

2023 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

PROGRAM INFORMATION

Program Title: HR Systems Management State: WA

Contact Person: Angie Hogenson

Contact's Title: HR Analytics & Initiatives Manager

Agency: Office of Financial Management – State Human Resources

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NOMINATOR INFORMATION

Nominator: Angie Hogenson Title: HR Analytics & Initiatives Manager

State: WA Agency: Office of Financial Management – State Human Resources

Telephone: 360-688-0692

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ALL SUBMISSIONS MUST:

- Meet all eligibility requirements
- Meet deadline requirements
- Include a complete nomination packet
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DETAILS

Please attach a one-page summary of the program. Provide a narrative answer for each of the questions. You are limited to four pages (based on regular 8 1/2 x 11-inch paper double-spaced in 12-point font). The four-page limit does not include the one-page summary.

1. Please provide a brief description of this program.

The Office of Financial Management (OFM) State HR and IT Services divisions developed HR Enterprise Systems Governance. This governance process is a highly interactive partnership, coordinating enterprise HR systems management between HR/Payroll business owners and IT technical staff.

2. How long has this program been operational (month and year)?

April 2020

3. Why was this program created? (What problem[s] or issues does it address?)

By law Washington state government (*excluding higher education*) agencies are required to use one centralized HR/Payroll system managed by OFM. There are currently 102 agencies in the states HRMS. However, HR & Payroll transactional management is decentralized at the agency level. Ongoing tensions between differing enterprise and agency system business needs created issues that adversely impacted our ability to effectively manage all HR enterprise systems.

4. Why is this program a new and creative method?

This inclusive and collaborative team effort allows for the timely delivery of enterprise system enhancements that meet business needs and allows the state to manage HR and payroll operations effectively and efficiently. Redirected and engaged key staff in establishing a formal, consistent, ongoing, streamlined meeting and information sharing process. All aspects of the technology change impacts are addressed: stakeholders are engaged proactively; system changes meet business requirements that include privacy, security, accessibility, and DEI; related system impacts are

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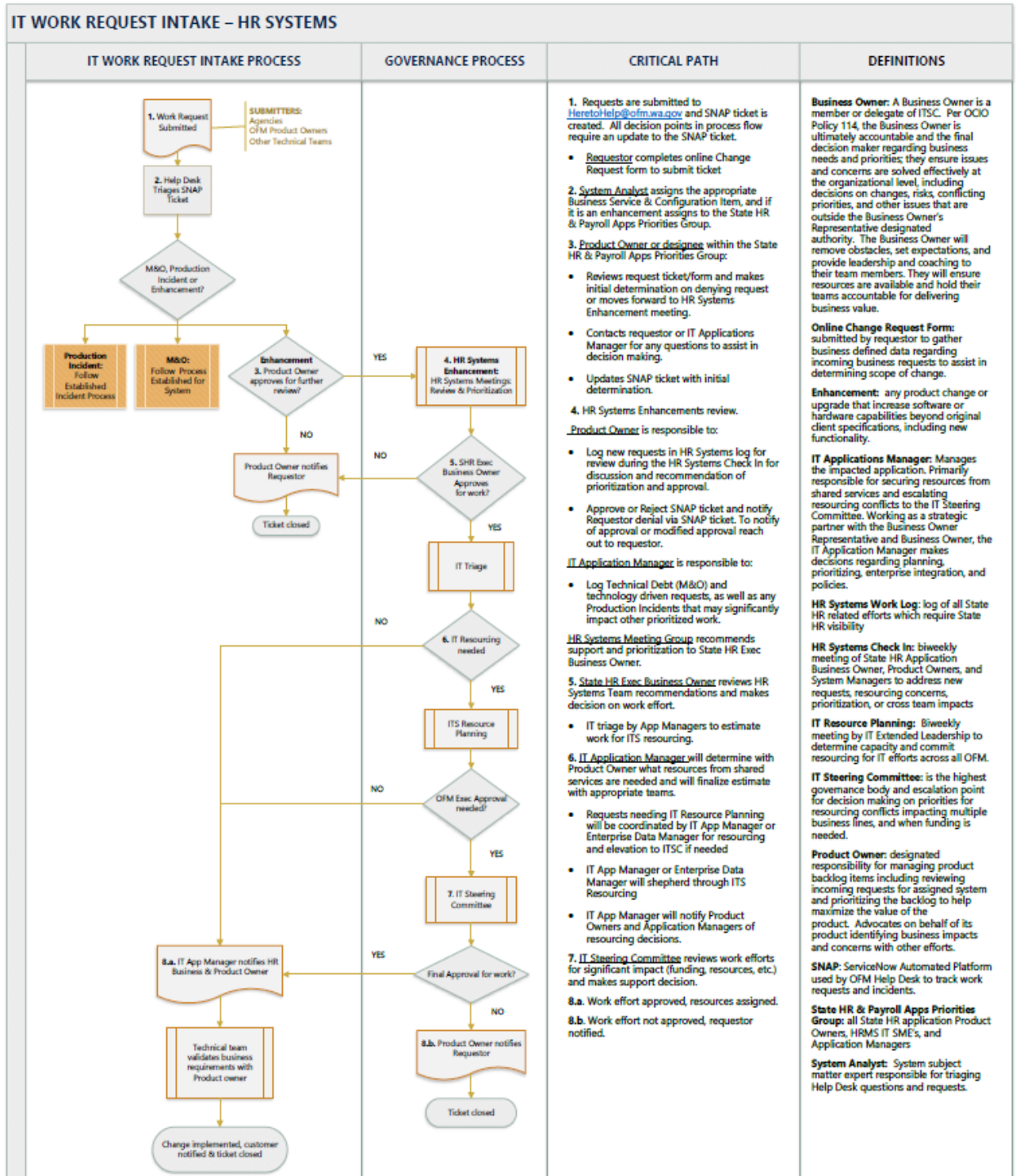
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addressed; change management is embedded into efforts; training and resource materials are

updated; system users receive timely communications.



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5. **What was the program's startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology, and staff already in place.)**

Existing staff and technology were redeployed. No new staff or equipment expenditures required. Took multiple ongoing meetings and streamlined to one biweekly group meeting.

What are the program's operational costs?

Existing staff time and technology resources

6. **How is this program funded?**

Existing resources.

7. **Did this program originate in your state?**

- a. **Are you aware of similar programs in other states?**

If yes, how does this program differ?

Click or tap here to enter text.

8. **How do you measure the success of this program?**

- IT is providing more accurate scopes of work and time estimates. Deliverables are met on time and meeting requirements.
- Timely notification of new business needs allowing for better IT resource planning.
- Reduction in redundant or unnecessary work as everything is triaged before work is approved.
- Management of work is more agile, unanticipated work effort is prioritized or changes in staffing resources occur, the team can work together to reprioritize existing work and escalate if there are concerns about what work must be re-prioritized.

9. **How has the program grown and/or changed since its inception?**

This group now also serves as a readiness resource as Washington begins the phased implementation of the state's transition to the new ERP under the One Washington (<https://one.wa.gov/>) Project. Any changes to existing enterprise systems must now be reviewed under the umbrella of the ERP effort to ensure we are in alignment to support the ease of transition to the new system. Must also consider the return on investment of implementing changes or new technology that would be made obsolete by the implementation of the ERP.

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SUMMARY: Washington State HR Enterprise Systems Governance

Human resource information systems are the foundations for effective operations of HR and Payroll in state government. They automate HR-related functions, provide employees with self-service, ensure legal compliance with state and federal laws, reduce human error, help provide analytical insights into organizational data for better workforce planning, employee experience, retention, talent acquisition, and much more. Effective management of these systems allows HR to focus on work that technology cannot do to support the workforce. To successfully use the technology to its fullest capacity, enterprise HR systems require intensive management. Washington State has established a cross-disciplinary governance team and process for the effective management of 20+ HR enterprise systems.

The Office of Financial Management (OFM) State HR and IT Services divisions developed the governance process to address issues with system governance, unclear processes and procedures, inconsistent prioritization, management of IT resources and comprehensive implementation of system changes. Governance processes can be a time suck, however operationally it has allowed for timely and comprehensive governance of enterprise HR/Payroll systems. Ensures that subject matter experts from business and IT are at the table, all impacts are reviewed and discussed, and timely decisions are made. The implementation of this governance structure has alleviated tensions and competition for resource prioritization, provided process clarity, and enhanced risk and liability management. The effort it took to implement this process paid for itself during the pandemic. With telecommuting staff had documented process and clear roles and responsibilities that allowed us to continue to improve managing the enterprise systems in an evolving environment.

In hindsight it seems a governance partnership was the obvious answer. Requests went out to other states and local governments for insight on how they managed systems. Staff attended workshops specific to the topic of HR systems governance. No specific models or structures were identified that addressed the issues the state was experiencing. In fact, the most consistent response was others had the same challenges. We are proud of what we have achieved.