

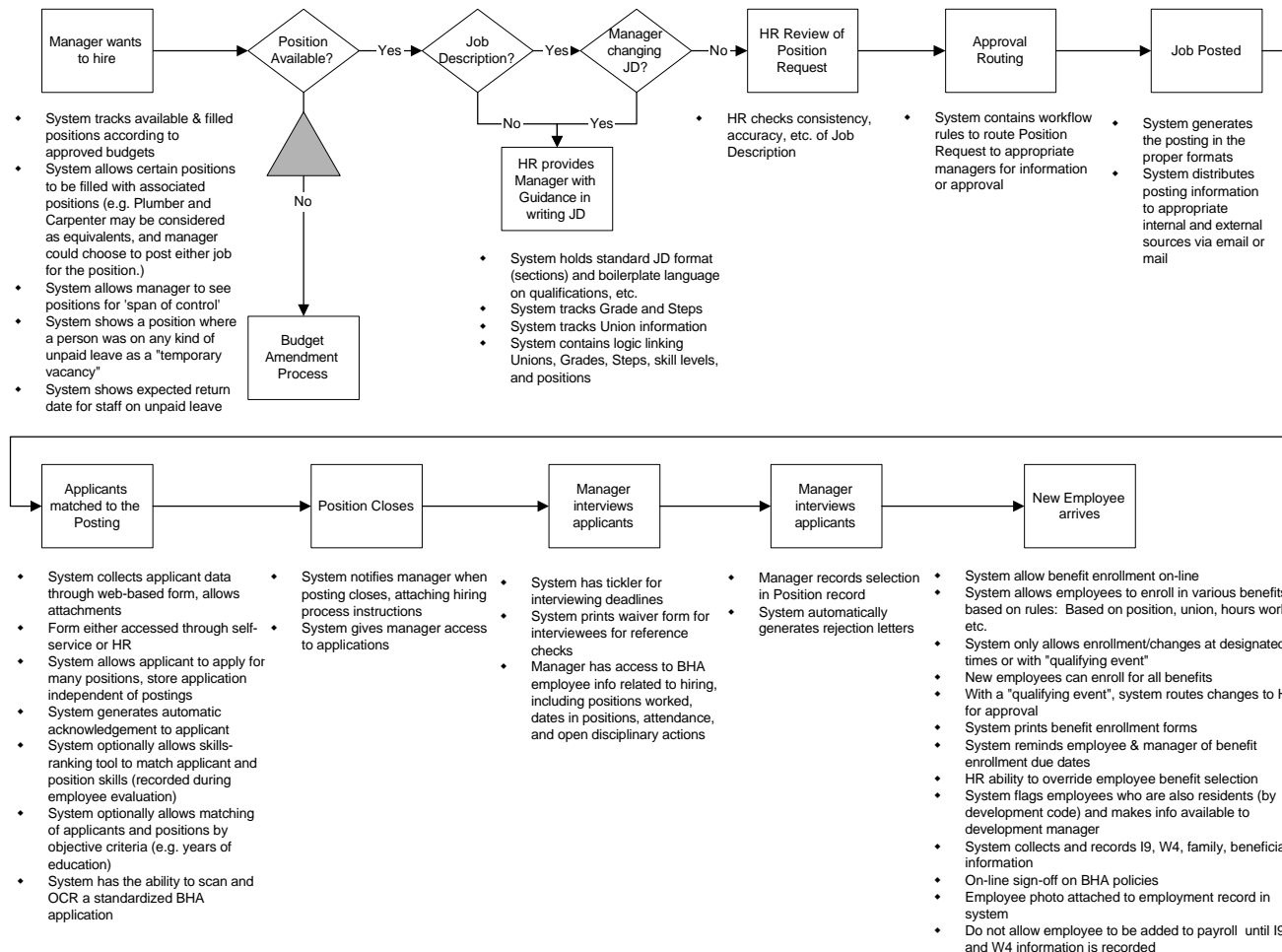
Human Resources:

Overview

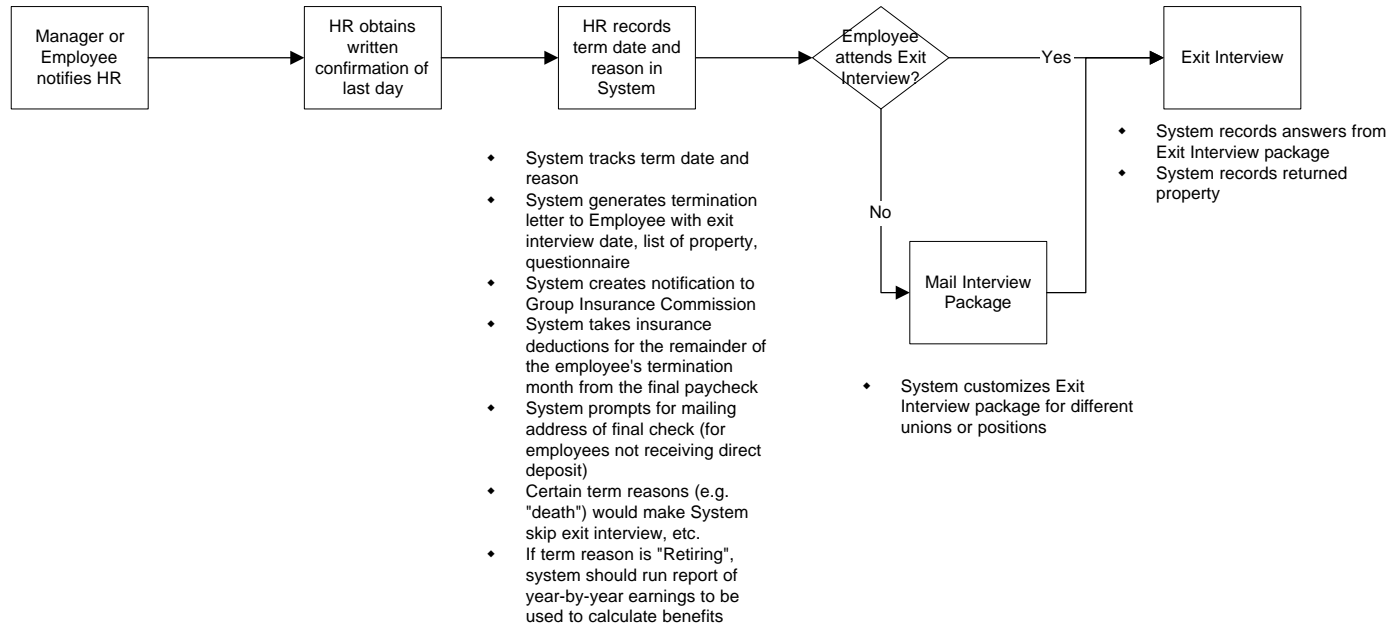
Currently the HR Department centrally handles all processes involved with the functions of recruitment, hiring and selection, benefits administration, salary and wage administration, contract renewals, training, disciplinary proceedings and evaluation. HR also works closely with Risk Management in the processing of Worker's Compensation related issues as well as all employees on paid/unpaid leave status.

Future Workflow Process Maps:

Hiring Process & Benefits



Termination



Contract Expiration/Renewal

- System records contract end date for all contract employees at hire date or renewal date
- System generates notification to manager 30 days before contract expiration date
- If manager wants to renew, system proceeds
- If manager does not want to renew, termination initiated, and HR notified via workflow for processing
- System tickles manager to remind of pending contract renewal every 7 days
- System checks budget availability before allowing contract renewal
- System enables manager to initiate contract renewal on-line
- System routes contract renewal for approval
- System automatically prints contract with all relevant information for employee
- Same logic for end of probationary period as for expiration of contract - Manager notified and asked to approve continued employment or initiate termination

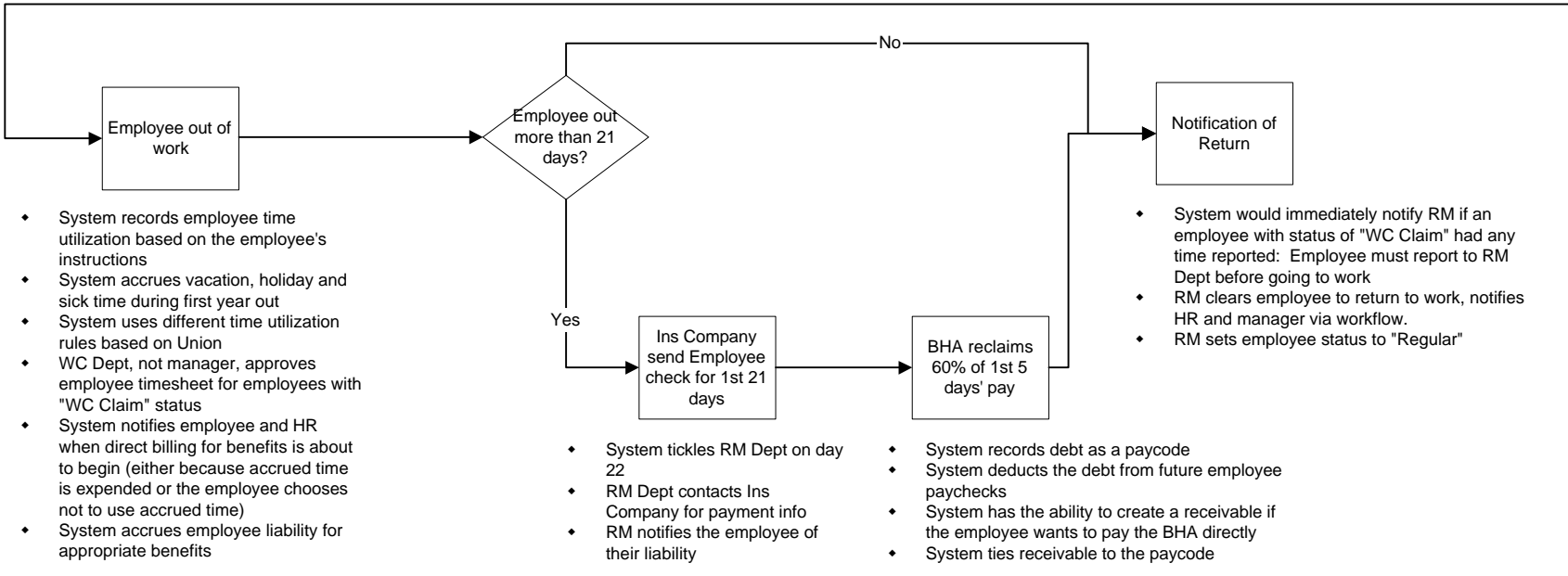
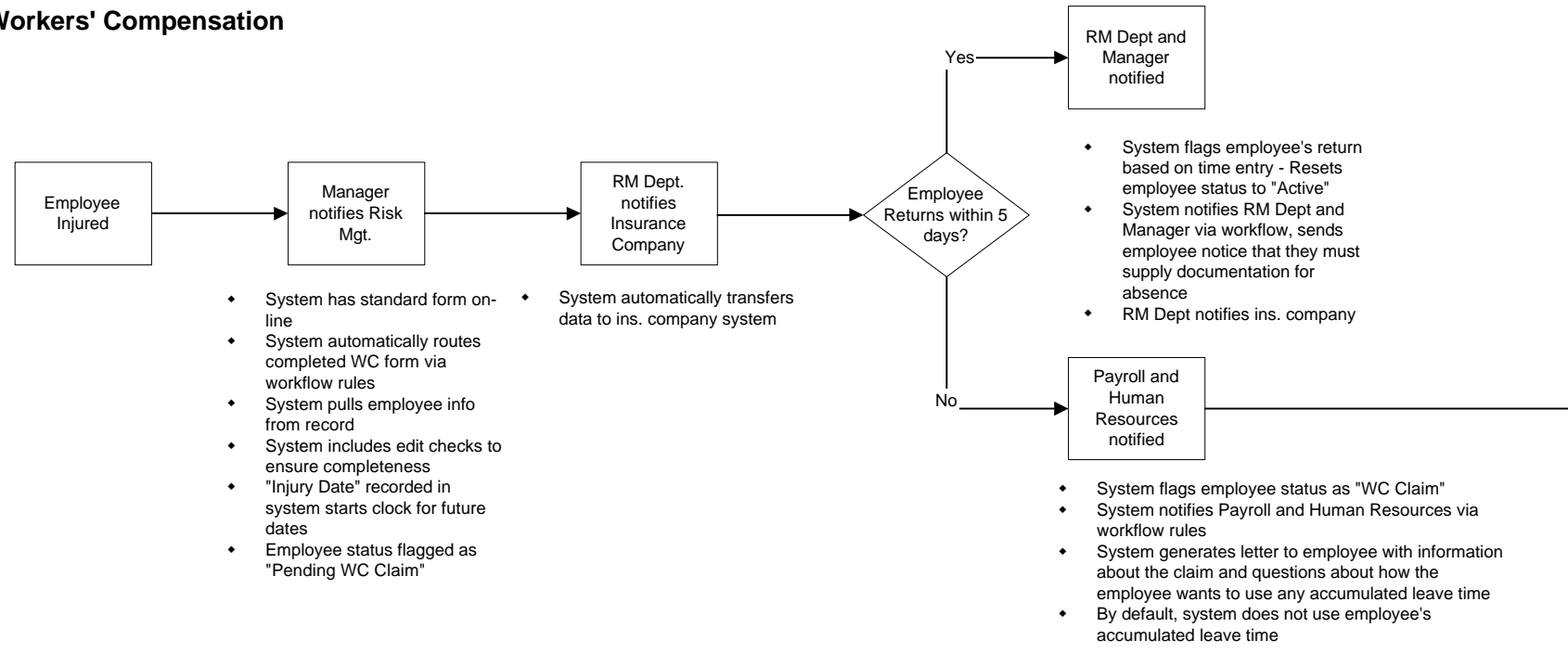
Compensation

- System maintains salary schedules by grade and/or step, with either specific rates or ranges for each grade/step
- System ties salary scales to Union (including non-unionized categories), grade, step or range, for date periods, by either annual or hourly rates
- System automatically grants step increases, based on position hire date
- System requires that every position be tied to a salary scale
- System allows probationary periods to be tied to Unions
- System associates allowable pay types with salary scales
- System automates calculation of increases, both proactively and retroactively
- System associates pay types to Unions, to only allow certain kinds of compensation
- System automatically changes pay rates based on effective dates of salary schedules
- System has the ability to withhold automatic increases from employees under disciplinary action
- System requires that an actual salary be entered when hiring into a position with a range rather than a step

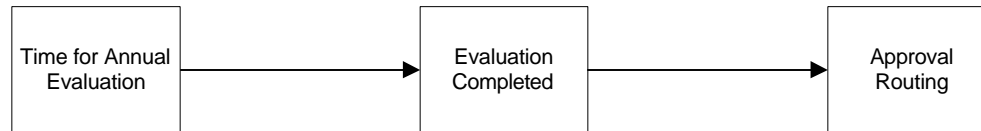
Position Control

- Positions created and approved through the Budget process
- System should allow positions to be defined as equivalents for budgeting purposes, so that managers can hire into them interchangeably
- System should build overtime, out-of-grade differentials, etc. into position budgets, based on modelling historic data
- For employees who work "out of area, the System should charge salary and associated expenses to the location at which the employee's time is worked

Workers' Compensation



Evaluation



- ♦ System prompts Manager and Employee as evaluation due date approaches
 - ♦ System allow different evaluation categories/criteria for different Unions and Positions
 - ♦ System allows each category to be weighted
 - ♦ System allows manager to enter a numeric value and text for each category
 - ♦ System has spellcheck for text fields
 - ♦ System prints form in compiled, legible format
- System routes:
- ♦ Draft evaluation from Manager to Director for review
 - ♦ Evaluation comments from Director to Manager
 - ♦ Final evaluation from Manager to Employee for sign-off and comments
 - ♦ Employee to Director for final sign-off

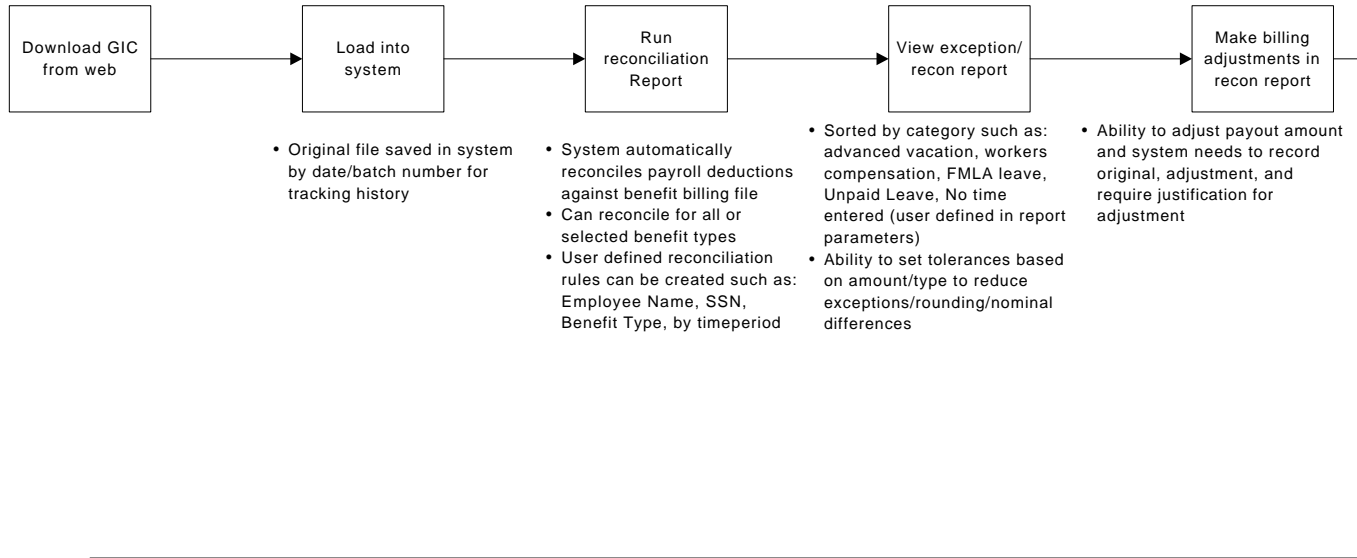
Training

- ♦ System records employee training history: courses taken, certifications obtained
- ♦ System catalogues BHA courses, so that the system can track employee participation
- ♦ System has ability to record participation in 1-time training
- ♦ System associates course dates with BHA courses, for scheduling, record-keeping, and employee notification
- ♦ System incorporates approval workflow for employee training registration
- ♦ System notes training requirements for positions, tracks compliance rules

Disciplinary Action

- System records actions on-line:
- ♦ Level of action
 - ♦ Date of action
 - ♦ Date resolved
 - ♦ Text description of incident

Benefits Reconciliation

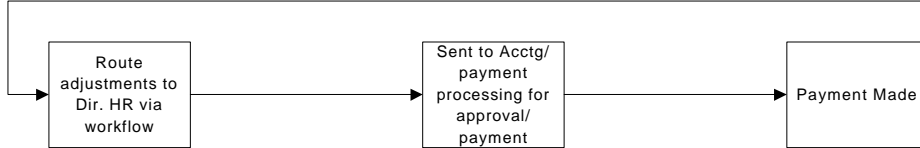


- Original file saved in system by date/batch number for tracking history

- System automatically reconciles payroll deductions against benefit billing file
- Can reconcile for all or selected benefit types
- User defined reconciliation rules can be created such as: Employee Name, SSN, Benefit Type, by timeperiod

- Sorted by category such as: advanced vacation, workers compensation, FMLA leave, Unpaid Leave, No time entered (user defined in report parameters)
- Ability to set tolerances based on amount/type to reduce exceptions/rounding/nominal differences

- Ability to adjust payout amount and system needs to record original, adjustment, and require justification for adjustment



- Report that shows totals, adjustments, and enables drill down to detail
- All supporting documentation is online, no need to print reports, file from GIC, can view online (can printout if want to)
- On approval, allocations made based on person's CC/Dept/ Development

- Accounting reviews and approves online
- Can review all supporting information online
- HR has ability to lookup and confirm payment to GIC

- Key note:
- All changes to employee status, benefit amounts, deductions, etc are based on an effective date, not when entered into system

FMLA



- ♦ System has standard form on-line for manager to complete
- ♦ System automatically routes completed FMLA form via workflow rules
- ♦ System pulls employee info from record - determines eligibility based on hours worked
- ♦ System includes edit checks to ensure completeness
- ♦ "FMLA" recorded in system starts clock for future dates
- ♦ Employee status flagged as "Pending FMLA Claim"

- ♦ HR determines and enters leave time
- ♦ Manager Notified via workflow
- ♦ Employee sent Letter generated automatically

- ♦ System records employee time utilization based on predefined rules: Sick time first, Vacation second, personal third until exhausted
- ♦ Once exhausted, employee billed every payroll period for benefits
- ♦ System accrues vacation, holiday and sick time during first year out
- ♦ System uses different time utilization rules based on Union
- ♦ HR Dept, not manager, approves employee timesheet for employees with "FMLA" status
- ♦ System notifies employee and HR when direct billing for benefits is about to begin (either because accrued time is expended or the employee chooses not to use accrued time)
- ♦ System accrues employee liability for appropriate benefits

- ♦ System would immediately notify HR if an employee with status of "FMLA" had any time reported: Employee must report to HR Dept before going to work
- ♦ HR clears employee to return to work, enter return date, notifies manager via workflow.
- ♦ HR sets employee status to "Regular"

No.	Process	Requirement Description	P*	Comments
1.	Hiring and Benefits	System tracks available & filled positions according to approved budgets	2	
2.	Hiring and Benefits	System allows certain positions to be filled with associated positions (e.g. Plumber and Carpenter may be considered as equivalents, and manager could choose to post either job for the position.)	3	
3.	Hiring and Benefits	System allows manager to see positions for 'span of control'	2	
4.	Hiring and Benefits	System shows a position where a person was on any kind of unpaid leave as a "temporary vacancy"	2	
5.	Hiring and Benefits	System shows expected return date for staff on unpaid leave	2	
6.	Hiring and Benefits	System holds standard job description formats (sections) and boilerplate language on qualifications, etc.	3	
7.	Hiring and Benefits	System tracks Grade and Steps	1	
8.	Hiring and Benefits	System tracks Union information	1	
9.	Hiring and Benefits	System contains logic linking Unions, Grades, Steps, skill levels, and positions	1	
10.	Hiring and Benefits	System contains workflow rules to route Position Request to appropriate managers for information or approval	2	
11.	Hiring and Benefits	System generates the posting in the proper formats	2	
12.	Hiring and Benefits	System distributes posting information to appropriate internal and external sources via email or mail	2	
13.	Hiring and Benefits	System collects applicant data through web-based form, allows attachments	2	
14.	Hiring and Benefits	Form either accessed through self-service or HR	1	
15.	Hiring and Benefits	System allows applicant to apply for many positions, store application independent of postings	2	
16.	Hiring and Benefits	System generates automatic acknowledgement to applicant	1	
17.	Hiring and Benefits	System optionally allows skills-ranking tool to match applicant and position skills (recorded during employee evaluation)	3	

Legend:

P*riority	1 = Mandatory	2 = Important	3 = Nice to Have
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No.	Process	Requirement Description	P*	Comments
18.	Hiring and Benefits	System optionally allows matching of applicants and positions by objective criteria (e.g. years of education)	3	
19.	Hiring and Benefits	System has the ability to scan and OCR a standardized BHA application	2	
20.	Hiring and Benefits	System notifies manager when posting closes, attaching hiring process instructions	3	
21.	Hiring and Benefits	System gives manager access to applications	3	
22.	Hiring and Benefits	System has tickler for interviewing deadlines	2	
23.	Hiring and Benefits	System prints waiver form for interviewees for reference checks	2	
24.	Hiring and Benefits	Manager has access to information related to hiring, including positions worked, dates in positions, attendance, and open disciplinary actions for subordinates	2	
25.	Hiring and Benefits	Manager records selection in Position record	2	
26.	Hiring and Benefits	System automatically generates rejection letters	2	
27.	Hiring and Benefits	System allow benefit enrollment on-line	3	
28.	Hiring and Benefits	System allows employees to enroll in various benefits based on rules: Based on position, union, hours worked, etc.	3	
29.	Hiring and Benefits	System only allows enrollment/changes at designated times or with "qualifying event"	1	
30.	Hiring and Benefits	New employees can enroll for all eligible benefits	2	
31.	Hiring and Benefits	With a "qualifying event", system routes changes to HR for approval	2	
32.	Hiring and Benefits	System prints benefit enrollment forms	2	
33.	Hiring and Benefits	System reminds employee & manager of benefit enrollment due dates	1	
34.	Hiring and Benefits	HR ability to override employee benefit selection	1	
35.	Hiring and Benefits	System flags employees who are also residents (by development code) and makes info available to development manager	1	
36.	Hiring and Benefits	System collects and records I9, W4, family, beneficiary information	1	

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No.	Process	Requirement Description	P*	Comments
37.	Hiring and Benefits	On-line sign-off on BHA policies	3	
38.	Hiring and Benefits	Employee photo attached to employment record in system	3	
39.	Hiring and Benefits	Do not allow employee to be added to payroll until I9 and W4 information is recorded	1	
40.	Termination	System tracks term date and reason	1	
41.	Termination	System generates termination letter to Employee with exit interview date, list of property, questionnaire	2	
42.	Termination	System creates notification to Group Insurance Commission	1	
43.	Termination	System takes insurance deductions for the remainder of the employee's termination month from the final paycheck	1	
44.	Termination	System prompts for mailing address of final check (for employees not receiving direct deposit)	1	
45.	Termination	Certain term reasons (e.g. "death") would make System skip exit interview, etc.	1	
46.	Termination	If term reason is "Retiring", system should run report of year-by-year earnings to be used to calculate benefits	2	
47.	Termination	System customizes Exit Interview package for different unions or positions	2	
48.	Termination	System records answers from Exit Interview package	2	
49.	Termination	System records returned property	1	
50.	Contract Expiration & Renewal	System records contract end date for all contract employees at hire date or renewal date	1	
51.	Contract Expiration & Renewal	System generates notification to manager 30 days before contract expiration date	1	
52.	Contract Expiration & Renewal	If manager wants to renew, system proceeds	2	
53.	Contract Expiration & Renewal	If manager does not want to renew, termination initiated, and HR notified via workflow for processing	2	
54.	Contract Expiration & Renewal	System tickles manager to remind of pending contract renewal every 7 days	1	
55.	Contract Expiration & Renewal	System checks budget availability before allowing contract renewal	1	

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No.	Process	Requirement Description	P*	Comments
56.	Contract Expiration & Renewal	System enables manager to initiate contract renewal on-line	2	
57.	Contract Expiration & Renewal	System routes contract renewal for approval	1	
58.	Contract Expiration & Renewal	System automatically prints contract with all relevant information for employee	1	
59.	Contract Expiration & Renewal	Same logic for end of probationary period as for expiration of contract - Manager notified and asked to approve continued employment or initiate termination	1	
60.	Compensation	System maintains salary schedules by grade and/or step, with either specific rates or ranges for each grade/step	1	
61.	Compensation	System ties salary scales to Union (including non-unionized categories), grade, step or range, for date periods, by either annual or hourly rates	1	
62.	Compensation	System automatically grants step increases, based on position hire date	1	
63.	Compensation	System requires that every position be tied to a salary scale	1	
64.	Compensation	System allows probationary periods to be tied to Unions	1	
65.	Compensation	System associates allowable pay types with salary scales	1	
66.	Compensation	System automates calculation of increases, both proactively and retroactively	1	
67.	Compensation	System associates pay types to Unions, to only allow certain kinds of compensation	1	
68.	Compensation	System automatically changes pay rates based on effective dates of salary schedules	1	
69.	Compensation	System has the ability to withhold automatic increases from employees under disciplinary action	1	
70.	Compensation	System requires that an actual salary be entered when hiring into a position with a range rather than a step	1	
71.	Position Control	Positions created and approved through the Budget process	1	
72.	Position Control	System should allow positions to be defined as equivalents for budgeting purposes, so that managers can hire into them interchangeably	3	

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No.	Process	Requirement Description	P*	Comments
73.	Position Control	System should build overtime, out-of-grade differentials, etc. into position budgets, based on modeling historic data	1	
74.	Position Control	For employees who work "out of area", the System should charge salary and associated expenses to the location at which the employee's time is worked	1	
75.	Workers' Compensation	System has standard MA form on-line	2	
76.	Workers' Compensation	System automatically routes completed Workers' Comp form via workflow rules	2	
77.	Workers' Compensation	System pulls employee info from record	1	
78.	Workers' Compensation	System includes edit checks to ensure completeness	1	
79.	Workers' Compensation	"Injury Date" recorded in system starts clock for future dates, and flags employee status as "Pending Workers' Comp Claim"	2	
80.	Workers' Compensation	System automatically transfers data to ins. company system	2	
81.	Workers' Compensation	System flags employee's return based on time entry - Resets employee status to "Active"	2	
82.	Workers' Compensation	System notifies Risk Management Dept and Manager via workflow, sends employee notice that they must supply documentation for absence	2	
83.	Workers' Compensation	If employee does not return within five days, system flags employee status as "Workers' Comp Claim"	1	
84.	Workers' Compensation	System notifies Payroll and Human Resources of employee's claim status via workflow rules	1	
85.	Workers' Compensation	System generates letter to employee with information about the claim and questions about how the employee wants to use any accumulated leave time	1	
86.	Workers' Compensation	By default, system does not use employee's accumulated leave time	1	
87.	Workers' Compensation	System records employee time utilization based on the employee's instructions	1	
88.	Workers' Compensation	System accrues vacation, holiday and sick time during first year out	1	

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No.	Process	Requirement Description	P*	Comments
89.	Workers' Compensation	System uses different time utilization rules based on Union	1	
90.	Workers' Compensation	Workers' Comp Dept, not manager, approves employee timesheet for employees with "Workers' Comp Claim" status	1	
91.	Workers' Compensation	System notifies employee and HR when direct billing for benefits is about to begin (either because accrued time is expended or the employee chooses not to use accrued time)	1	
92.	Workers' Compensation	System accrues employee liability for appropriate benefits	1	
93.	Workers' Compensation	System tickles Risk Management Dept on day 22	1	
94.	Workers' Compensation	If employee does not return within twenty-one days, Risk Management Dept contacts Ins Company for payment info	1	
95.	Workers' Compensation	System records employee debt for wages paid on days 1-5 as a paycode	1	
96.	Workers' Compensation	System deducts the debt from future employee paychecks, or system has the ability to create a receivable if the employee wants to pay the BHA directly	1	
97.	Workers' Compensation	System ties receivable to the paycode	1	
98.	Workers' Compensation	System would immediately notify Risk Management if an employee with status of "Workers' Comp Claim" had any time reported: Employee must report to Risk Management Dept before going to work	1	
99.	Workers' Compensation	Risk Management clears employee to return to work, notifies HR and manager via workflow.	1	
100.	Workers' Compensation	Risk Management sets employee status to "Regular"	1	
101.	Employee Evaluation	System prompts Manager and Employee as evaluation due date approaches	1	
102.	Employee Evaluation	System allow different evaluation categories/criteria for different Unions and Positions	1	
103.	Employee Evaluation	System allows each category to be weighted	1	
104.	Employee Evaluation	System allows manager to enter a numeric value and text for each evaluation category	1	
105.	Employee Evaluation	System has spellcheck for text fields	1	
106.	Employee Evaluation	System prints form in compiled, legible format	1	

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No.	Process	Requirement Description	P*	Comments
107.	Employee Evaluation	System routes: <ul style="list-style-type: none"> • Draft evaluation from Manager to Director for review • Evaluation comments from Director to Manager • Final evaluation from Manager to Employee for sign-off and comments • Employee to Director for final sign-off 	1	
108.	Employee Training	System records employee training history: courses taken, certifications obtained	1	
109.	Employee Training	System catalogues BHA courses, so that the system can track employee participation	1	
110.	Employee Training	System has ability to record participation in 1-time training	1	
111.	Employee Training	System associates course dates with BHA courses, for scheduling, record-keeping, and employee notification	2	
112.	Employee Training	System incorporates approval workflow for employee training registration	1	
113.	Employee Training	System notes training requirements for positions, tracks compliance rules	1	
114.	Progressive Discipline	System records actions on-line: <ul style="list-style-type: none"> • Level of action • Date of action • Date resolved • Text description of incident 	3	
115.	Benefits Reconciliation	Ability to load and save Original file from GIC in system by date/batch number for tracking history	1	
116.	Benefits Reconciliation	Ability to receive electronic file from GIC via internet	1	
117.	Benefits Reconciliation	System should automatically reconciles payroll deductions against benefit billing file for a specified type and period	1	
118.	Benefits Reconciliation	Ability to reconcile for all or only selected benefit types	1	
119.	Benefits Reconciliation	User defined reconciliation rules can be created such as: Employee Name, SSN, Benefit Type, by time period	1	
120.	Benefits Reconciliation	Ability to run reconciliation report online, make adjustments, and add notes to justify adjustment	2	

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No.	Process	Requirement Description	P*	Comments
121.	Benefits Reconciliation	Ability to set tolerance amounts for reconciliation	2	
122.	Benefits Reconciliation	System should enable the user to sort report by exception type such as: Vacation advance, unpaid leave, workers compensation, etc	1	
123.	Benefits Reconciliation	Ability to adjust amount paid for benefits by employee and system needs to record original, adjustment, and require justification for each adjustment	2	
124.	Benefits Reconciliation	Ability to set workflow and approvals for adjustments and payments	2	
125.	Benefits Reconciliation	Ability to review bill as well as payroll information and reconciliation report online for historical periods	2	
126.	Benefits Reconciliation	Ability for HR to lookup payment information/status for GIC	2	
127.	Benefits Reconciliation	All changes to employee status, benefit amounts, deductions, etc should be based on an effective date, not when entered into system	1	
128.	FMLA	System has standard form on-line for manager to complete and Employee status flagged as "Pending FMLA Claim"	1	
129.	FMLA	System automatically routes completed FMLA form via workflow rules to HR	2	
130.	FMLA	System pulls employee info from record – determines eligibility based on hours worked and includes edit checks to ensure completeness	2	
131.	FMLA	Upon HR approval Manager Notified via workflow and Employee sent letter generated automatically	1	
132.	FMLA	System should automatically record employee time utilization based on predefined rules: Sick time first, Vacation second, personal third until exhausted	1	
133.	FMLA	Once exhausted, employee billed every payroll period for benefits	1	
134.	FMLA	HR Dept, not manager, approves employee timesheet for employees with "FMLA" status	2	

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No.	Process	Requirement Description	P*	Comments
135.	FMLA	System should notify employee and HR when direct billing for benefits is about to begin (either because accrued time is expended or the employee chooses not to use accrued time). System accrues employee liability for appropriate benefits	1	
136.	FMLA	System should immediately notify HR if an employee with status of "FMLA" had any time reported: Employee must report to HR Dept before going to work	2	

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