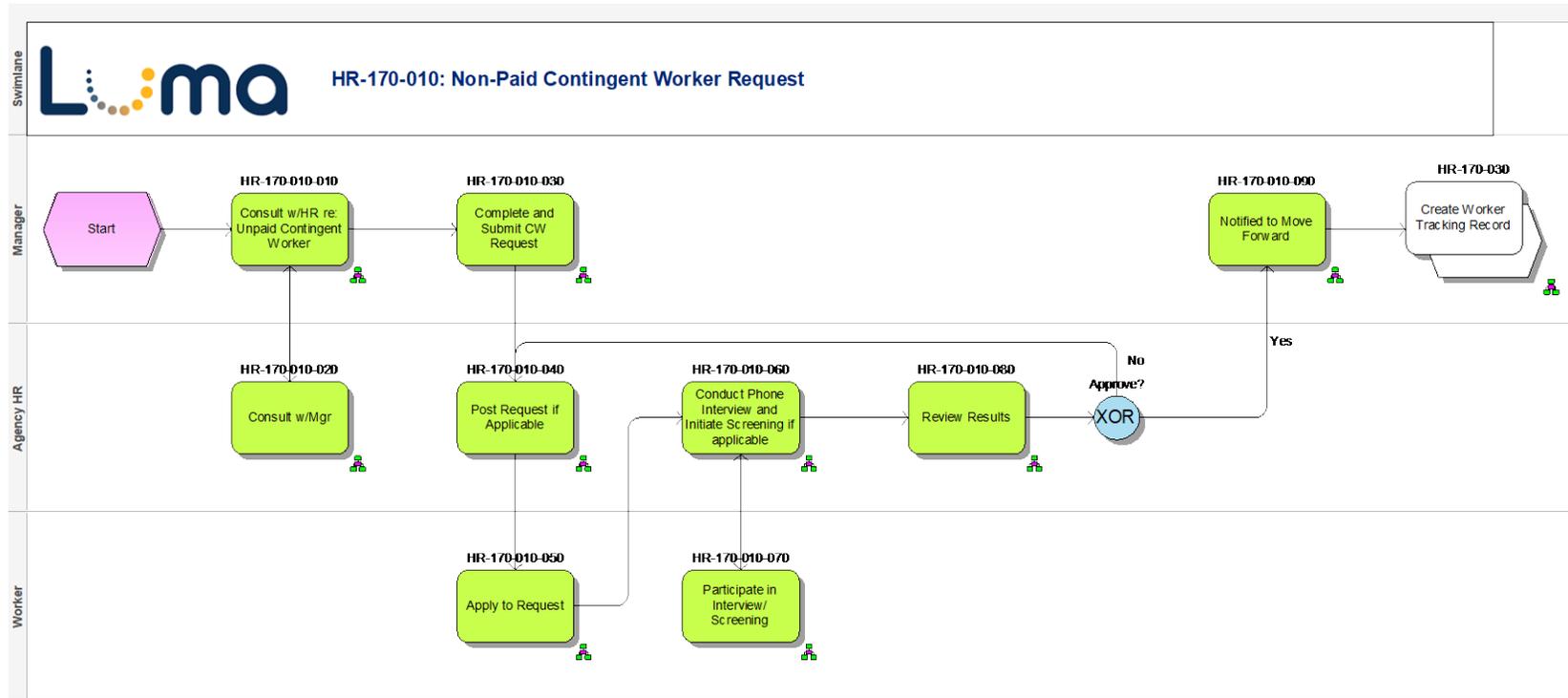# HR-140-060: Collect Organization Property

HR-170: Contingent Worker

HR-170-010: Non-Paid Contingent Worker Request	A non-paid contingent worker does not receive his pay through the payroll process. Examples include volunteers, interns, etc.
HR-170-020: Paid Contingent Worker Request	A paid contingent worker will receive payroll directly from the State via payroll.
HR-170-030: Create Worker Tracking Record	This process identifies if a contingent worker record exists in the system. If the record does not exist, the agency will create a record for tracking purposes.
HR-170-040: Contingent Worker On-Boarding	This process describes the on-boarding process for a contingent worker.
HR-170-050: Contingent Worker Off-boarding	This process reviews the off-boarding process of a contingent worker once the assignment is complete.

HR-170-010: Non-Paid Contingent Worker Request

HR-170-010: Non-Paid Contingent Worker Request

Swimlane

Manager

Start

HR-170-010-010
Consult w/HR re: Unpaid Contingent Worker

HR-170-010-030
Complete and Submit CW Request

HR-170-010-090
Notified to Move Forward

HR-170-030
Create Worker Tracking Record

Agency HR

HR-170-010-020
Consult w/Mgr

HR-170-010-040
Post Request if Applicable

HR-170-010-060
Conduct Phone Interview and Initiate Screening if applicable

HR-170-010-080
Review Results

Approve?
No
Yes
XOR

Worker

HR-170-010-050
Apply to Request

HR-170-010-070
Participate in Interview/ Screening

HR-170-020: Paid Contingent Worker Request

HR-170-020: Paid Contingent Worker Request

Swimlane

Manager

Start

HR-170-020-010
Consult w/HR re: Contingent Worker

HR-170-020-030
Submit Job Request for Contingent Worker

No

HR-170-020-060
Notified of Approval

HR-170-020-070
Contact CW or 3rd party for details

HR-170-030
Create Worker Tracking Record

Agency HR

HR-170-020-020
Consult w/Mgr

HR-170-020-040
Review Request & Budget Impact

Approve?
XOR

HR-170-020-050
Notified of Approval

Yes

Procurement

PR-020-020
Develop Specifications

HR-170-030: Create Worker Tracking Record
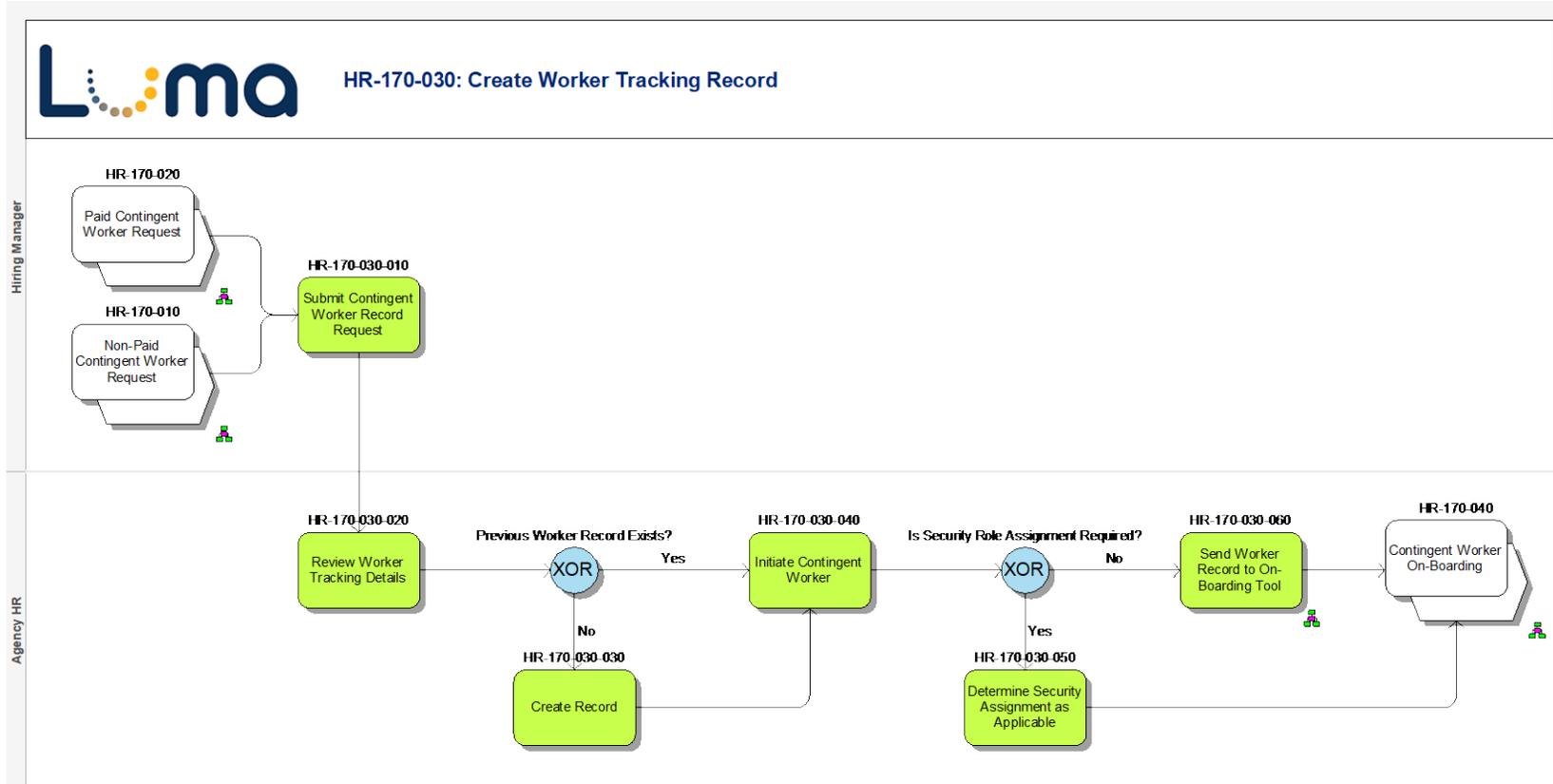
HR-170-040: Contingent Worker On-Boarding

HR-170-040: Contingent Worker On-Boarding

Agency HR

HR-170-040-020
Review Onboarding Documents and Activate Worker

AND Rule
AND

HR-170-040-040
Shares Expectations and Orientation Details with Worker

Manager

HR-170-040-030
Coordinate Assets and Access for Worker

Worker

HR-170-030
Create Worker Tracking Record

HR-170-040-010
Complete and Upload Onboarding Documents

HR-170-040-050
Attend Orientation, as applicable

HR-170-040-060
Meet with Manager/ Team Member to review work assignment

End

HR-170-050: Contingent Worker Off-boarding

HR-170-050: Contingent Worker Off-boarding

Manager

HR-170-050-060
Approve timecards and collect outstanding assets from Worker

HR-170-050-090
Submit end of assignment feedback

HR-170-050-010
Notify Key Stakeholders of End of Assignment

End

Worker

HR-170-050-050
Submit final timesheet(s) and assets to Manager

HR-170-050-070
Complete Offboarding items

PR-050-030
Contract Close Out

Agency HR

Start

HR-170-050-020
Discuss Separation with Manager

HR-170-050-030
Adjust Assignment End Dates

HR-170-050-040
Notify Manager and Worker of new confirmed end dates

HR-170-050-080
Follow up with worker on outstanding items

Off Boarding activities and items complete?
XOR
No
Yes