

Leslie Scott

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To: Leslie Scott
Cc: McClelland, Janet (MCSC); Stephens, Jeremy (MCSC)
Subject: NASPE Eugene H. Rooney, Jr. Award
Attachments: Michigan Rooney Award Submission.pdf

The Michigan Civil Service Commission's nomination for the 2012 Eugene H. Rooney, Jr. Award for Innovative State Human Resource Management Program is attached.

Program Title: Position Action Request Information System
State: Michigan
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Program Summary of Michigan: Position Action Request Information System (PARIS)

The Position Action Request Information System (PARIS) is part of the Michigan Civil Service Commission's strategic initiative to reengineer business processes within the Office of Classification, Selection and Compensation (OCSC). PARIS automates and streamlines all activity for establishing and maintaining classified positions in the civil service. Using this web-based system, human resources experts across the state can now electronically create and submit requests to establish and reclassify positions without paper, redundancy, or delay. PARIS has halved internal processing steps and reduced overall average processing time from 14 days to 3.4 days. OCSC staffing reductions associated with the increased efficiency of systems and processes are now saving the state over \$1,000,000 annually in wages and benefits.

PARIS was designed to integrate directly with the state's core HR/Payroll/Benefits system (known as HRMN). Built on industry-standard web technology, requests are created and passed through all required levels of review and approval, capturing any necessary comments and revisions. A key innovation was implementing a real-time user "dashboard" that displays request status, alerts staff to new and current tasks, and allows supervisors to monitor productivity. The dashboard also provides links to training materials, reports, and historical request information. An additional design improvement is that upon final approval of a request, PARIS automatically executes the required HRMN transactions using "process flow" technology. These transactions trigger automated notifications to all parties and electronic versions of the action and all supporting documentation are sent to a virtual position file, housed within a secured database.

PARIS was implemented using existing state and contract staff and required only a minimal additional investment in data storage and imaging capacity, which is more than offset by the time, efficiency, and material savings of eliminating paper storage and manual transactions. PARIS is a major step towards fulfilling the Commission's strategic objective to increase the efficiency and effectiveness of Michigan's HR systems and provides baseline data and metrics to support future initiatives.

Questions:

- 1. Please provide a brief description of this program.** PARIS completely reengineers the processing of position-related HR requests. Before PARIS, requests were initiated on paper, entered into a Microsoft Access database for tracking and reporting, printed and manually distributed to offices across the state for approval, manually entered into the state's core HR/Benefits/Payroll system (HRMN), and finally stored in a physical position file. PARIS has eliminated the printing, manual routing, transaction entry, and filing associated with these actions. Over 40,000 position files were also digitized, which eliminated nearly 700 linear feet of filing cabinet space.

PARIS now handles all position-related requests submitted by state agencies and reviewed by OCSC.

These include:

- requests to establish, reclassify, or abolish positions,
- updates to position descriptions,
- approval or modification of senior standards,
- processing of limited-term appointment extensions, and
- review and approval of performance pay requests.

PARIS uses workflow technology and real-time dashboards to process email notifications and move requests through configurable approval paths. Within minutes of approval, PARIS automatically updates HRMN and the digital position files. These records are now accessible online by agency and central office staff. Before PARIS, only central office staff had access to these files.

- 2. How long has this program been operational (month and year)?** PARIS has been operational since September 2011.

- 3. Why was this program created? (What problem[s] or issues does it address?)** PARIS grew out of the Commission's strategic planning process and fulfills the strategic objective to increase the efficiency and effectiveness of Michigan's HR systems and processes. This reengineering effort aimed to expedite transaction processing while decreasing costs and systematically preventing errors.
- 4. Why is this program a new and creative method?** PARIS uses workflow to automatically route position actions between employees, managers, agency HR offices, and their liaisons within Civil Service. Process Flow eliminates the need for manual transaction processing into HRMN. PARIS dashboards deliver work assignments, tools, links, and status tracking capability to each user on a single screen. Additionally, the last step in the process updates and maintains our position files electronically. Position action requests can now be initiated, reviewed, approved, processed, and filed entirely without paper. By completely reengineering these processes and automating approval paths and processing, transactions are done in one-third of the time and HR office staff has time for other activities.
- 5. What were the program's start-up costs?** Start-up costs for development and implementation were extremely low for an enterprise-wide system of this magnitude. No additional contractual staff was added to implement PARIS. Existing on-site contractual resources responsible for maintaining HRMN and other state systems were used. The estimated costs of the time spent on PARIS by these contractual resources totaled \$150,000. Digitizing historical paper position files cost \$43,000.

PARIS leveraged existing state technology, systems, and resources. The system was coded using Microsoft .NET (the state's standard for web-enabled applications) requiring no additional licenses or contractual resources. PARIS uses the existing role-based HRMN security system. Setting up security

was simply a matter of configuration to maintain user access and dashboard functionality. PARIS also interfaces with HRMN, Process Flow, Employee/Manager Self-Service, and the existing system for maintaining job specifications. The project used existing classification subject matter experts to document all functional design requirements. State technical staff coded and unit-tested PARIS based on the functional designs provided. System testing and implementation was conducted by agency HR staff, IT staff, and OCSC subject matter experts. This development plan ensured that the process owners and users designed PARIS to meet their specific needs.

6. **What are the program's operational costs?** Operational costs are minimal. The only ongoing cost is a \$6,000 annual fee for storage of the digitized position files. Production support is provided by existing state resources. In fact, PARIS and other related reengineering efforts implemented over the last two years have allowed OCSC to increase the quality and timeliness of our professional and transactional activities while absorbing a 25% reduction in staff.
7. **How is this program funded?** Funding for developing, implementing, and supporting PARIS comes from the Commission's operational budget. No additional monies were appropriated for PARIS.
8. **Did this program originate in your state?** Yes.
9. **Are you aware of similar programs in other states?** We are unaware of programs in other states with the same level of workflow and automation as PARIS.
10. **How do you measure the success of this program?** The Commission measures success through feedback from the user community and by comparing pre-PARIS and post-PARIS processing times.

By eliminating the creation and manual routing of documents, defaulting information from and systematically updating records in HRMN, and establishing dashboards that make the assignment and status of requests visible to agency and central HR staff, processing times have decreased by over 70%. Erroneous transactions and the associated corrections and rework have been virtually eliminated. Other associated benefits include improved system stability, eliminating duplicate data, improved data security, and lower operational costs.

11. How has the program grown and/or changed since its inception? Initially, PARIS was designed for position establishment and reclassification actions only, but during the design phase opportunities to improve other position-related processes were recognized and incorporated. These include limited-term-agreement extensions, senior-standard requests, preapproved-position-description requests, and performance-pay requests. Additional value was realized through electronic transfer and upload of all position-related documents into an easily accessible imaging system.

The project team also realized that existing Employee/Manager Self-Service functionality was a compliment to PARIS. The original plan for PARIS envisioned agency HR office users creating position descriptions. However, having position descriptions started by employees or their managers in self-service is more efficient, increases accountability, and distributes responsibilities across the state workforce freeing HR office staff for other activities.