

# State of Wisconsin

SENATE CHAIR  
**Howard Marklein**

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ASSEMBLY CHAIR  
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## Joint Committee on Finance

### MEMORANDUM

To: Members  
Joint Committee on Finance

From: Senator Howard Marklein  
Representative Mark Born

Date: April 18, 2022

Re: 14-Day Passive Review Approval – DOA

Pursuant to s. 16.004(20)(c), Stats., attached is a 14-day passive review request from the Department of Administration, received on April 18, 2022.

Please review the material and notify **Senator Marklein** or **Representative Born** no later than **Thursday, May 5, 2022**, 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

HM:MB:jm



STATE OF WISCONSIN  
DEPARTMENT OF ADMINISTRATION

Tony Evers, Governor  
Kathy Blumenfeld, Secretary  
Jen Fogel, Division Administrator

April 15, 2022

Senator Howard Marklein  
Co-Chair, Joint Committee on Finance  
Room 316 East, State Capitol  
Madison, WI 53707-7882

APR 18 2022  
*St. Finance*

State Representative Mark Born  
Co-Chair, Joint Committee on Finance  
Room 308 East, State Capitol  
Madison, WI 53708-8952

RE: Fiscal Year 2023 Annual Report Regarding Human Resources Shared Services

Dear Senator Marklein and Representative Born:

The Division of Personnel Management (DPM) is submitting its annual report on Human Resources Shared Services (HRSS) in accordance with s. 16.004(20)(c), Wis. Stats.

**Assessments:**

DPM's authority to assess for the provision of services and materials is established in s. 230.04(18), Wis. Stats. The FY23 HRSS Assessment (Attachment A) is attached for your review. The FY23 HRSS Assessment reflects the estimated costs for each agency. The anticipated FY23 HRSS agency services assessment is \$32,328,000; this amount includes the estimated FY23 shared services expenditures under s. 20.505(1)(kz), Wis. Stats..

The HRSS Deputy Secretaries have approved the planned FY23 assessment amounts. Following approval of the Joint Committee on Finance, assessments will be invoiced to agencies in approximately December of 2022.

Cost allocation methodologies for FY23 are as follows:

1. In Region 1, the total HRSS cost for each agency within the region is based on the total estimation of all regional HRSS expenses, distributed by each agency's authorized FTE position sum, excluding DOA HR and the Wisconsin Historical Society (WHS).

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. 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. In addition, Region 1 and DOA HR are charged for their proportionate use of regional positions. WHS estimated expenditures predominantly include those it is specifically assigned and a proportion of Region 1 leadership.

2. Region 2 consists of entirely one agency. The Department of Corrections is billed for only those estimated expenses it is specifically assigned or as estimated to be task reported to.
3. For Regions 3 & 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 or as estimated to be task reported to. In addition, each agency in Region 3 and 4 receive support from identified regional positions and resources, which they are each charged for proportionate use of.

For instances in which HRSS leadership or other personnel are 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, or are providing support from the enterprise, 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 in FY2022-23 under s. 20.505(1)(kz), Wis. Stats., is 381.85 FTE positions, as enacted under 2021 Wisconsin Act 58. All FTE positions are needed to effectively administer HRSS and payroll and benefits services during FY23.

**HRSS Metrics:**

DPM established a series of metrics approved by the HRSS Deputy Secretaries. The metrics (Attachment B) cover the time period of January 1, 2021, through December 31, 2021.

Thank you for your time and attention to this report. My staff will be available to answer any questions you might have related to this report.

Sincerely,



Jen Fogel  
Administrator

Division of Personnel Management

Cc: DOA Division of Executive Budget & Finance

Attachments:

Attachment A: FY23 HRSS Assessment

Attachment B: CY21 HRSS SLA Metrics

**A. Attachment**

**FY23 Division of Personnel Management HRSS Assessment**

Total Recovery Amount: \$32,328,000

Region/Agency	Agency Name	Total Anticipated FY23 Allocation
<b>Region 1</b>		
	FINANCIAL INSTITUTIONS	\$160,854
	PUBLIC SERVICE COMMISSION	\$175,867
	SAFETY AND PROFESSIONAL SERVICES, DEPT OF	\$275,182
	TRANSPORTATION, DEPARTMENT OF	\$3,680,890
	ADMINISTRATION, DEPARTMENT OF - DHA	\$97,907
		<b>\$ 4,390,700</b>
<b>Region 1 - DOA HR</b>		
	INSURANCE, OFFICE OF THE COMMISSIONER OF	\$122,206
	EDUCATIONAL COMMUNICATIONS BOARD	\$47,649
	LOWER WI STATE RIVERWAY BOARD	\$657
	TOURISM, DEPT OF	\$31,047
	KICKAPOO RESERVE MANAGEMENT BOARD	\$1,313
	LABOR AND INDUSTRY REVIEW COMMISSION	\$17,076
	BOARD ON AGING AND LONG-TERM CARE	\$40,635
	BOARD FOR PEOPLE WITH DEVELOPMENTAL DI	\$6,392
	DISTRICT ATTORNEYS	\$163,826
	ADMINISTRATION, DEPT OF (CENTRAL OFFICE)	\$911,715
	ELECTIONS COMMISSION	\$28,993
	ETHICS COMMISSION	\$7,305
	OFFICE OF THE GOVERNOR	\$12,232
	OFFICE OF THE LIEUTENANT GOVERNOR	\$1,642
	SECRETARY OF STATE	\$1,827
	TREASURER, STATE	\$328
	JUDICIAL COMMISSION	\$657
		<b>\$ 1,395,500</b>
<b>Region 1 - HISTORICAL SOCIETY</b>		
	HISTORICAL SOCIETY	<b>\$ 432,900</b>
<b>Region 2</b>		
	CORRECTIONS, DEPARTMENT OF	<b>\$ 9,589,800</b>
<b>Region 3</b>		
	AGRICULTURE, TRADE & CONSUMER PROTECTION	\$774,000
	NATURAL RESOURCES, DEPARTMENT OF	\$2,470,300
	CHILDREN AND FAMILIES, DEPARTMENT OF	\$1,107,200
	WORKFORCE DEVELOPMENT, DEPARTMENT OF	\$2,160,900
	STATE FAIR PARK BOARD	\$194,600
		<b>\$ 6,707,000</b>

Region/Agency	Agency Name	Total Anticipated FY22 Allocation
<b>Region 4</b>		
	HEALTH SERVICES, DEPARTMENT OF	\$6,625,800
	VETERANS AFFAIRS, DEPARTMENT OF	\$1,809,500
	REVENUE, DEPARTMENT OF	\$1,376,800
		\$ 9,812,100
<b>Total</b>		\$ 32,328,000

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

Attachment B:

Human Resources Shared Services Region 1 Metric reporting period is January 1, 2021 - December 31, 2021								
HR Service Metric	DOA	DFI	DSPS	DOT	PSC	HEAB	WHS	
1 100% of agencies have procedures related to core human resources policies, including: Respectful workplace/harassment, Background checks, Pay upon appointment, Work rules and discipline, and Leave of absence.	Meets	Meets	Meets	Meets	Meets	Meets	Meets	
2 All agency HR policies and procedures will be updated within six months of an enterprise policy change or update.	Meets	Meets	Meets	Meets	Meets	Meets	Meets	
3 85% of fact-finding complaint reviews are completed within 30 days.	Exceeds	n/a	n/a	Exceeds	n/a	n/a	Exceeds	
4 85% of protected status complaints are resolved within 60 days.	Exceeds	n/a	n/a	Exceeds	Exceeds	n/a	n/a	
5 90% of agency staff is trained on harassment and complaint processes through completion of the annual enterprise respectful workplace training.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	Needs Improvement	Needs Improvement	
6 95% of all elections during open enrollment occur through e-benefits.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	
7 90% of all new benefit enrollments occur through e-benefits.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	
8 100% of monthly WRS reporting occurs without error or penalty.	Meets	Meets	Meets	Meets	Meets	Meets	Meets	
9 100% of monthly benefits reconciliation occurs without penalty from ETF.	Meets	Meets	Meets	Meets	Meets	Meets	Meets	
10 85% of routine progression reclassifications are approved or denied within 14 days of effective receipt.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	n/a	Exceeds	
11 85% of non-progression reclassifications are approved or denied within 45 days.	Exceeds	Exceeds	n/a	Exceeds	Exceeds	n/a	Exceeds	
12 85% of DERA retention requests are resolved within 1 business day.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	
13 100% of employees receive EAP information within 30 days of hire.	Meets	Meets	Meets	Meets	Meets	Meets	Meets	
14 85% of noncomplex disciplinary violation investigations are resolved within 30 days from initiation of investigation through disposition.	Exceeds	n/a	n/a	Needs Improvement**	n/a	n/a	Exceeds	
15 85% of complex disciplinary violation investigations are resolved within 60 days from initiation of investigation through disposition.	Exceeds	n/a	Exceeds	Exceeds	Exceeds	n/a	Exceeds	
16 100% of formal written employee grievances are resolved or handled in accordance with enterprise policy and associated agency policies.	Meets	n/a	Meets	Needs Improvement***	Meets	n/a	Meets	
17 90% of announced positions, excluding positions filled in staged processes such as academies or seasonal mass hires, are filled within 90 days.	Needs Improvement*1	Needs Improvement*2	Needs Improvement*3	Needs Improvement*4	Exceeds*5	n/a	Meets	
18 85% of FMLA claims are processed within 5 days of receipt of all necessary paperwork.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	n/a	Exceeds	
19 95% of paychecks are processed without error on a bi-weekly basis.	Meets	Meets	Meets	Meets	Meets	Meets	Meets	
20 90% of all personnel are evaluated according to the agency standard for performance, or at least annually.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	
21 100% of agencies promote Well Wisconsin by ensuring employees are aware of the program.	Meets	Meets	Meets	Meets	Meets	Meets	Meets	

Notes:
** (14 DOT) - DOT had 11 cases in 2021. One of the cases wasn't completed in 30 days because the employee took a 2 week leave after the investigation. The second case was completed in 33 days. The average amount of time to complete the cases was 24 days.
*** (16 DOT) - DOT had 22 grievances in 2021. One WLEA grievance wasn't completed within the timeline. It was completed in 22 days rather than 21 days.
*1 (17 DOA)- Measurement doesn't take in to account that there may be delay reasons that come up outside of HR's control (availability of panel members, declined offers, hiring freeze due to COVID, etc) as well as long lead times desired by candidates prior to starting in jobs. In 2021, 94.81% of DOA and attached positions were filled either within Act 150 timelines or the delay was not HR related
*2 (17 DFI)- Measurement doesn't take in to account that there may be delay reasons that come up outside of HR's control (availability of panel members, declined offers, hiring freeze due to COVID, etc) as well as long lead times desired by candidates prior to starting in jobs. In 2021, 100% of DFI positions were filled either within Act 150 timelines or the delay was not HR related
*3 (17 DSPS)- Measurement doesn't take in to account that there may be delay reasons that come up outside of HR's control (availability of panel members, declined offers, hiring freeze due to COVID, etc) as well as long lead times desired by candidates prior to starting in jobs. In 2021, 100% of DSPS positions were filled either within Act 150 timelines or the delay was not HR related
*4 (17 DOT)- Measurement doesn't take in to account that there may be delay reasons that come up outside of HR's control (availability of panel members, declined offers, hiring freeze due to COVID, etc) as well as long lead times desired by candidates prior to starting in jobs. In 2021, 99.55% of DOT positions were filled either within Act 150 timelines or the delay was not HR related
*5 (17 PSC)- Measurement doesn't take in to account that there may be delay reasons that come up outside of HR's control (availability of panel members, declined offers, hiring freeze due to COVID, etc) as well as long lead times desired by candidates prior to starting in jobs. In 2021, 100% of PSC positions were filled either within Act 150 timelines or the delay was not HR related
<b>Key:</b>
Exceeds = Agency performance exceeds required percentage identified by metric
Meets = Agency performance meets required percentage identified by metric
Needs Improvement = Agency performance is not meeting identified metric percentage.
n/a = agency did not have that type of transaction/event for the reporting period

Human Resources Shared Services Region 2			DOC
Metric reporting period is January 1, 2021 - December 31, 2021			
	HR Service Metric		
1	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	Meets
2	All	agency HR policies and procedures will be updated within six months of an enterprise policy change or update.	Meets
3	85%	of fact-finding complaint reviews are completed within 30 days.	Exceeds
4	85%	of protected status complaints are resolved within 60 days.	Exceeds
5	90%	of agency staff is trained on harassment and complaint processes through completion of the annual enterprise respectful workplace training.	Meets
6	95%	of all elections during open enrollment occur through e-benefits.	Exceeds
7	90%	of all new benefit enrollments occur through e-benefits.	Exceeds
8	100%	of monthly WRS reporting occurs without error or penalty.	Meets
9	100%	of monthly benefits reconciliation occurs without penalty from ETF.	Meets
10	85%	of routine progression reclassifications are approved or denied within 14 days of effective receipt.	Meets
11	85%	of non-progression reclassifications are approved or denied within 45 days.	Exceeds
12	85%	of DERA retention requests are resolved within 1 business day.	Exceeds
13	100%	of employees receive EAP information within 30 days of hire.	Meets
14	85%	of noncomplex disciplinary violation investigations are resolved within 30 days from initiation of investigation through disposition.	Needs Improvement*
15	85%	of complex disciplinary violation investigations are resolved within 60 days from initiation of investigation through disposition.	Needs Improvement*
16	100%	of formal written employee grievances are resolved or handled in accordance with enterprise policy and associated agency policies.	Meets
17	90%	of announced positions, excluding positions filled in staged processes such as academies or seasonal mass hires, are filled within 90 days.	Needs Improvement**
18	85%	of FMLA claims are processed within 5 days of receipt of all necessary paperwork.	Exceeds
19	95%	of paychecks are processed without error on a bi-weekly basis.	Meets
20	90%	of all personnel are evaluated according to the agency standard for performance or at least annually.	Exceeds
21	100%	of agencies promote Well Wisconsin by ensuring employees are aware of the program.	Meets

**Notes:**

\* - #14 & #15 - these metrics are not reflective of HRSS work. Instead, this is grading DOC's investigation timelines since supervisors or Internal Affairs conduct investigations. HRSS employees only have control over the timelines once the investigation is complete and being routed for decision. Once again, the DOC takes exception to reporting these figures in a HRSS report and respectfully requests Region 2 be able to use N/A again this reporting period.

\*\* - #17 - Lack of qualified applicants required many reannouncements this reporting period which slowed the process. This is likely the result of the national labor shortage and pandemic. Region 2 BHR has implemented a more efficient process for interview question approval and will meet regularly with field supvs. to ensure non-academy recruitments move along more quickly.

**Key:**

Exceeds = Agency performance exceeds required percentage identified by metric

Meets = Agency performance meets required percentage identified by metric

Needs Improvement = Agency performance is not meeting identified metric percentage

**Human Resources Shared Services Region 3**  
**Metric reporting period is January 1, 2021 - December 31, 2021**

HR Service Metric			DATCP	DCF	DNR	DWD	SFP
1	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.	Needs Improvement*	Meets	Meets	Meets	Meets
2	All	agency HR policies and procedures will be updated within six months of an enterprise policy change or update.	Needs Improvement*	Meets	Needs Improvement*	Meets	Meets
3	85%	of fact-finding complaint reviews are completed within 30 days.	Exceeds	Exceeds	Exceeds	Meets	Exceeds
4	85%	of protected status complaints are resolved within 60 days.	Exceeds	Meets	Exceeds	Meets	Exceeds
5	90%	of agency staff is trained on harassment and complaint processes through completion of the annual enterprise respectful workplace training.	Exceeds	Exceeds	Needs Improvement*1	Meets	Exceeds
6	95%	of all elections during open enrollment occur through e-benefits.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
7	90%	of all new benefit enrollments occur through e-benefits.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
8	100%	of monthly WRS reporting occurs without error or penalty.	Meets	Meets	Meets	Meets	Meets
9	100%	of monthly benefits reconciliation occurs without penalty from ETF.	Meets	Meets	Meets	Meets	Meets
10	85%	of routine progression reclassifications are approved or denied within 14 days of effective receipt.	Needs Improvement	Needs Improvement	Exceeds	Exceeds	N/A
11	85%	of non-progression reclassifications are approved or denied within 45 days.	N/A	Needs Improvement*2	Exceeds	Needs Improvement	N/A
12	85%	of DERA retention requests are resolved within 1 business day.	Exceeds	NA	Exceeds	Exceeds	N/A
13	100%	of employees receive EAP information within 30 days of hire.	Meets	Meets	Meets	Meets	Meets
14	85%	of noncomplex disciplinary violation investigations are resolved within 30 days from initiation of investigation through disposition.	Exceeds	N/A	N/A	Needs Improvement*4	Exceeds
15	85%	of complex disciplinary violation investigations are resolved within 60 days from initiation of investigation through disposition.	Exceeds	Needs Improvement	Exceeds	Exceeds	Exceeds
16	100%	of formal written employee grievances are resolved or handled in accordance with enterprise policy and associated agency policies.	N/A	Meets	Meets	Meets	Meets
17	90%	of announced positions, excluding positions filled in staged processes such as academies or seasonal mass hires, are filled within 90 days.	Needs Improvement	Needs Improvement*3	Exceeds	Exceeds	Needs Improvement*5
18	85%	of FMLA claims are processed within 5 days of receipt of all necessary paperwork.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
19	95%	of paychecks are processed without error on a bi-weekly basis.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
20	90%	of all personnel are evaluated according to the agency standard for performance or at least annually.	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
21	100%	of agencies promote Well Wisconsin by ensuring employees are aware of the program.	Meets	Meets	Meets	Meets	Meets

**Notes:**

\* DATCP: PUA Policy to be implemented in Mar. 2022. Social Media policy with agency leadership; DNR: Policy implemented, took longer than six months

\*1 89% of DNR staff completed required training

\*2 DCF had 4 complex reclasses which required approval outside of DCF

\*3 Measurement doesn't take into account delays outside of HR's control.

\*4 One out of six investigations was unable to be completed within 30 days due to circumstances outside of HR control

\*5 SFP: Recruitments, as a small agency not hiring for a position pulls our percentage down, our percentages is based on not filling 4 roles that we either re-aligned or went back out for recruitment at a later date.

**Key:**

Exceeds = Agency performance exceeds required percentage identified by metric

Meets = Agency performance meets required percentage identified by metric

N/A = Agency did not have these transactions, note that SFP is completely unclassified and do not have reclassifications, progression or DERA provisions.



**Human Resources Shared Services Region 4**  
**Metric reporting period is January 1, 2021 - December 31, 2021**

HR Service Metric		DHS	DOR	DVA
1	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;	Meets	Meets	Meets
2	All agency HR policies and procedures will be updated within six months of an enterprise policy change or update.	Meets	Meets	Meets
3	85% of fact-finding complaint reviews are completed within 30 days.	Needs Improvement*1	Exceeds	Exceeds
4	85% of protected status complaints are resolved within 60 days.	Needs Improvement*2	Exceeds	Exceeds
5	90% of agency staff is trained on harassment and complaint processes through completion of the annual enterprise respectful workplace training.	Meets	Exceeds	Exceeds
6	95% of all elections during open enrollment occur through e-benefits.	Exceeds	Exceeds	Exceeds
7	90% of all new benefit enrollments occur through e-benefits.	Exceeds	Exceeds	Exceeds
8	100% of monthly WRS reporting occurs without error or penalty.	Meets	Meets	Meets
9	100% of monthly benefits reconciliation occurs without penalty from ETF.	Meets	Meets	Meets
10	85% of routine progression reclassifications are approved or denied within 14 days of effective receipt.	Exceeds	Needs Improvement	Meets
11	85% of non-progression reclassifications are approved or denied within 45 days.	Needs Improvement*3	Needs Improvement*4	Needs Improvement*5
12	85% of DERA retention requests are resolved within 1 business day.	Exceeds	Exceeds	Exceeds
13	100% of employees receive EAP information within 30 days of hire.	Meets	Meets	Meets
14	85% of noncomplex disciplinary violation investigations are resolved within 30 days from initiation of investigation through disposition.	Needs Improvement*6	Exceeds	Needs Improvement*7
15	85% of complex disciplinary violation investigations are resolved within 60 days from initiation of investigation through disposition.	Needs Improvement	Meets	Meets
16	100% of formal written employee grievances are resolved or handled in accordance with enterprise policy and associated agency policies.	Needs Improvement	Exceeds	Exceeds
17	90% of announced positions, excluding positions filled in staged processes such as academies or seasonal mass hires, are filled within 90 days.	Needs Improvement*8	Needs Improvement*9	Exceeds
18	85% of FMLA claims are processed within 5 days of receipt of all necessary paperwork.	Exceeds	Exceeds	Meets
19	95% of paychecks are processed without error on a bi-weekly basis.	Exceeds	Exceeds	Exceeds
20	90% of all personnel are evaluated according to the agency standard for performance or at least annually.	Exceeds	Exceeds	Exceeds
21	100% of agencies promote Well Wisconsin by ensuring employees are aware of the program.	Meets	Meets	Meets

**Notes:**

- \*1 - Agency initiated a regional approach to address this function and struggled with multiple long-term vacancies.
- \*2 - Agency observed 15% increase in complaints from prior year and not enough employees to staff this function.
- \*3 - \*5 - DHS workload increased by 60% from prior year further impacted by vacancy; DVA Measurement doesn't take in to account that there may be delay reasons that come up outside of HR's control; DOR metric improved by 10% from prior year, still not meeting threshold requirement.
- \*6 - \*7 - Agencies experienced substantive increases (DHS 38% increase, DVA 10% Increase) from prior year. Function compounded by additional COVID priorities
- \*8 - \*9 - DHS observed a 37% increase in overall closed recruitments, however agencies were also impacted by low labor market.

**Key:**

- Exceeds = Agency performance exceeds required percentage identified by metric
- Meets = Agency performance meets required percentage identified by metric
- Needs Improvement = Agency performance is not meeting identified metric percentage

### **HR Service Metric Analysis:**

This provides descriptive information that identifies the trends based on Regional Performance reports from CY2020 to CY2021. This information is collected and compiled on an annual basis from the Regions and is tracked/monitored by the HR Personnel.

Through this analysis, we were able to identify the HRSS successes and opportunities for improvement in meeting the performance metrics in our work with the DPM HR services agencies. Nine performance metrics were identified to have consistently met/exceeded the performance metric. Three performance metrics were identified as opportunities. We have provided a description of those opportunities, reasons associated with the metric performance, and methods to enhance and maintain our customer service to the agencies.

Through this analysis, we identified 9 Performance Metrics with the continuous frequency of either being met or exceeded over the last couple of years. These metrics demonstrate exceptional performance in the following areas:

- Metric 6-9 relating to HRSS ability to meet performance timelines in Benefits Management including Initial Enrollment, Life events, open enrollment, termination & retirement benefits, and benefit reconciliation.
- Metric 12 relating to HRSS ability to meet performance timelines related to Classification and Compensation determinations, management, and usage.
- Metric 13 relating to HRSS ability to successfully provide management and usage of the Employee Assistance Program.
- Metric 19 relating to HRSS performance in accuracy of payroll management: entry, processing, and distribution.
- Metric 20 relating to HRSS ability to meet procedural requirements in employee performance management.
- Metric 21 relating to HRSS performance in promoting wellness programs.

We have identified the following metrics as performance opportunities:

- Metric 17 relating to HRSS ability to meet timelines in hiring and selection.
  - The performance associated with this metric was directly linked to COVID impacts, labor market changes, and circumstances outside of Human Resources control.
- Metric 11 relating to HRSS ability to meet performance timelines relating to Classification & Compensation.
  - The performance associated with this metric was attributed to vacancy rates, delays outside Human Resources control, WLEA process requirements & timelines, and COVID impacts.
- Metrics 14 relating to HRSS ability to meet processing timelines related to Employee relations investigations.
  - The performance associated with this metric was also attributed to vacancy rates, delays outside Human Resources control, WLEA process requirements & timelines, and COVID impacts.

Throughout the global COVID-19 pandemic, DPM employees has been responsible for assuming and prioritizing new COVID duties tied to increasing safety of personnel & customers, pandemic risk management, mitigation and coordination, policy development and administration, testing and reporting, and an increase in COVID associated disciplinary measures. These factors took priority over day-to-day work duties, have influenced performance levels, and have often been beyond HR's scope of control. As such, we will address the challenges presented by the pandemic with the following actions:

- Reviewing our hiring and recruitment processes for increased efficiencies,
- Increased monitoring and communication with HR services agencies where metric activity relies upon agency timelines and processing,
- Continuing to review our staffing levels to ensure we meet customer service expectations, and
- Continuing to assess metrics to ensure appropriate alignment of our priorities with our customer service needs.