Meeting Objectives

- Provide an overview of draft HR Modernization reporting structure
- Vision of reporting structure
- Key points of reporting structure
Updated HR Modernization Webpage

dhr.idaho.gov/modernization
HR Modernization: Overview Video

HR Modernization
Proposed HR Modernization Reporting Structure: *Central Office*

**DRAFT FOR DISCUSSION PURPOSES**

- **Division of Human Resources**
  - **HR Operations**
    - **Training, Development & Systems**
      - HR Systems
      - Training & Development
    - **HR Field Operations**
      - HR Field Operations
      - Investigations
    - **Center of Expertise & HR Service Desk**
      - Center of Expertise
      - HR Service Desk
    - **Office of the Administrator**
      - Innovation
      - Fiscal
      - Communications
      - Administrative Support
Central Office Operations: Training, Development, & Systems

- Training and development for HR, state employees, and leadership
- Support to HR systems
  - Configuration
  - Ongoing systems support
  - Maintenance of systems
Central Office Operations:  
**HR Field Operations**

- HR staff members who work directly with employees and managers to deliver HR services
  - Employee relations
  - FMLA/ADA
  - Compensation
  - Classification
  - Investigations
  - Recruitment
  - Etc.

AKA ... *the boots on the ground!*
Central Office Operations:  
*HR Service Desk*

- Central unit for HR-related administrative and transactional tasks
- Tasks that cannot be completed through an online portal (*Luma*)
- Cases will be managed and routed to HR Field Operations to complete
Central Office Operations:

*Center for Expertise*

- Provides best practices, research, support, and/or training for a specific focus area
- Ensures consistent policies, processes, and practices used in HR Field Operations
Central Office Operations: 
Office of the Administrator

- Provides administrative support to the agency in the areas of fiscal, communication, administration, and houses the innovation program*

*Pending approval by the Legislature in FY 2023
Proposed HR Modernization Reporting Structure: **HR Field Operations**

**DRAFT FOR DISCUSSION PURPOSES**

**HR Operations**

**Bureau Chief Field Operations**

- HR Field Operations
  - General Government
  - Public Safety
  - Education
  - Health & Human Services
  - Economic Development
  - Natural Resources

- Investigations
  - DHR Employee Complaint Line
  - Field Investigations

**Bureau Chief COE/SD**

- HR Service Desk
  - Payroll Support Services
  - Employee Safety & Leaves of Absence
  - Onboarding & Offboarding
  - Employee Benefits (Tier 1 Support)

- Center of Expertise
  - Workforce Planning, Classification & Compensation
  - Employee Relations
  - Compliance, Equal Opportunity & Title II of the ADA
  - Employee Leaves & Accommodations

- HR Policies & Processes
- Talent Acquisition & Retention
Proposed HR Modernization Reporting Structure: *HR Field Operations*

**HR Manager**  
*General Government*

- **HR Officer**  
  836 ee’s  
  7 HR

  - **Dept. of Administration**  
    116 ee’s  
    3 HR
  
  - **PERSI**  
    68 ee’s
  
  - **Hispanic Affairs Commission**  
    3 ee’s

- **HR Officer**  
  574 ee’s  
  8 HR

  - **Division of Occupational and Professional Licenses**  
    520 ee’s  
    3 HR

  - **Office of Information Technology**  
    129 ee’s  
    1 HR

  - **Commission for the Arts**  
    7 ee’s

  - **Idaho State Historical Society**  
    82 ee’s  
    1 HR

  - **Idaho Commission for Libraries**  
    42 ee’s  
    1 HR

  - **Tax Commission**  
    418 ee’s  
    6 HR

  - **Tax Appeals**  
    7 ee’s

**DRAFT FOR DISCUSSION PURPOSES**
What will HR Modernization ‘look’ like? FMLA Example

HR Modernization
FMLA Scenario
HR Reporting Structure: *Key Points*

The reporting structure is a draft! It is a living document that will continue to evolve.

HR Field Operations will still do the same work they do today. Central Office will not absorb all the work.

Some of the ways work is done will change. There will be changes in training, systems, policies, and processes.

We do not have all the answers yet. Please help us through the process with suggestions, questions, and feedback!
hr modernization: next steps

• identify the most critical needs to fill first
• recruit for those positions where there isn’t someone currently in place
• as these positions fill these, we can begin the more detailed work of operationalizing this reporting structure
  • determine how exactly a service desk will operate
  • develop policies and procedures for the center of expertise
  • develop training for hr and assess training needs for agencies
  • reviewing hr job descriptions
  • updating roles and responsibilities
  • identifying where we have too many/not enough hr people in each section
  • etc.
# HR Modernization: Timeline

![Timeline Diagram]

**Updated January 2022**

<table>
<thead>
<tr>
<th>2021</th>
<th>2022</th>
<th>2023</th>
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<tbody>
<tr>
<td><strong>SOND</strong></td>
<td><strong>JFMAM</strong></td>
<td><strong>JFMAM</strong></td>
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<tr>
<td>Luma</td>
<td><strong>JFMAM</strong></td>
<td><strong>JFMAM</strong></td>
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<tr>
<td>Architect Business Process Reviews</td>
<td><strong>Configure and Prototype</strong></td>
<td><strong>Data Conversion System Integration Test Payroll Compare Test</strong></td>
</tr>
<tr>
<td><strong>Identify areas of integration, critical decision points, and opportunities for standardization between Luma and HR Modernization</strong></td>
<td><strong>User Acceptance Testing</strong></td>
<td><strong>User Training</strong></td>
</tr>
<tr>
<td><strong>HR Modernization</strong></td>
<td><strong>Conduct Needs Assessment and Develop Gap Analysis</strong></td>
<td><strong>Define Job Duties and Reporting Structure</strong></td>
</tr>
<tr>
<td><strong>Submit Budget and Legislative Impacts Plan Transitions Develop Training Plan</strong></td>
<td><strong>Begin Transition of Functions Train Staff and Prep Operations for Luma</strong></td>
<td><strong>Implement Full Transition</strong></td>
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<tr>
<td><strong>Go Live</strong></td>
<td><strong>Sustain Ongoing Operations</strong></td>
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HR Modernization: *In-Process*

- **[September – December 2021]** Needs Assessment & Gap Analysis *Complete*

- **[January – March 2022]** Develop Job Duties and Reporting Structure/Develop Budget Model *In-Process*
  - Requesting new FTE through the budget process; continue to analyze job duties and reporting structure as these positions are filled
  - Preparing to deploy a budget survey to help develop the budget model.

- **[April – August 2022]** Identify, plan, and implement policies and processes for HR Modernization
  - Begin more detailed planning
  - Identify which positions will perform which functions (*such as payroll!*!) and update class specs as needed
Questions?

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