

2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

PROGRAM INFORMATION

Program Title: TransformHR: Modernizing how employees request HR services State: PA

Contact Person: Kelly Hitz

Contact's Title: HR Communications Specialist

Agency: Governor's Office of Administration

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NOMINATOR INFORMATION

Nominator: V. Reid Walsh Title: Deputy Secretary for Human Resources and Management

State: PA

Agency: Governor's Office of Administration

Telephone: 717.787.7191

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- Meet deadline requirements
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ONE-PAGE SUMMARY

In September of 2021, the Commonwealth of Pennsylvania launched its revamped Employee Resource Center (ERC). Built on ServiceNow's HR Service Delivery platform, it brings a consumer-grade experience to employees looking for more information about their employment or needing to contact HR. This modern, mobile-friendly application allows employees to quickly and easily search a knowledgebase of over 500 articles, submit cases to HR operations teams, and track the status of tickets. Over 75 HR case types have been configured in ServiceNow, allowing HR leadership to assess workloads quickly and easily.

This implementation was the first under the commonwealth's HR systems modernization initiative, known as TransformHR. The goals are to: modernize and improve the ERC; reduce confusion around "who do I contact?"; standardize HR processes into case management so that standard service level agreements can be developed; reduce dependency on email for executive communication; and reduce the number of standalone HR applications.

Since September 2021, the ERC has received more than 1.5 million total page views, employees have submitted 32,142 self-service cases, 5 communication campaigns have been launched and functionality around vaccine tracking was implemented in approximately five weeks. In February 2022, 17 additional HR services were added, allowing managers and/or HR staff to initiate requests via the ERC portal. We plan to implement onboarding in September and to integrate ServiceNow with our NEOGOV applicant tracking system and SAP ERP for new hire integration. We are also exploring the release of a mobile app version of the ERC and ways to use that app as the launch pad to other applications.

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DETAILS

Please attach a one-page summary of the program. Provide a narrative answer for each of the questions. You are limited to four pages (based on regular 8 1/2 x 11-inch paper double-spaced in 12-point font). The four-page limit does not include the one-page summary.

1. Please provide a brief description of this program.

In September of 2021, the Commonwealth of Pennsylvania launched a comprehensive redesign of its employee self-service and information portal for employees, known as the Employee Resource Center (ERC). Built on ServiceNow's HR Service Delivery platform, the ERC is a modern, mobile-friendly application that allows employees to quickly and easily search a knowledgebase of over 500 articles, submit requests to HR operations teams, and track the status of tickets from submission to completion. Over 75 HR case types have been configured, allowing HR leadership to quickly and easily assess workloads across HR functions. The commonwealth intends to expand its use of ServiceNow as an experience layer, providing a singular digital experience for employees and minimizing the need to navigate to different back-end systems to accomplish different tasks.

2. How long has this program been operational (month and year)?

The new Employee Resource Center became available to commonwealth employees on September 1, 2021.

3. Why was this program created? (What problem[s] or issues does it address?)

The commonwealth had been using another HR case management tool since 2012 and was nearing the end of the contract. Workflow challenges had limited the expansion of that tool beyond operational shared services functions, and the employee-facing functionality no longer

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provided a modern end-user experience. HR leadership wanted to have better data around HR work tracking and to offer employees ways to interact with HR beyond phone calls and resource account emails.

4. Why is this program a new and creative method?

Instead of just focusing on case management and workflow needs, the commonwealth

prioritized end-user experience and has set the stage for additional HR technology

modernization that not only focuses on back-end systems, but also prioritizes singularity and

simplicity in how employees use technology to interact with HR.

5. What was the program's startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology and staff already in place.)

Year 1 license costs for 75,000 employees: \$1.9M

Integrator costs for HR portal, 75 HR services and the HR knowledgebase: \$2M

6. What are the program's operational costs?

Annual HRSD Enterprise subscription for 75,000 employees: \$2.5M

1.5 dedicated internal administrator FTE's: \$205,000 in annual salary and benefits costs.

7. How is this program funded?

Non-SAP HR technology funding is built into our HR shared services billing model, which bills

out the cost of HR services to customer agencies through a federally approved billing model.

8. Did this program originate in your state? Yes

9. Are you aware of similar programs in other states? No

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If yes, how does this program differ?

Click or tap here to enter text.

10. How do you measure the success of this program?

Three examples of how we measure the success of this program are:

- 1) Analytics regarding the number of visitors to the site and the number of cases initiated by employees. Since the site's launch, there have been more than 1.5 million total page views and 32,142 cases submitted via self-service.
- 2) Opportunities to reduce the HR footprint and redeploy staff time to support other HR functions. For example, we have achieved operational efficiency savings of 75% of an FTE by utilizing the technology to streamline an existing process.
- 3) Executive leadership has recognized the value of a singular platform for employee-centric content and are interested in expansion opportunities. Additionally, agencies outside of our current billing model have committed additional funds to adopt the system for their employees.

11. How has the program grown and/or changed since its inception?

ServiceNow has given us a platform that we will continue to expand upon. As more HR processes are transitioned over to the new platform, HR staff are recognizing additional opportunities and are identifying additional use cases for HR process automation, the use of online campaign functionality to engage different audiences and ways to use mobile functionality to connect with our employees that don't sit behind a desk. These ideas are coming from outside of the initial project team, which means that the HR community is

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recognizing the value of modernizing how we interact with our customers moving into the future.

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