

State of Wisconsin

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Joint Committee on Finance

MEMORANDUM

To: Members
Joint Committee on Finance

From: Senator Howard Marklein
Representative Mark Born

Date: September 12, 2023

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 September 12, 2023.

Please review the material and notify **Senator Marklein** or **Representative Born** no later than **Friday, September 29, 2023**, 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



SEP 12 2023

J. Finance

Division of Personnel Management

Annual Report Regarding Human Resources Shared Services

Fiscal Year 2024

Division of Personnel Management

Contact:

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Division of Personnel Management
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Madison, WI 53707-7855

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STATE OF WISCONSIN
DEPARTMENT OF ADMINISTRATION

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

September 11, 2023

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

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

RE: Fiscal Year 2024 Annual Report Regarding Human Resources Shared Services

Dear Senator Marklein and Representative Born:

The Department of Administration's Division of Personnel Management (DPM) submitted its Human Resources Shared Services (HRSS) Fiscal Year 2023-24 (FY24) annual report on April 14th, 2023, in accordance with s. 16.004(20)(c), Wis. Stats. The Department respectfully requests to withdraw and refile this report to reflect the enactment of 2023 Wisconsin Act 19, which occurred subsequent to the report's original filing.

Assessments:

DPM's authority to assess for the provision of services and materials is established in s. 230.04(18), Wis. Stats. The FY24 anticipated HRSS Assessment (Attachment A) is attached for your review. The FY24 HRSS Assessment reflects the estimated costs for each agency. The anticipated FY24 HRSS agency services assessment is \$35,712,100. This amount includes the estimated FY24 shared services expenditures under s. 20.505(1)(kz), Wis. Stats., as authorized under 2023 Wisconsin Act 19.

The HRSS Deputy Secretaries have approved the planned FY24 assessment amounts. Following approval of the Joint Committee on Finance, assessments will be invoiced to agencies in approximately November of 2023.

Cost allocation methodologies for FY24 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 Department of Administration (DOA) Human Resources (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 Department of Administration (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 entitles, 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 specifically assigned and a proportion of Region 1 leadership.

2. Region 2 consists entirely of one agency. The Department of Corrections (DOC) is billed for only those estimated expenses specifically assigned to each agency.
3. For Region 3, in which HR services are predominately provided within a single agency, each agency is billed for only those estimated expenses specifically assigned to each agency. In addition, each agency in Region 3 receives support from identified regional positions and resources, which they are each charged for proportionate use of.
4. For the Departments of Revenue (DOR) and Veterans Affairs (DVA) under Region 4, 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 HRSS FTE position sum. The Department of Health Services (DHS) under Region 4 utilizes a model similar to that which is described for agencies under Region 3.

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 or to the enterprise, personnel costs are moved to the appropriate region, agency, or the enterprise based on the time and labor task reporting of each individual.

Positions:

DPM's total number of permanent authorized FTE in FY24 under s. 20.505(1)(kz), Wis. Stats., is 381.85, as enacted under 2023 Wisconsin Act 19. All FTE positions deployed for HRSS and payroll and benefits are necessary for effective administration.

Cost Savings:

The expenditure authority appropriated under s. 20.505(1)(kz), Wis. Stats., is required to continue to effectively operate DPM; further cost savings would result in a reduction in the level of support and services able to be provided to HRSS Agencies.

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, 2022, through December 31, 2022.

Thank you for your time and attention to this report. Please contact me with 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: FY24 HRSS Assessment

Attachment B: CY22 HRSS SLA Metrics

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ATTACHMENT A:

FY24 Division of Personnel Management HRSS Assessment

Total Recovery Amount

\$35,712,100

Region/Agency	Agency Business Unit	Agency Name	FY24 Allocation
Region 1			
	BU	Agency	Allocation
	144	FINANCIAL INSTITUTIONS	\$ 188,900
	145	INSURANCE, OFFICE OF THE COMMISSIONER OF	\$ 139,700
	155	PUBLIC SERVICE COMMISSION	\$ 217,200
	165	SAFETY AND PROFESSIONAL SERVICES, DEPT OF	\$ 344,100
	225	EDUCATIONAL COMMUNICATIONS BOARD	\$ 51,500
	245	HISTORICAL SOCIETY	\$ 492,200
	360	LOWER WI STATE RIVERWAY BOARD	\$ 700
	380	TOURISM, DEPT OF	\$ 34,000
	385	KICKAPOO RESERVE MANAGEMENT BOARD	\$ 1,400
	395	TRANSPORTATION, DEPARTMENT OF	\$ 4,395,300
	427	LABOR AND INDUSTRY REVIEW COMMISSION	\$ 18,700
	432	BOARD ON AGING AND LONG-TERM CARE	\$ 45,500
	438	BRD FOR PEOPLE WITH DEV DISABILITIES	\$ 7,000
	475	DISTRICT ATTORNEYS	\$ 192,300
	505	ADMINISTRATION, DEPARTMENT OF	\$ 1,112,600
	510	ELECTIONS COMMISSION	\$ 32,000
	521	ETHICS COMMISSION	\$ 8,000
	525	OFFICE OF THE GOVERNOR	\$ 13,200
	540	OFFICE OF THE LIEUTENANT GOVERNOR	\$ 1,800
	575	SECRETARY OF STATE	\$ 2,000
	585	TREASURER, STATE	\$ 400
	665	JUDICIAL COMMISSION	\$ 700
			\$ 7,299,200
Region 2			
	410	CORRECTIONS, DEPARTMENT OF	\$ 10,576,400
Region 3			
	115	AGRICULTURE, TRADE & CONSMR PROTECTION	\$ 782,200
	190	STATE FAIR PARK BOARD	\$ 180,200
	370	NATURAL RESOURCES, DEPARTMENT OF	\$ 2,613,100
	437	CHILDREN AND FAMILIES, DEPARTMENT OF	\$ 1,025,300
	445	WORKFORCE DEVELOPMENT, DEPARTMENT OF	\$ 2,102,900
			\$ 6,704,500
Region 4			
	435	HEALTH SERVICES, DEPARTMENT OF	\$ 7,345,100

	485	VETERANS AFFAIRS, DEPARTMENT OF	\$ 2,272,300
	566	REVENUE, DEPARTMENT OF	\$ 1,514,800
			\$ 11,132,200
Total			\$ 35,712,100

ATTACHMENT B:

Region 1 (Departments of Administration (DOA) & Attached Agencies/Boards, Financial Institutions (DFI), Safety and Professional Services (DPS), and Transportation (DOT) as well as Public Service Commission & Office of the Commissioner of Railroads, Higher Educational Aids Board, Wisconsin Historical Society)

	HR Service Metric	DOA	DFI	DSPS	DOT	PSC	HEAB	WHS
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
100%	of 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
85%	of fact-finding complaint reviews are completed within 30 days.	EXCEEDS	MEETS	EXCEEDS	EXCEEDS	MEETS	MEETS	EXCEEDS
85%	of respectful workplace complaints reviews are completed within 60 days.	EXCEEDS	MEETS	EXCEEDS	EXCEEDS	MEETS	MEETS	EXCEEDS
95%	of respectful workplace complaints received are initiated within 5 business days.	EXCEEDS	MEETS	EXCEEDS	EXCEEDS	MEETS	MEETS	EXCEEDS
95%	of all elections during open enrollment occur through e-benefits.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
90%	of all new benefit enrollments occur through e-benefits.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
100%	of monthly WRS reporting occurs without error or penalty.	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS
100%	of monthly benefits reconciliation occurs without penalty from ETF.	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS
85%	of routine progression reclassifications are approved or denied within 14 days of effective receipt.	NEEDS IMPROVEMENT	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	MEETS	MEETS
85%	of non-progression reclassifications are approved or denied within 45 days.	EXCEEDS	MEETS	MEETS	EXCEEDS	EXCEEDS	MEETS	MEETS
85%	of DERA retention requests are resolved within 1 business day.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
100%	of employees receive EAP information within 30 days of hire.	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS

	HR Service Metric	DOA	DFI	DSPS	DOT	PSC	HEAB	WHS
85%	of noncomplex disciplinary violation investigations are resolved within 30 days from initiation of the pre-disciplinary meeting through disposition.	MEETS	MEETS	MEETS	EXCEEDS	MEETS	MEETS	MEETS
85%	of complex disciplinary violation investigations are resolved within 60 days from initiation of the pre-disciplinary meeting through disposition.	EXCEEDS	EXCEEDS	MEETS	EXCEEDS	MEETS	MEETS	MEETS
100%	of formal written employee grievances are resolved or handled in accordance with enterprise policy and associated agency policies.	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS
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	NEEDS IMPROVEMENT	NEEDS IMPROVEMENT	NEEDS IMPROVEMENT	EXCEEDS	NEEDS IMPROVEMENT
85%	of FMLA claims are processed within 5 days of receipt of all necessary paperwork.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	MEETS	EXCEEDS
95%	of paychecks are processed without error on a bi-weekly basis.	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS
90%	of all personnel are evaluated according to the agency standard for performance, or at least annually.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
100%	of agencies promote Well Wisconsin by ensuring employees are aware of the program.	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS	MEETS
90%	of employees complete the annual enterprise mandatory online training requirements: Respectful Workplace.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	NEEDS IMPROVEMENT
90%	of employees complete the annual enterprise mandatory online training requirements: IT Security.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	NEEDS IMPROVEMENT	NEEDS IMPROVEMENT
90%	of employees complete the annual enterprise mandatory online training requirements: WI Public Records Law.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	MEETS	NEEDS IMPROVEMENT

Notes:
(announced positions DOA) Measurement doesn't take into account that there are often delay reasons that come up outside of HR's control (availability of panel members, declined offers or no candidates interested at the approved pay rate, etc.) as well as long lead times desired by candidates prior to starting in jobs after accepting an offer. In 2022, 95.7% of DOA and attached positions were filled either within Act 150 timelines or the delay was not HR related.
(announced positions DFI) Measurement doesn't take into account that there are often delay reasons that come up outside of HR's control (availability of panel members, declined offers or no candidates interested at the approved pay rate, etc.) as well as long lead times desired by candidates prior to starting in jobs after accepting an offer. In 2022, 94.4% of DFI positions were filled either within Act 150 timelines or the delay was not HR related.
(announced positions DSPS) Measurement doesn't take into account that there are often delay reasons that come up outside of HR's control (availability of panel members, declined offers or no candidates interested at the approved pay rate, etc.) as well as long lead times desired by candidates prior to starting in jobs after accepting an offer. In 2022, 100% of DSPS positions were filled either within Act 150 timelines or the delay was not HR related.
(announced positions DOT) Measurement doesn't take into account that there are often delay reasons that come up outside of HR's control (availability of panel members, declined offers or no candidates interested at the approved pay rate, etc.) as well as long lead times desired by candidates prior to starting in jobs after accepting an offer. In 2022, 99.4% of DOT positions were filled either within Act 150 timelines or the delay was not HR related.
(announced positions PSC) Measurement doesn't take into account that there are often delay reasons that come up outside of HR's control (availability of panel members, declined offers or no candidates interested at the approved pay rate, etc.) as well as long lead times desired by candidates prior to starting in jobs after accepting an offer. In 2022, 100% of PSC positions were filled either within Act 150 timelines or the delay was not HR related.
(mandatory training HEAB) Final compliance with mandatory training requirements is outside HR control but is rather under the control of the agency. HR will continue to notify the agency of mandatory training requirements and support compliance efforts.
(announced positions WHS) Measurement doesn't take into account that there are often delay reasons that come up outside of HR's control (availability of panel members, declined offers or no candidates interested at the approved pay rate, etc.) as well as long lead times desired by candidates prior to starting in jobs after accepting an offer.
(mandatory training WHS) Final compliance with mandatory training requirements is outside HR control but is rather under the control of the agency. HR will continue to notify the agency of mandatory training requirements and support compliance efforts.

Region 2 (Department of Corrections (DOC))

	HR Service Metric	DOC
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
100%	of agency HR policies and procedures will be updated within six months of an enterprise policy change or update.	MEETS
85%	of fact-finding complaint reviews are completed within 30 days.	EXCEEDS
85%	of respectful workplace complaints reviews are completed within 60 days.	EXCEEDS
95%	of respectful workplace complaints received are initiated within 5 business days.	NEEDS IMPROVEMENT
95%	of all elections during open enrollment occur through e-benefits.	EXCEEDS
90%	of all new benefit enrollments occur through e-benefits.	EXCEEDS
100%	of monthly WRS reporting occurs without error or penalty.	MEETS
100%	of monthly benefits reconciliation occurs without penalty from ETF.	MEETS
85%	of routine progression reclassifications are approved or denied within 14 days of effective receipt.	EXCEEDS
85%	of non-progression reclassifications are approved or denied within 45 days.	EXCEEDS
85%	of DERA retention requests are resolved within 1 business day.	EXCEEDS
100%	of employees receive EAP information within 30 days of hire.	MEETS
85%	of noncomplex disciplinary violation investigations are resolved within 30 days from initiation of the pre-disciplinary meeting through disposition.	NEEDS IMPROVEMENT
85%	of complex disciplinary violation investigations are resolved within 60 days from initiation of the pre-disciplinary meeting through disposition.	EXCEEDS
100%	of formal written employee grievances are resolved or handled in accordance with enterprise policy and associated agency policies.	MEETS
90%	of announced positions, excluding positions filled in staged processes such as academies or seasonal mass hires, are filled within 90 days.	NEEDS IMPROVEMENT

85%	of FMLA claims are processed within 5 days of receipt of all necessary paperwork.	EXCEEDS
95%	of paychecks are processed without error on a bi-weekly basis.	MEETS
90%	of all personnel are evaluated according to the agency standard for performance, or at least annually.	EXCEEDS
100%	of agencies promote Well Wisconsin by ensuring employees are aware of the program.	MEETS
90%	of employees complete the annual enterprise mandatory online training requirements: Respectful Workplace.	MEETS
90%	of employees complete the annual enterprise mandatory online training requirements: IT Security.	MEETS
90%	of employees complete the annual enterprise mandatory online training requirements: WI Public Records Law.	MEETS
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

Notes:
(respectful workplace investigations) 92% of respectful workplace complaints were initiated in 5 days. 18 out of 200 cases extended beyond 5 days, but 14 of the 18 were initiated in 10 days or less. To improve performance for next year, will add to checklist and will also reference it at all new supervisor and supervisory refresher trainings.
(routine investigations) The routing of routine investigations for disposition needs to be timelier. HR and leadership have been instructed to finalize routine investigations immediately after pre-disciplinary to improve this metric in the future.
(announced positions) Due to failed recruitments because of low applicant numbers and declined offers, many positions were reannounced or more candidates were needed. This causes delays to the hiring process which affects this metric. Will continue to encourage timely processing of hires but the labor market makes some of this out of HR control.

Region 3 (Departments of Agriculture, Trade & Consumer Protections (DATCP), Children and Families (DCF), Natural Resources (DNR), Workforce Development (DWD), as well as State Fair Park)

	HR Service Metric	DATCP	DCF	DNR	DWD	SFP
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.	EXCEEDS	MEETS	MEETS	MEETS	MEETS
100%	of agency HR policies and procedures will be updated within six months of an enterprise policy change or update.	NEEDS IMPROVEMENT	MEETS	MEETS	MEETS	MEETS
85%	of fact-finding complaint reviews are completed within 30 days.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
85%	of respectful workplace complaints reviews are completed within 60 days.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
95%	of respectful workplace complaints received are initiated within 5 business days.	EXCEEDS	NEEDS IMPROVEMENT	EXCEEDS	EXCEEDS	EXCEEDS
95%	of all elections during open enrollment occur through e-benefits.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
90%	of all new benefit enrollments occur through e-benefits.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
100%	of monthly WRS reporting occurs without error or penalty.	MEETS	MEETS	MEETS	MEETS	MEETS
100%	of monthly benefits reconciliation occurs without penalty from ETF.	MEETS	MEETS	MEETS	MEETS	MEETS
85%	of routine progression reclassifications are approved or denied within 14 days of effective receipt.	NEEDS IMPROVEMENT	NEEDS IMPROVEMENT	NEEDS IMPROVEMENT	EXCEEDS	N/A

	HR Service Metric	DATCP	DCF	DNR	DWD	SFP
85%	of non-progression reclassifications are approved or denied within 45 days.	MEETS	NEEDS IMPROVEMENT	NEEDS IMPROVEMENT	EXCEEDS	N/A
85%	of DERA retention requests are resolved within 1 business day.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
100%	of employees receive EAP information within 30 days of hire.	MEETS	MEETS	MEETS	MEETS	MEETS
85%	of noncomplex disciplinary violation investigations are resolved within 30 days from initiation of the pre-disciplinary meeting through disposition.	EXCEEDS	NEEDS IMPROVEMENT	EXCEEDS	EXCEEDS	EXCEEDS
85%	of complex disciplinary violation investigations are resolved within 60 days from initiation of the pre-disciplinary meeting through disposition.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
100%	of formal written employee grievances are resolved or handled in accordance with enterprise policy and associated agency policies.	MEETS	MEETS	MEETS	MEETS	MEETS
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	NEEDS IMPROVEMENT	EXCEEDS	MEETS
85%	of FMLA claims are processed within 5 days of receipt of all necessary paperwork.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
95%	of paychecks are processed without error on a bi-weekly basis.	MEETS	MEETS	MEETS	MEETS	MEETS
90%	of all personnel are evaluated according to the agency standard for performance, or at least annually.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS

	HR Service Metric	DATCP	DCF	DNR	DWD	SFP
100%	of agencies promote Well Wisconsin by ensuring employees are aware of the program.	EXCEEDS	MEETS	MEETS	MEETS	MEETS
90%	of employees complete the annual enterprise mandatory online training requirements: Respectful Workplace.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
90%	of employees complete the annual enterprise mandatory online training requirements: IT Security.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
90%	of employees complete the annual enterprise mandatory online training requirements: WI Public Records Law.	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS	EXCEEDS
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.	EXCEEDS	MEETS	MEETS	MEETS	MEETS

Notes:
(respectful workplace DCF) Agency was without an AA/EEO officer for 6 months of 2022.
(reclassifications DCF) Reclasp approvals took longer due to staff shortages as well as reclasp approvals were worked through with Tier 2.
(routine investigations DCF) A couple of investigations needed to be placed on hold due to subject absences, i.e. leave, impacting overall metrics.
(announced positions DCF) Measurement doesn't take into account that there are often delay reasons that come up outside of HR's control (availability of panel members, declined offers or no candidates interested at the approved pay rate, etc.) as well as long lead times desired by candidates prior to starting in jobs after accepting an offer.
SFP: Metrics with an N/A do not pertain to an unclassified agency.
(policies and procedures DATCP) Agency continues to review and update one policy which is not in HR control.
(reclassification DATCP) No non-routine reclasses submitted for reclassification.
(announced positions DATCP) Measurement doesn't take into account that there are often delay reasons that come up outside of HR's control (availability of panel members, declined offers or no candidates interested at the approved pay rate, etc.) as well as long lead times desired by candidates prior to starting in jobs after accepting an offer.

Region 4 (Departments of Health Services (DHS), Revenue (DOR), Veterans Affairs (DVA))

	HR Service Metric	DHS	DOR	DVA
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
100%	of agency HR policies and procedures will be updated within six months of an enterprise policy change or update.	MEETS	MEETS	MEETS
85%	of fact-finding complaint reviews are completed within 30 days.	NEEDS IMPROVEMENT	EXCEEDS	NEEDS IMPROVEMENT
85%	of respectful workplace complaints reviews are completed within 60 days.	NEEDS IMPROVEMENT	EXCEEDS	NEEDS IMPROVEMENT
95%	of respectful workplace complaints received are initiated within 5 business days.	EXCEEDS	EXCEEDS	EXCEEDS
95%	of all elections during open enrollment occur through e-benefits.	EXCEEDS	EXCEEDS	EXCEEDS
90%	of all new benefit enrollments occur through e-benefits.	EXCEEDS	EXCEEDS	EXCEEDS
100%	of monthly WRS reporting occurs without error or penalty.	MEETS	MEETS	MEETS
100%	of monthly benefits reconciliation occurs without penalty from ETF.	MEETS	MEETS	MEETS
85%	of routine progression reclassifications are approved or denied within 14 days of effective receipt.	EXCEEDS	NEEDS IMPROVEMENT	MEETS
85%	of non-progression reclassifications are approved or denied within 45 days.	NEEDS IMPROVEMENT	NEEDS IMPROVEMENT	NEEDS IMPROVEMENT
85%	of DERA retention requests are resolved within 1 business day.	EXCEEDS	EXCEEDS	EXCEEDS
100%	of employees receive EAP information within 30 days of hire.	MEETS	MEETS	MEETS
85%	of noncomplex disciplinary violation investigations are resolved within 30 days from initiation of the pre-disciplinary meeting through disposition.	MEETS	NEEDS IMPROVEMENT	EXCEEDS

	HR Service Metric	DHS	DOR	DVA
85%	of complex disciplinary violation investigations are resolved within 60 days from initiation of the pre-disciplinary meeting through disposition.	EXCEEDS	EXCEEDS	EXCEEDS
100%	of formal written employee grievances are resolved or handled in accordance with enterprise policy and associated agency policies.	MEETS	MEETS	MEETS
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	NEEDS IMPROVEMENT
85%	of FMLA claims are processed within 5 days of receipt of all necessary paperwork.	MEETS	EXCEEDS	MEETS
95%	of paychecks are processed without error on a bi-weekly basis.	MEETS	MEETS	MEETS
90%	of all personnel are evaluated according to the agency standard for performance, or at least annually.	EXCEEDS	EXCEEDS	EXCEEDS
100%	of agencies promote Well Wisconsin by ensuring employees are aware of the program.	MEETS	MEETS	MEETS
90%	of employees complete the annual enterprise mandatory online training requirements: Respectful Workplace.	EXCEEDS	EXCEEDS	EXCEEDS
90%	of employees complete the annual enterprise mandatory online training requirements: IT Security.	EXCEEDS	EXCEEDS	EXCEEDS
90%	of employees complete the annual enterprise mandatory online training requirements: WI Public Records Law.	EXCEEDS	EXCEEDS	EXCEEDS
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

Notes:

(reclassification DVA) There were only 2 submitted in 2022 and both reclasses required follow-up from our staff with additional questions. Delay was not due to HR response and processing time.

(announced positions DVA) Many of the recruitments that did not meet the 90-day metric were cancelled or held at certain points due to restructuring at the Veterans Homes with declining census and challenging custodial staff recruitments. Factoring out those specific recruitments, metric performance was exceeds.

(respectful workplace investigations DVA) This metric was impacted by turnover of key staff and the inability to interview staff due to being out on leave. We are engaging in cross-training and process improvements to increase agility to staff investigations, particularly those occurring outside first shift.
(reclassification DOR) Metric was impacted by staff shortage for six months of 2022 and delay from subsequent onboarding and training of new staff. Due to this restaffing and training, this is not expected to be an issue going forward.
(routine investigations DOR) This metric was impacted by one investigation involving medical issues where the subject employee was unavailable and diminished staff capacity due to audit responsibilities. We are working with employee relations staff on strategies we can use with DOR managers if this is an issue again in the future.
(announced positions DOR) This impact was impacted by HR staff shortages for 6 months in 2022, and subsequent onboarding and training of new staff. Team is now fully staffed and is expected to hit this metric going forward.
(routine investigations DHS) While still below benchmark, significant improvement raised this metric from 25% in CY21 to 68% in CY22. Further process improvements should address going forward.
(respectful workplace investigations DHS) While still below benchmark, significant improvement raised this metric from 36% in CY21 to 51% in CY22. Further process improvements should address going forward.
(announced positions DHS) Performance continues to improve (from 73% in CY21 to 81% in CY22). Increase in DHS workforce and continued labor market challenges in healthcare continue to be a challenge, but we are committed to continued improvement on this metric.
(reclassification DHS) This metric reflects a small number of requests, but it was also impacted by staff leave of absence. Two new HR generalists were trained this year which will help address this metric going forward.