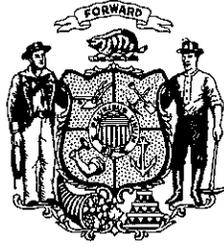


State of Wisconsin

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Alberta Darling

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ASSEMBLY CHAIR
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Joint Committee on Finance

MEMORANDUM

To: Members
Joint Committee on Finance

From: Senator Alberta Darling
Representative John Nygren

Date: January 3, 2020

Re: 14-Day Passive Review Approval – DOA

Pursuant to s. 16.004(20)(c)2, Stats., attached is a 14-day passive review request from the Department of Administration, received on January 3, 2020.

Please review the material and notify **Senator Darling** or **Representative Nygren** no later than **Thursday, January 23, 2020**, if you have any concerns about the request or if you would like the Committee to meet formally to consider it.

Also, please contact us if you need further information.

Attachments

AD:JN:jm



STATE OF WISCONSIN
DEPARTMENT OF ADMINISTRATION

Tony Evers, Governor
Joel Brennan, Secretary
Malika S. Evanco, Division Administrator

January 3, 2020

JAN 03 2020
St. Finance

State Senator Alberta Darling
Co-Chair, Joint Committee on Finance
Room 317 East, State Capitol
Madison, WI 53707-7882

State Representative John Nygren
Co-Chair, Joint Committee on Finance
Room 309 East, State Capitol
Madison, WI 53708

Re: Fiscal Year 2019 Annual Report Regarding Human Resources Shared Services

Dear Senator Darling and Representative Nygren:

The Division of Personnel Management (DPM) resubmits its annual report on Human Resources Shared Services (HRSS) under s. 16.004(20)(c), Wis. Stats. At the direction of the Joint Committee on Finance (Committee), in addition to the requirements of s. 16.004(20)(c), the report has been modified to include an enumeration of each agency that has not signed a Service Level Agreement (SLA), and the reduction in FY20 Agency Assessments, resulting from the 2019 Wisconsin Act 9 deletion of 41.34 FTE positions and \$2,800,000 program revenue (PR) expenditure authority under s. 20.505(1)(kz). [Reference: September 4, 2019 Joint Committee on Finance Motion #204].

Assessments

DPM's authority to assess for the provision of services and materials is established in s. 230.04(18), Wis. Stats. The FY20 HRSS Assessment (Attachment B) has been modified from that which was originally submitted to the Committee to reflect the estimated costs for each agency which have been established with the inclusion of the reduction in position and expenditure authority under 2019 Wisconsin Act 9. This has reduced the FY20 HRSS agency services assessment from \$33,597,525 to \$31,650,000.

The FY20 HRSS Assessment amounts and methodologies have been approved by HRSS Deputy Secretaries. Following approval of the Joint Committee on Finance, assessments will be sent to agencies in January of 2019.

Since the original submission of this report, the organizational structure has been modified slightly through regional assignment updates. The current HRSS structure is as follows:

- Region 1 includes the agencies headquartered at the Hill Farms State Office complex as well as the Department of Administration and its' HR consolidated or attached agencies. Specifically, Region 1 includes:
 - Department of Administration
 - Office of Commissioner of Insurance
 - Department of Tourism
 - District Attorneys
 - Educational Communications Board
 - Office of the Governor
 - Office of the Lieutenant Governor

- Office of the Secretary of State
 - Office of the State Treasurer
 - Attached Boards and Commissions
- Department of Financial Institutions
- Department of Safety and Professional Services
- Department of Transportation
- Higher Education and Aids Board
- Public Service Commission
- Region 2 is comprised solely of the Department of Corrections.
- Region 3 includes:
 - Department of Agriculture, Trade & Consumer Protection
 - Department of Children & Families
 - Department of Natural Resources
 - Department of Workforce Development
- Region 4 includes:
 - Department of Health Services
 - Department of Revenue
 - Department of Veterans Affairs
- State Fair Park and Wisconsin Historical Society are not yet assigned to a region.

Cost allocation methodologies for FY20 are as follows:

1. In Region 1, the total HRSS costs for each agency within the region are based on the total estimation of all regional HRSS expenses, distributed by each agency's authorized FTE position sum, excluding DOA HR. HRSS costs for DOA HR are based on the total estimation of its HRSS expenses, distributed by the authorized FTE position sum for DOA and each of its attached agencies, boards, councils, and commissions, as listed above. Those entities comprised entirely of unclassified authorized FTE positions are excluded from the charges associated with the DOA HR recruitment and selection staff costs as those resources are rarely utilized. All DOA HR entities, including those with only unclassified authorized FTE positions, are charged for their proportionate use of payroll and DOA HR leadership costs.
2. For Regions 3 and 4, in which HR services are predominantly provided within a single agency, each agency is billed for only those estimated expenses specifically assigned to each agency.
3. The Department of Corrections (Region 2), State Fair Park, and the Wisconsin Historical Society are billed for only those estimated expenses specifically assigned to each agency.
4. For instances in which HRSS leadership is providing oversight for more than one agency within a region, personnel costs are charged based on the distribution of the expected proportion of time and effort spent on each agency or region. For instances in which staff or leadership are spending time and effort on an agency external to their own, personnel costs are moved to the appropriate region or agency based on the time and labor task reporting of each individual.

Positions

DPM's number of authorized FTE positions under s. 20.505(1)(kz), Wis. Stats., was reduced by 41.34 under Wisconsin 2019 Wisconsin Act 9, from 422.89 to 381.55 FTE positions. At the conclusion of FY20, DPM's position authority will be equal to the Chapter 20 sum of 381.55 authorized FTE positions. This sum excludes other DPM positions not funded and authorized under s. 20.505(1)(kz).

Service Level Agreement and Metrics

A service level agreement (SLA) has been established through a collaborative process involving DPM and agency leadership and subject matter experts, such as financial managers and attorneys. A final copy of the SLA was provided to agencies in September 2019. DPM requested agencies to make a final review of the SLA, update their internal delegation matrix, and add any unique requirements in the form of an attached Memorandum of Understanding. There are presently two outstanding SLAs which DPM expects to resolve and receive by mid-January 2020:

- State Fair Park
- Wisconsin Historical Society

Each of the service areas identified in the SLA has been assigned a metric for assessment. This set of metrics will be collected throughout the fiscal year, and a final report will be provided to the HRSS agencies at the end of FY20, which will show the results for the full shared services team, each region, and agency where applicable. These metrics are provided in Attachment A: FY20 HRSS Metrics.

I am available along with my staff to answer any questions you might have related to this report.

Sincerely,



Malika S. Evanco,
Administrator

cc: DOA Division of Executive Budget & Finance

Attachments:

- Attachment A: FY20 HRSS Metrics
- Attachment B: Updated FY20 HRSS Assessment

FY19-20 HRSS Metrics

Metrics have been established for FY19-20 by the Service Level Agreement (SLA) and will be reported at the end of FY20. The metrics below are excerpted from the FY19-20 SLA.

Enterprise Level Metrics	
Agency HR Strategy:	
<ul style="list-style-type: none"> All agency HR policies will be updated within six months of enterprise policy change or update. 	
Information System Management:	
<ul style="list-style-type: none"> 90% of routine agency issues related to PeopleSoft HCM errors will be responded to within 3 days. 	
Training:	
<ul style="list-style-type: none"> An enterprise training calendar will be produced on an annual basis. 85% of training requests from agencies will be responded to within 5 days. 	
Wellness:	
<ul style="list-style-type: none"> 40% of employees participate in Well Wisconsin. 	

Agency Level Metrics	
1. Agency HR Strategy	
Service Summary	Identification of current and future human resources needs for an organization to achieve its goals. Human resource planning serves as a link between human resource management and the overall strategic plan of an organization.
Service Sub-Functions	1.1 Resource management 1.2 Policy management 1.3 Records management
1.1: Resource Management	
Agency Appointing Authority Duties: The appointing authority establishes the agency strategic plan and priorities for the current and future year. The appointing authority also establishes expectations for reporting and completion of the goals and priorities.	
HR Duties: Participates in the agency's strategic planning sessions as requested by the agency; provides the agency leadership with pertinent information including workforce analysis, insight into any DPM initiatives or planned changes, etc. along with recommendations needed for HR to operationalize the agency's strategic plan or priorities.	
1.2: Policy Management	
Agency Appointing Authority Duties: Identifies agency uniqueness for policy inclusion, ensure compliance of workforce and management to policies, holds accountability for violation, provides input or direction as needed for improvements or modifications.	
HR Duties: Recommends agency level policies in compliance with enterprise policies to carry out statutory duties (referred to as WI Human Resources Handbook or policy bulletins) and agency level needs or objectives to enact the provisions within the culture and context of the agency.	
1.3: Records Management	
Agency Appointing Authority Duties: Provides HR records to HR staff to ensure all records related to personnel matters are maintained by HR staff located at or assigned to the Agency; Responsible for records management, records retention, and response to public records requests. All personnel-related records created or kept by the Agency, including by HR staff located at or assigned to the Agency, are records of the Agency.	
HR Duties: Maintains all human resources related records in a secure manner and in compliance with records retention laws and schedules, DPM policy, or other applicable law or policy; prepare or assist in preparation of responses to personnel records requests, or public records requests for records related to personnel matters, for assigned agencies pursuant to Agency practices and policies; and work with Agency personnel to provide timely information and results.	
Category Measurement: HRSS Satisfaction Survey	
Agencies will be asked to rate their satisfaction with an annual customer service. An action plan will be developed to address deficient areas.	
Category Measurement: HR Service Area Metrics	
<ul style="list-style-type: none"> 100% of agencies have procedures related to core human resources policies, including: Respectful workplace/harassment; Background checks; Pay upon appointment; Work rules and discipline; Leave of absence All agency HR policies and procedures will be updated within six months of an enterprise policy change or update. 	

2. AA/EEO Compliance and Complaint Management	
Service Summary	Ensuring compliance with applicable state and federal laws, promotion of a diverse workforce, investigation of protected status harassment complaints, and consultation.
Service Sub-Functions	2.1 Compliance and Reporting 2.2 Harassment Complaints
2.1: Compliance and Reporting	
Agency Appointing Authority Duties: Complies with enterprise and agency efforts to establish and maintain a diverse workforce.	
HR Duties: Participates in the enterprise AA planning and reporting for statutory and federal compliance including notice to employees about self-reporting process and results reporting to the assigned agency. Enterprise HR publishes and submits required reports at the state and federal levels.	
2.2: Harassment Complaints	
Agency Appointing Authority Duties: Establishes workforce expectations about zero harassment tolerance and swift resolution. Review results of any outcomes and develops strategy for any needed resolution. Communicate any agency needs or concerns.	
HR Duties: Ensures agency policy on harassment is known to employees and being followed, conducts training when necessary on harassment, receives complaints or allegations and follows with necessary intake or investigation process referring sensitive matters to the agency in accordance with policies and procedures. If needed, work with enterprise HR to determine if there is a finding of protected status violation.	
Category Measurement: HR Service Area Metrics	
<ul style="list-style-type: none"> • 85% of fact-finding complaint reviews are completed within 30 days. • 85% of protected status complaints are resolved within 60 days. • 90% of agency staff is trained on harassment and complaint processes through completion of the annual enterprise respectful workplace training. 	
3. Benefits Management	
Service Summary	Provision of a benefit package to all employees within the provisions established by Chapter 40, ETF, and DPM. This responsibility spans from enrollment to modification to retirement and includes processing and employee counseling.
Service Sub-Functions	3.1 Initial enrollment 3.2 Life events 3.3 Open enrollment 3.4 Termination and retirement 3.5 Benefit reconciliation
3.1: Initial Enrollment	
Agency Appointing Authority Duties: Maintains an environment supportive of the process and effort needed to educate, enroll, and manage employee benefits. Communicates any agency needs or concerns.	
HR Duties: Provides information related to benefit programs and plans to job applicants and new hires regarding their eligibility to enroll in available benefits, programs, answer related questions, educate employees through new employee orientation and assist employees during their enrollment in benefits via PeopleSoft eBenefits. Monitors employees' benefit elections to ensure successful enrollment.	
3.2: Life Events	
Agency Appointing Authority Duties: Maintains an environment supportive of the process and effort needed to educate, enroll, and manage employee benefits. Communicate any agency needs or concerns.	
HR Duties: Provides benefit consultation to employees regarding their eligibility to enroll in and modify their benefits based on their unique life event. Answers employee questions related to benefits programs and plans, consequence and cost of decisions and assist employees who modify their benefit elections via PeopleSoft eBenefits. Monitors employees' benefit elections to ensure successful enrollment.	
3.3: Open Enrollment	
Agency Appointing Authority Duties: Maintains an environment supportive of the process and effort needed to educate, enroll, and manage employee benefits. Communicates any agency needs or concerns.	
HR Duties: Enterprise payroll and benefits staff prepares annual materials for use by agency benefits staff who provide information to employees regarding their eligibility to modify their benefits during the annual Open Enrollment process. Agency Field HR staff organize vendor fairs during Open Enrollment. Answers HR staff questions related to benefits programs and plans and assist employees who modify their benefit elections via PeopleSoft eBenefits. Monitors employees' benefit elections to ensure successful enrollment.	
3.4: Termination and Retirement Benefits	
Agency Appointing Authority Duties: Maintains an environment supportive of the process and effort needed to educate, enroll, and manage employee benefits. Communicates any agency needs or concerns. Establishes agency practice for retirement recognition plans.	
HR Duties: Prepares close out transactions and letters which may include final payout (minus any funds due to the State), provide information to employees regarding COBRA, SHICC information and certification, retirement referrals and proper notice to ETF. Provides agency with estimate cost to payroll expense due to leave payout and duration on payroll.	

3.5: Benefit Reconciliation	
Agency Appointing Authority Duties: Ensures financial staff are available to assist enterprise benefits teams to resolve any discrepancies between insurance enrollments and collections from the employer or employee.	
HR Duties: Reviews invoices from ETF to identify discrepancies in employee elections and the invoice amount, provide information to identify money to be moved out of the agency's variance account, process transactions to collect or return funds to employee, employer or insurer.	
Category Measurement: HR Service Area Metrics	
<ul style="list-style-type: none"> • 95% of all elections during open enrollment occur through e-benefits. • 90% of all new benefit enrollments occur through e-benefits. • 100% of monthly WRS reporting occurs without error or penalty. • 100% of monthly benefits reconciliation occurs without penalty from ETF. 	
4. Classification and Compensation	
Service Summary	Establishing appropriate classifications and compensation at point of hire and then throughout the life cycle of the employee. The service area also includes the enterprise strategy for establishing, maintaining, and actively managing a classification and compensation system for the State.
Service Sub-Functions	4.1 Management and Usage
4.1: Management and Usage	
Agency Appointing Authority Duties: Participates in the process to identify any classification or compensation needs or changes, set salary-based process permitted by rule of the State of Wisconsin Compensation Plan, establish internal processes for selection criteria, review, recommendation, and approval of discretionary pay adjustments such as DMC, DERA, etc.	
HR Duties: Determines appropriate classifications for transactions, maintain accurate position descriptions and classification structures, advocate for assigned agency needs, conduct salary and market surveys, establish enterprise classification and compensation system, keep agency apprised of results of requests, results of changes including impact to salary, overtime, or fringe costs, provide consultation and recommendations to the agency to address needs or objectives as requested.	
Category Measurement: HR Service Area Metrics	
<ul style="list-style-type: none"> • 85% of routine progression reclassifications are approved or denied within 14 days of effective receipt. • 85% of non-progression reclassifications are approved or denied within 45 days. • 85% of DERA retention requests are resolved within 1 day. 	
5. Employee Assistance Program	
Service Summary	Promotion and management of the enterprise Employee Assistance Program (EAP), which is a voluntary, work-based program that offers free and confidential assessments, short-term counseling, referrals, and follow-up services to employees who have personal and/or work-related concerns.
Service Sub-Functions	5.1 Management and usage
5.1: Management and usage	
Agency Appointing Authority Duties: Participates in State's EAP program by ensuring resources can be provided in the medium most appropriate to the operation and environment. Identifies any unique needs for the agency where additional assistance is needed.	
HR Duties: Promotes EAP services to employees, schedules EAP trainers to provide workplace training for the agencies and the enterprise, identifies supplemental resources needed by the agency and resolution of those needs. Ensures availability for emergency situations and response to provide necessary contacts and resources.	
Category Measurement: HR Service Area Metrics	
<ul style="list-style-type: none"> • 100% of employees receive EAP information within 30 days of hire. 	
6: Employment Relations	
Service Summary	Consultation and collaboration between HR staff and agency management related to workforce management, grievances, litigation, and complaints in the workplace.
Service Sub-Functions	6.1 Employee Discipline 6.2 Grievances
6.1 Employee Discipline	
Agency Appointing Authority Duties: Authorizes an internal investigatory process (from identification of an issue through disposition), identify agency rules in addition to the standard set of work rules, identify any unique issues for consultation with DPM., Establish Agency procedure for reviewing all requests for skips in progression and terminations including medical, probationary, permanent, project, and LTE employees. Establish Agency procedures for making the final determination of the level of discipline necessary to address identified behaviors following an employment or harassment investigation.	
HR Duties: Establishes internal investigation process in conjunction with the agency in compliance with DPM standards and agency process; consults on appropriate planning/course of investigation; reviews investigation documentation and determines appropriate course of action for recommendation; manages the pre-disciplinary meeting with employee; drafts notice(s) to employee; evaluates pre-disciplinary meeting outcome and provides recommendation to issue a letter of no finding, discipline, or termination based on DPM policy, laws, bargaining	

contracts, and precedents. Prepares disciplinary letters for signature, maintains documentation of the investigation, outcome, and subsequent steps.

6.2 Grievances and Settlements

Agency Appointing Authority Duties: Participates in the grievance appeal process. If a grievance denial is appealed to the WERC, Agency staff assist DOA legal counsel in preparing for WERC proceedings and settlement discussions. Agency makes final settlement decision in all employment cases, including WERC, ERD and EEOC cases, and notifies DPM of all settlement agreements entered into. Cooperates with the Wisconsin Department of Justice if the matter is appealed beyond the WERC

HR Duties: Agency HR staff review grievances at the first step and make determination, enterprise HR staff reviews employee grievance at the second step and determines outcome. At the third step, WERC makes final decision, DOA legal counsel represents the Agency before the WERC; HR and enterprise staff participate in the decision defense before the WERC and in settlement decision-making. Cooperates with Wisconsin Department of Justice if matter is appealed beyond the WERC.

Category Measurement: HR Service Area Metrics

- 85% of noncomplex disciplinary violation investigations are resolved within 30 days from initiation of investigation through disposition.
- 85% of complex disciplinary violation investigations are resolved within 60 days from initiation of investigation through disposition.
- 100% of formal written employee grievances are resolved or handled in accordance with enterprise policy and associated agency policies.

7. Hiring and Selection

Service Summary	Consultation and collaboration between HR staff and supervisors to fill positions, based on the needs of the agency, with the most qualified applicants.
Service Sub-Functions	7.1 Management and usage

7.1: Process and procedures

Agency Appointing Authority Duties: Promotes and maintains an environment that supports a merit based competitive selection procedure. Provides internal information to permit the facilitation of hires or related agency needs or problems, ensures supervisors commit to actively participation and timely hiring process, identifies any internal process for approval of hires, makes the final determination on the hire.

HR Duties: Identifies, develops, and implements the proper methodologies for recruitment and selection and ensure the competitive selection procedure is compliant, efficient, and effective in certifying the best qualified candidates to the appointing authority. Facilitate the selection process in a manner which is understandable, addressing the need in the timeline identified, and prepare the appointment letter for signature by the appointing authority.

Category Measurement: HR Service Area Metrics

- 90% of announced positions, excluding positions filled in staged processes such as academies or seasonal mass hires, are filled within 90 days.

8. Information Systems Management

Service Summary	Management of the Human Resource Information System (HRIS) data and other HR-related systems for the purposes of data tracking, process automation, and analytics.
Service Sub-Functions	8.1 PeopleSoft HCM 8.2 Recruitment and selection Software 8.3 Learning Management Systems

8.1: PeopleSoft HCM

Agency Appointing Authority Duties: Identifies agency needs or concerns.

HR Duties: Manages employee data, data entry and management, transaction entry and management, provides training to employees on how to use employee self-service (ESS) functionality, provides training to supervisors on how to use manager self-service (MSS) functionality. At the enterprise level DPM serves as the functional owner of PeopleSoft HCM by providing direction to DOA STAR regarding system issues and enhancements.

8.2: Recruitment Software

Agency Appointing Authority Duties: Identifies agency needs or concerns.

HR Duties: Enters and manages applicant data and recruitment processes and information including registers and certifications. At the enterprise level DPM, serves as the functional owner of PeopleSoft HCM by providing direction to DOA STAR or DET regarding system issues and enhancements, serves as the functional owner for external recruitment-related software such as interviewing scheduling software and reference checking software by working with the vendor regarding system issues and enhancements.

8.3: Learning Management Systems

Agency Appointing Authority Duties: Identifies agency needs or concerns.

HR Duties: Manages course (HR, employee, supervisory, and agency program specific courses), learner data, serves as the functional owner of agency and enterprise learning management systems (which currently include PeopleSoft ELM, Cornerstone, and Adobe Connect) by providing direction to DOA STAR, agency IT, or vendor regarding system issues and enhancements, provide training to employees on how to use the learning management software.

Category Measurement: HR Service Area Metrics

- DPM will submit data and reports (demographic, turnover, retirement eligibility, hiring) to agencies on a quarterly basis.

9. Leave Management

Service Summary	Provision of consultation and proper use of the leave types available to different groups of employees available through federal or state law to include LWOP, military leave, FMLA, ICI, short-term disability, long term disability, disability retirement, s.230.36, worker's compensation, etc.
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Service Sub-Functions	9.1 Management and usage
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9.1: Management and Usage

Appointing Authority Duties: Maintains an environment supportive of the process and effort needed to educate and manage employee leave entitlements. Communicate any agency needs or concerns. Provide information needed for HR to process leave requests and work with HR staff to process leave requests.

HR Duties: Provides interpretation of state and federal laws applicable to leave entitlements, consulting when appropriate with DPM, Agency legal counsel, and/or DOA legal counsel. Provide employees with information and answer employee questions regarding leave entitlements. Provide information to Agency as necessary and appropriate to understand and determine leave requests. Request documentation make determinations of leave approval. Monitor leave usage and return to work status. Keep agency apprised of leave status.

Category Measurement: HR Service Area Metrics

- 85% of FMLA claims are processed within 5 days of receipt of all necessary paperwork.

10. Payroll Management and Processing

Service Summary	Ensures all employee time is properly entered and payroll is processed each pay period. Service also includes payment of unemployment insurance, state and federal taxes, management of direct deposit process with financial institutions and collaboration with finance to ensure payroll distribution and general ledger are accurate.
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Service Sub-Functions	10.1 Payroll entry and processing 10.2 Payment entry and processing 10.3 Payroll distribution and general ledger reconciliation
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10.1: Payroll Entry and Processing

Agency Appointing Authority Duties: Maintains an environment supportive of the process and effort needed to ensure all employee time is properly entered and payroll is processed each pay period. Communicates any agency needs or concerns.

HR Duties: Agency payroll staff ensures all employee time is properly entered and payroll is processed each pay period. Monitors and audits payroll activity and reports to ensure accuracy. Researches and resolves any discrepancies. Manages direct deposit process with employees and financial institutions. Responds to payroll related employee questions.

10.2: Payment Entry and Processing

Agency Appointing Authority Duties: Maintains an environment supportive of the process and effort needed to ensure all payments are properly entered and processed. Communicates any agency needs or concerns.

HR Duties: Agency payroll staff receive and review agency unemployment compensation statement and processes payments (unless the payment is processed by agency fiscal services). Processes payment for all state and federal tax liabilities. Monitors and audits all payment activity to ensure accurate entry and applicability. Research and resolve any discrepancies.

10.3: Payroll Distribution and General Ledger Reconciliation

Agency Appointing Authority Duties: Maintains an environment supportive of the process and effort needed to ensure payroll distribution and general ledger are accurate. Communicate any agency needs or concerns.

HR Duties: Agency payroll staff work in collaboration with finance to ensure payroll distribution and general ledger are accurate. Researches and resolves any discrepancies.

Category Measurement: HR Service Area Metrics

- 95% of paychecks are processed without error on a bi-weekly basis.

11. Performance Management	
Service Summary	Active process of collaboration and consultation to ensure supervisors can provide employees with properly defined expectations and duties of the position to assure accountability and growth. This includes the formal performance evaluation process and strategies for success or improvement.
Service Sub-Functions	11.1 Management and usage
11.1: Management and Usage	
Agency Appointing Authority Duties: Establishes policies and procedures for the agency's performance evaluation process, including guidance on individual goals/expectations and agency expectations/competencies. Ensures compliance with the formal performance evaluation process.	
HR Duties: Agency HR staff collaborate and provide consultation to supervisors on how to properly define work expectations and job duties. Provide guidance on strategies to improve employee performance. Monitors completion of performance evaluations and formal performance improvement plans.	
Category Measurement: HR Service Area Metrics	
<ul style="list-style-type: none"> • 90% of all personnel are evaluated according to the agency standard for performance or at least annually. 	
12. Reasonable Accommodation and ADA	
Service Summary	Ensures compliance and provide consultation on the processes involved in assessing and providing accommodations at hire and throughout the employee's life cycle.
Service Sub-Functions	12.1 Management and usage
12.1: Management and Usage	
Agency Appointing Authority Duties: Maintains an environment supportive of the process and effort needed to assess and provide reasonable accommodations from application through employee. Communicate any agency needs or concerns. Makes final determination on reasonableness.	
HR Duties: Interprets state and federal laws applicable to reasonable accommodations. Provides employees with information and answers employee questions regarding reasonable accommodations. Requests documentation and in consultation with agency, and agency or DOA legal counsel as needed, make determinations of appropriate accommodations. Monitors accommodation effectiveness and make adjusts to accommodations as needed.	
13. Training	
Service Summary	Establishes training, or assist agency with training, for employee development needs such as new employee orientation, supervisory development, diversity and inclusion training, leadership, etc. as well as training for human resources staff and on the human resource process, rules or guidelines.
Service Sub-Functions	13.1 Employee and supervisory training to include, but are not limited to, the following topics: <ul style="list-style-type: none"> • Communication development • Enterprise Management Development Academy • Enterprise Leadership Academy • Team effectiveness development (Emotional intelligence, accountability, team development, managing conflict, dealing with change, etc.) • Self and Team Assessment tools (MBTI, DiSC, Strength's Finder, Emotional Intelligence) • Diversity and Inclusion development
13.1: Employee and Supervisory Training	
Agency Appointing Authority Duties: Promotes and maintains an environment that supports enterprise training for employee development needs such as new employee orientation, supervisory development, diversity and inclusion training, leadership, etc. Participates in needs analysis and shares content for the purpose of enhancing the quality of enterprise training curriculum.	
ETD Duties: Responsible for the HR portion of training. Develops and delivers or assists agency with training programs related to new employee and new supervisor orientation. Assesses training needs and identifies resources necessary to meet employee and supervisory training needs. Provides training to all employees on development topics relatable to current needs of both the agency and the enterprise. Maintains records of completion through management of agency learning management systems (ELM, Cornerstone, Adobe Connect).	
All efforts will be made for Enterprise Training and Development to identify subject areas and best practices with the intent of aligning content and delivery methods across the enterprise. If a request is made by an agency that lands outside of this strategy and Enterprise Training and Development does not have the resources to satisfy the request, the responsibility for delivery will fall to the requesting agency.	

13.2: HR Training

Agency Appointing Authority Duties: Promotes and maintains an environment that supports training for human resources staff on the human resource processes, rules, and guidelines.

HR Duties: Attends and participates in HR related training on human resource process, rules and guidelines.

Category Measurement: Enterprise Level Metrics

14. Wellness

Service Summary	Provision of program and opportunity for all employees to participate in Well Wisconsin initiatives to promote a healthy workplace.
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Service Sub-Functions	16.1 Management and usage
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14.1: Management and usage

Agency Appointing Authority Duties: Promotes and maintains an environment that supports employee participation in the Well Wisconsin initiatives. Identifies any unique needs for the agency where additional assistance is needed.

HR Duties: Promotes participation in the Well Wisconsin initiative. Provides program information and responds to employee questions.

Category Measurement: HR Service Area Metrics

- 100% of agencies promote Well Wisconsin by ensuring employees are aware of the program.

15. Workforce Planning

Service Summary	Identification of retirement and turnover risk along with strategy to prepare for the transition of new staff into these roles.
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Service Sub-Functions	17.1 Management and usage
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15.1: Management and Usage

Agency Appointing Authority Duties: Promotes and maintains an environment that supports proactive workforce planning initiatives to ensure effective service delivery across the agency.

HR Duties: Creates and analyzes workforce reports that include retirements and turnover statistics. Makes recommendations and develop strategies for workforce planning initiatives to ensure agencies can meet legislative, regulatory, service and production requirements and agency objectives.

Category Measurement: HR Service Area Metrics

- DPM will submit data and reports (demographic, turnover, retirement eligibility, hiring) to agencies on a quarterly basis.

FY20 Division of Personnel Management HRSS Assessment

Total Recovery Amount

\$31,650,000

Region/Agency	Agency Name	Total FY20 Allocation
Region 1		
	FINANCIAL INSTITUTIONS	\$ 165,741
	PUBLIC SERVICE COMMISSION	\$ 179,453
	SAFETY AND PROFESSIONAL SERVICES, DEPT OF	\$ 283,542
	TRANSPORTATION, DEPARTMENT OF	\$ 3,798,798
	ADMINISTRATION, DEPARTMENT OF - DHA	\$ 101,466
		\$ 4,529,000
Region 1 - DOA HR		
	INSURANCE, OFFICE OF THE COMMISSIONER OF	\$ 126,571
	EDUCATIONAL COMMUNICATIONS BOARD	\$ 51,800
	LOWER WI STATE RIVERWAY BOARD	\$ 493
	TOURISM, DEPT OF	\$ 31,917
	KICKAPOO RESERVE MANAGEMENT BOARD	\$ 986
	LABOR AND INDUSTRY REVIEW COMMISSION	\$ 17,555
	BOARD ON AGING AND LONG-TERM CARE	\$ 41,774
	BOARD FOR PEOPLE WITH DEVELOPMENTAL DIS	\$ 6,571
	DISTRICT ATTORNEYS	\$ 121,482
	ADMINISTRATION, DEPT OF (CENTRAL OFFICE)	\$ 947,706
	ELECTIONS COMMISSION	\$ 29,805
	ETHICS COMMISSION	\$ 7,510
	OFFICE OF THE GOVERNOR	\$ 9,181
	OFFICE OF THE LIEUTENANT GOVERNOR	\$ 1,232
	SECRETARY OF STATE	\$ 1,878
	TREASURER, STATE	\$ 246
	JUDICIAL COMMISSION	\$ 493
		\$ 1,397,200
Region 2		
	CORRECTIONS, DEPARTMENT OF	\$ 9,335,800
Region 3		
	AGRICULTURE, TRADE & CONSUMER PROTECTIO	\$ 692,900
	NATURAL RESOURCES, DEPARTMENT OF	\$ 2,653,300
	CHILDREN AND FAMILIES, DEPARTMENT OF	\$ 1,185,800
	WORKFORCE DEVELOPMENT, DEPARTMENT OF	\$ 1,932,500
		\$ 6,464,500

Region/Agency	Agency Name	Total FY20 Allocation
Region 4		
	HEALTH SERVICES, DEPARTMENT OF	\$ 6,534,300
	VETERANS AFFAIRS, DEPARTMENT OF	\$ 1,761,300
	REVENUE, DEPARTMENT OF	\$ 1,120,900
		\$ 9,416,500
Non-Regionalized Agencies		
	STATE FAIR PARK BOARD	\$ 111,400
	HISTORICAL SOCIETY	\$ 395,600
Total		\$ 31,650,000

The Department of Administration's (DOA) authorized FTE allocation is split between DOA HR and Region 1 as the Region 1 team provides HR services to DOA's Division of Hearings and Appeals due to its location at the Hill Farms State Office Building complex.

The FY20 HRSS Assessment includes a reduction to account for the FY20 deletion of 41.34 authorized FTE positions, as enacted under Wisconsin 2019 Act 9.

Note: DPM has reserved \$60,200 for distribution and expenditure in the second half of the fiscal year which will be allocated through an adjustment to the FY21 assessment.