Enterprise Human Resource Services SERVICE LEVEL AGREEMENT (SLA)

Approved by:

DAS

(Name & Title)	*Date*
Clyde Saiki, Interim EHRS Administrator	**9/4/2013**

EHRS Customer Utility Board

(Name & Title)	*Date*
Jean Straight, EHRS CUB Chair	**9/4/2013**

Changes:

Date	*Draft Version*	*DAS Staff Representatives*	*EHRS CUB Representatives*	*Description of changes*
2/5/2014	1.1.	Darrin Kazlauskas, EHRS Administrator	Jean Straight, EHRS CUB Chair	Changes to measure specifications and to 2 performance metrics: 1) Availability of Client Agency Managers, and 2) Quality of training

SERVICE LEVEL AGREEMENT (SLA)

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1. Introduction

1.1. Background

The Department of Administrative Services has four Service Enterprises, each governed by a Customer Utility Board (CUB). Each CUB acts as a governing board for the services provided, by the associated Service Enterprise, which have been designated as utility services.

CUB's have four primary responsibilities:

a) Approving general service level agreements.

b) Approving rate-setting methodologies and resulting rates.

c) Reviewing business plans and annual financial statements.

d) Settling unresolved service complaints.

One of the key responsibilities assigned to CUBs is the approval of Service Level Agreement (SLA) documents. CUBs are responsible for reviewing and approving the content of these documents, ensuring the defined service levels are commensurate with the rates charged for each service.

CUB's are also responsible for approving the process to be followed for the development, approval and amendment of SLA documents. They assign members to specific workgroups created to conduct and oversee this work and ensure participating representatives from customer agencies can clearly articulate the needs of the customers.

1.2. Objectives and purpose of SLA

The objective of this Service Level Agreement document is to ensure both Enterprise Human Resource Services (EHRS) division staff and customers understand and agree how the services will be performed, and the responsibilities and expectations of each party.

The SLA will:

a) Describe the services provided by EHRS.

b) Identify service level objectives and performance targets for the services, agreed upon between EHRS and customers.

c) Identify responsibilities of each party.

d) Document the following service management processes agreed upon between DAS and customer representatives from all four CUB's:

    1. Performance tracking and reporting to customers.

    2. Review and amendment of the SLA document.

    3. Service-related dispute resolution.

This SLA document is not meant to be static, but a working document that will reflect the continuous change in services delivered by DAS, service delivery operating processes, and service level expectations agreed between service provider and customers.

1.3. Identification of Enterprise Human Resource Services (EHRS) Division

1.3.1. Short description of EHRS's mission

The Enterprise Human Resource Services (EHRS) team offers DAS and client agencies a variety of HR-related services, operations and systems. With decades of collective experience, we know how to serve state employees and state managers. We have a strong commitment to state government and to each person we serve.

1.3.2. Applicable statutes and legal underpinnings

- **ORS 240 State Personnel Relations (http://www.leg.state.or.us/ors/240.html)**

- **ORS 652 Hours; Wages; Wage Claims; Records (http://www.leg.state.or.us/ors/652.html)**

- **ORS 654 Occupational Safety and Health (http://www.leg.state.or.us/ors/654.html)**

- **ORS 659 Miscellaneous Prohibitions to Employment and Discrimination (Includes Oregon Family Leave Act) (http://www.leg.state.or.us/ors/659.html)**

- **The Family and Medical Leave Act**

  Requires employers of 50 or more employees to give up to 12 weeks of unpaid, job-protected leave to eligible employees for the birth or adoption of a child or for the serious illness of the employee or a spouse, child or parent.

- **Fair Labor Standards Act (FLSA) - Federal**

  Prescribes standards for wages and overtime pay, which affect most public employment.

- **Occupational Safety and Health (OSH) Act**

  Is administered by the Occupational Safety and Health Administration (OSHA). Safety and health conditions are regulated by OSHA-approved state programs, which also cover public sector employers. We must comply with the regulations and the safety standard and health standards promulgated by OSHA.

- **ORS 656 Workers' Compensation**

- **Employee Protection**

  Whistleblower protection for employees who complain about violations of the law by their employers.

- **Uniformed Services Employment and Reemployment Rights Act**

Certain persons who serve in the armed forces have a right to reemployment with the employer they were with when they entered the service.

- **Consumer Credit Protection Act (CPCA)**

  Garnishment of employee wages by employers is regulated under the CPCA which is administered by the Wage and Hour Division.

- **Equal Opportunity Commission (EEOC)**

  Enforcing federal laws for the following:

  - Title VII of the Civil Rights Act of 1964
  - The Pregnancy Discrimination Act
  - The Equal Pay Act of 1963 (EPA)
  - The Age Discrimination in Employment Act of 1967 (ADEA)
  - Sections 102 and 103 of the Civil Rights Act of 1991
  - Sections 501 and 505 of the Rehabilitation Act of 1973
  - The American with Disabilities Act Amendment Act 2008
  - The Genetic Information Nondiscrimination Act of 2008 (GINA)

- **Bureau of Labor and Industries (BOLI)**

  The four principal duties of the Bureau of Labor and Industries (BOLI) are to: (1) protect the rights of workers and citizens to equal, non-discriminatory treatment through the enforcement of anti-discrimination laws that apply to workplaces, housing and public accommodations; (2) encourage and enforce compliance with state laws relating to wages, hours, terms and conditions of employment; (3) educate and train employers to understand and comply with both wage and hour and civil rights law; and (4) promote the development of a highly skilled, competitive workforce in Oregon through the apprenticeship program and through partnerships with government, labor, business, and educational institutions.

- **Collective Bargaining Agreements (SEIU and AFSCME)**

- **Chief Human Resources Office Rules and Policies (http://www.oregon.gov/DAS/CHRO/pages/rules.aspx)**

2. Service Catalog

The Service Catalog lists and describes the main services EHRS provides to its customers. The following criteria were considered in order to identify and describe the services included in the Service Catalog:

- The intent of the Service Catalog is to identify and describe services **from the customer's point of view.** This helps to emphasize and explain the **benefits, outcomes and deliverables that the customers receive** when purchasing a service, as opposed to describing the whole set of internal support processes and activities executed by EHRS staff in order to deliver these services. As a result, business support processes and functions, such as account management or help desk functions, are not meant to be systematically captured or thoroughly explained in this catalog.
- The services included in this Service Catalog are those **available to EHRS customers today**. Service descriptions reflect the different features and options currently available to EHRS customers, enabling customers and EHRS staff to know what to expect and not expect from a service. Clearly defined services inform customers about service offerings, including what each service does and does not include, service boundaries, how to request services, and how to get help, as well as other factors influencing the extent to which they can be currently enjoyed by EHRS customers. Consequently, all narrative about future service features and offerings has been purposefully removed from the description of services included in this Catalog.
- In order to identify and describe services with the right level of detail, consideration has been given to describing **services or offerings that can be purchased in stand-alone mode**. If a given service needs to be purchased as part of a packaged offering, the package will be described in its own service sheet and the individual service will be described in the "What's included" section of the packaged offering Service Sheet.
- The purpose of the Service Catalog is to describe the **standard services and terms of service delivery**, not the exceptional services or service terms that can be offered to a given customer under special circumstances.

2.1. List of services offered by EHRS

A brief description of each service is included in the section below. For detailed descriptions about the services available to Enterprise Human Resource Service (EHRS) customers, consult the EHRS Catalog Service Sheets in appendix 8.1 of this SLA document.

Service	Summary
Client Agency HR management package	The Client Agency HR management package provides customer agencies with a full service human resource office at an efficient, cost-effective rate. Customer agencies enjoy access to a full range of value-added HR services, including: management of employee relations, HR policy and process advisory services, recruitment, training services, etc., without having to hire dedicated HR staff. The EHRS service team will gain an in-depth knowledge and familiarity

	with the unique inner workings and needs of client agencies to deliver customized value.
Position/Personnel Management System (PPDB) access and support	The position Management System (PPDB) provides access to statewide computerized personnel management information systems, allowing customer agencies to record, access, and edit employee/position records and personnel actions. This mission-critical system supports statewide human resource administration on a daily basis with information instantaneously available for HR and payroll processing by all agencies in the three branches of Oregon State government and the Oregon State Lottery
LMS System (iLearn access and support)	iLearn Oregon is a dynamic online learning and knowledge management system that integrates general learning management functions (course catalog, registration, enrollments, transcripts and administration) with advanced tools such as certification/license tracking, individual development plans, skill surveys and performance evaluations.
Recruitment information system (E-Recruit) access and support	This service includes E-Recruitment system user and system administration, support, and statewide security user access management.
Training Services	This service includes the development of comprehensive training strategies, and the design of programs and modules in electronic, traditional or blended formats. The EHRS team will conduct needs assessments to determine scope of curriculum needed, deliver and facilitate training sessions. ERHS will also maintain records and produce reports to evaluate the effectiveness of employee development efforts.
Recruitment Services	EHRS will collaborate with agency staff and management to create and carry out all phases of employee recruitment and selection processes, including development of recruitment and advertising, outreach strategies, and recruitment announcements
Position Management services	This service provides position management expertise in the state's classification system and services including job analysis and allocation to the state's job classification system, responding to requests to review positions that can be generated by individual employees, the union, or management.
PPDB data entry services	This service provides manual data entry of personnel actions into the Position Personnel Data Base (PPDB) for agencies that do not have trained HR staff to process these actions.
Employee Investigations/Audits	This service includes consultation with management to conducting investigations and/or audits related to workforce management, grievances, and complaints in the workplace.

3. Service Level Expectations

This subsection identifies the metrics that will be used to track quality of service delivery including timeliness and other service related attributes.

These metrics and targets are agreed upon by EHRS and customer representatives and approved by the EHRS Customer Utility Board.

3.1. Performance metrics

Measure Number	Metric	Service or Process Measure Applies To	Metric explanation
1	**Average time from requisition to fill**	1-HR Client Package 6-Recruitment	Average number of calendar days from receipt of requisition until position is filled.
2	**Average turnaround time to deliver a customized PPDB report**	2-PPDB	Average number of calendar days from receipt of request for PPDB report to delivery of report to the customer.
3	**Availability of Human Resource Client Agency Managers**	1-HR Client Package	Percentage of agreed Client Agency Manager on-site contact hours effectively provided to HR client agencies.
4	**Average time to conduct investigations and provide recommendations**	1-HR Client Package 9-Employee Investigations	Average number of business days from receipt of investigation request to delivery of investigation recommendations.
5	**I-learn technical support resolution time**	3-iLearn Oregon	Average number of hours from receipt of request for i-Learn technical support until customer issue is resolved / ticket is closed.
6	**E-Recruit technical support resolution time**	4-E-Recruit	Average number of hours from receipt of request for E-recruit technical support until customer issue is resolved / ticket is closed. /
7	**Quality of training courses delivered by EHRS**	5- Training	Average rating to question on “overall quality of training received” on Training Evaluation surveys received from employees who have taken EHRS-developed training courses
8	**Classification review or establishment response time**	7- Position management	Average number of business days from receipt of customer request for a position classification review until the date a classification recommendation is delivered.

For detailed description about these performance metrics, consult the SLA measure dictionary sheets in appendix 8.2 of this SLA document.

3.2. Service levels/ performance targets

Measure Number	Metric	Service or Process Measure Applies To	Metric explanation	Target
1	**Average time from requisition to fill**	1-HR Client Package 6-Recruitment	Average number of calendar days from receipt of requisition until position is filled.	**70 days**
2	**Average turnaround time to deliver a customized PPDB report**	2-PPDB	Average number of calendar days from receipt of request for PPDB report to delivery of report to the customer.	**3 business days**
3	**Availability of Human Resource Client Agency Managers**	1-HR Client Package	Percentage of agreed Client Agency Manager on-site contact hours effectively provided to HR client agencies	**TBD by CUB when 6-9 months of data are available**
4	**Average time to conduct investigations and provide recommendations**	1-HR Client Package 9-Employee Investigations	Average number of business days from receipt of investigation request to delivery of investigation recommendations.	**TBD by CUB when 6-9 months of data are available**
5	**I-learn technical support resolution time**	3-iLearn Oregon	Average number of hours from receipt of request for i-Learn technical support until customer issue is resolved / ticket is closed.	**TBD by CUB when 6-9 months of data are available**
6	**E-Recruit technical support resolution time**	4-E-Recruit	Average number of hours from receipt of requests for E-Recruit technical support until customer issue is resolved / ticket is closed.	**TBD by CUB when 6-9 months of data are available**
7	**Quality of training courses delivered by EHRS**	5-Training	Average rating to question on “overall quality of training received” on Training Evaluation surveys received from employees who have taken EHRS-developed training courses.	**TBD by CUB when 6-9 months of data are available**
8	**Classification review or establishment response time**	7-Position Management	Average number of business days from receipt of customer request for a position classification review until the date a classification recommendation is delivered.	**TBD by CUB when 6-9 months of data are available**

For detailed description about these performance metrics and targets, consult the SLA measure dictionary sheets in appendix 8.2 of this SLA document.

4. Financial processes

4.1. Billing

- **Client Agency HR management package**

Agency shall pay DAS an amount per biennium. These charges will be billed biennially.

- **Position/Personnel Management System (PPDB) access and support**
  Agency shall pay DAS a base charge per biennium. These charges will be billed biennially. Individual customer activity, as measured by the number of Personnel actions processed by the system on behalf of each agency, will be charged monthly.

- **LMS System (iLearn Oregon) Access and Support**
  Agency will be billed a base charge per biennium for the iLearn Oregon system. These charges will be billed biennially. On a quarterly basis, customers will be billed for active users and exclusive active courses (only available to the staff of the agency for which the course was developed) hosted on the system, as outlined on the most current biennial price list. Agency shall pay DAS net (30) days.

- **Recruitment Information System (E-Recruit) Access and Support**
  Agency will be billed quarterly based on the recruitment transactions performed on the system (requisitions created, applications received, etc.) as outlined on the most current biennial price list. Agency shall pay DAS net thirty (30) days.

- **Training**
  Agency will be billed at the conclusion of the specific agency request based on the most current biennial price list.

- **Recruitment Services**
  Agency will be billed at the conclusion of the specific agency request based on the most current biennial price list.

- **Position Management Services**
  Agency will be billed at the conclusion of the specific agency request based on the most current biennial price list.

- **PPDB Data Entry Services**
  Agency will be billed based on each individual entry based on the most current biennial price list. The Data Entry services will be consolidated on a monthly basis.

- **Employee Investigations/Audits**
  Agency will be billed at the conclusion of the investigation or audit using the total amount of time dedicated to this service based on the most current biennial price list.

4.2. Billing disputes

Customers must notify the EHRS Administrator, in writing, by email at EHRS.Support@state.or.us or call 503-378-3005 of the disputed billing amount and the reason for the dispute within 30 days of the dated invoice.

Any amount disputed in good faith, may be deducted from the invoice, as long as the written notice has been sent to EHRS Administrator.

The remaining undisputed amount must be paid by the original due date. Within 30 days after final resolution of the disputed charges, all resolved disputed amounts must be paid by the customer or credit will be provided in the next monthly billing.

4.3. Payment

Service charges are due and payable thirty (30) days from receipt of invoice.

5. Service management processes

5.1. Performance measurement and reporting

EHRS will be responsible for measuring service performance, as well as for reporting on compliance within the agreed SLE's or performance targets.

At a minimum, EHRS will develop and publish quarterly and annual performance reports as described below:

5.1.1. Quarterly reports

Quarterly reports will track the performance target and the actual performance for each measure identified in the SLA document. They will be posted electronically on EHRS website for all customers to review.

At a minimum, these reports will include the following information:

1. **A comparison of actual performance results versus performance targets for the current period and at least the two previous periods.**

   Quarterly reports can include other tables or graphs with additional views or analysis of performance along with other dimensions relevant to EHRS. This may include a breakdown of performance results per geographic area, per customer group or per type or subtype of triggering event.

2. **A proposed action plan for each measure not in compliance with the agreed service level expectations or performance targets.**

   An action plan will include:
   a. An analysis / statement of the **root causes/reasons** for not meeting the service level target(s).
   b. A description of **corrective actions identified and recommended** by EHRS in order to meet the agreed service level(s).
   c. A **timeframe** for the implementation of the corrective actions.

   A measure will be considered not in compliance with the agreed performance target if either one of the following scenarios applies:
   a. If the SLE is measured monthly, when the performance is below target level for two consecutive months.
   b. If the SLE is measured quarterly, when the performance below target level in any given quarter.

3. **A report on customer-specific, formal performance complaints received by EHRS, over the previous quarter.** This report will:
    a. Identify number of complaints received by type.
    b. Describe each complaint/performance incident and the affected customer(s).

In addition to being posted on EHRS website, quarterly performance reports will be delivered to the members of the CUB governing the program. EHRS will be present at the CUB meeting every quarter to present the report for CUB members to review the last quarter's performance report and to present and receive feedback on the corrective action plans for the measures where performance is not in compliance with the agreed targets.

5.1.2. Annual performance reports

EHRS will develop and deliver a draft annual performance report, analyzing actual performance results achieved and corrective actions implemented during the previous year for each measure identified in the SLA document.

Based on the information shown on the draft annual performance report, members of the CUB governing the program/Service Enterprise will have an option to review and provide feedback for any corrective actions recommended by EHRS to address non-compliance with performance targets, as well as to **monitor the implementation of the action plans agreed upon** with EHRS throughout the previous twelve months for the measures that did not show compliance with the established performance targets.

The annual performance report will include:

1. The same information as the quarterly performance reports for the performance of each measure identified in the SLA document over the last quarter of the year.
2. An additional section with follow up information about the corrective actions implemented and the results achieved for the measures where performance was not in compliance with the agreed SLE's in any given quarter within the year.

CUB members will use this Annual Report to conduct a yearly performance review, which will be deeper and broader than the regular performance reviews conducted every quarter between the CUB and EHRS. The recommendations and feedback provided by the CUB will be incorporated by EHRS into a final version of the annual performance report. The annual performance review process could lead to a review and/or amendment of the SLA document agreed between EHRS and its customer's. The final report will be posted electronically on EHRS' website.

5.2. SLA review and amendment

This Service Level Agreement is a living document, capable of being updated and amended over time with the agreement of both parties.

5.2.1. Ongoing SLA review

SLA document reviews or amendments will be considered as a result of any of the following:

1. A new service or a service enhancement is incorporated into EHRS' catalog, allowing for new associated Service Level Expectation's to be developed and added to the SLA document

2. Changes in EHRS's ability to perform as a result of:
    a. Significant and sustained change in workload demands.
    b. A significant and sustained increase or reduction in EHRS resources.
    c. A need to conform to other unforeseen organizational constraints within DAS or within state government.
3. When customer's expectations and/or performance service level needs have changed.
4. Evolution in EHRS tools and processes, which allow for better metrics and/or evolved performance level targets.
5. Missing performance targets by 15% (whether actual performance is over or under the target) in more than 2 consecutive quarters.
6. When EHRS's corrective action recommends a reassessment in the performance targets agreed for a service.

The **SLA amendment process** will be as follows:

1. The request to review and modify the SLA document can be initiated by EHRS or any customer represented at the CUB.
2. Based on the nature or scope of the SLA modification request, the CUB and EHRS may undertake the modification and approval of the amended SLA document in the course of a regular CUB meeting or choose to create a SLA review team/workgroup for this purpose.
3. If an SLA review team is created, the workgroup will review and draft the recommended changes/updates to the content of the SLA document.
4. The draft amended SLA document will be submitted to the CUB for review and approval.

5.2.2. Biennial SLA review

The Service Level Agreement will be reviewed at least **once per biennium** to ensure service levels are adjusted and remain both appropriate for the services the provider delivers and commensurate with the rates charged for each service.

The **biennial SLA review** will be as follows:

1. The CUB and EHRS will designate a SLA review team consisting of customer and EHRS representatives. Customer representation will include at a minimum a member from the CUB.
2. The SLA review team will conduct an analysis and evaluation of the SLA and identify any potential amendments to the SLA document. To do so, the SLA review team will:
    a. Conduct an analysis of the SLEs against the actual performance results achieved in the last two years, identifying opportunities and/or needs to readjust service level expectations or performance targets.
    b. Conduct a review of previous and potential performance issues that may affect services.
    c. Conduct an evaluation of the success in the adoption, acceptance and commitment to the SLA by both parties:
        i. How successful has the SLA been? Has it made a difference?
        ii. Has it been used by EHRS staff, and if not, why?
        iii. Have customers used it or adhered to it, and if not, why?
        iv. Has it helped manage customer's expectations?
        v. What barriers/problems have there been and what other feedback has EHRS received?

3. The SLA team will review and make recommended changes/updates to the content of the SLA document
4. The draft amended SLA document will be submitted to the CUB for review and approval.

5.3. Incident management

EHRS has developed the following incident response process in order to support the prompt and satisfactory resolution of service incidents.

- In the event of a service disruption, failure to meet commitments, or if a customer has concerns with the level of service received, the customer agency needs to report the problem by either one of these methods:
    - Calling EHRS 503-378-3005
    - Sending an email to the following email account: EHRS.Support@state.or.us
- When reporting an incident, the customer agency will need to provide a brief description of the problem, informing about the urgency of issue
- EHRS will categorize all reported incidents and forward to the appropriate staff member for resolution.
- The assigned staff member will contact the customer within twenty-four (24) hours from receipt of the incident.
- If the incident is not resolved or the staff member is not available the customer will be contacted by a division manager for resolution.
- If necessary, the incident will be escalated to the Division Administrator.

5.4. Complaint resolution and remediation

5.4.1. Principles

Performance complaints should be addressed and resolved at the lowest common level, collaboratively between the customer and representatives of EHRS.

If performance is below customer's expectations, an informal approach often offers the quickest solution. If circumstances permit, DAS customers should talk with the EHRS employee or unit involved in the situation to seek resolution to any performance dispute, explain the problem and ask for assistance. If this informal approach does not resolve the issue, or if at any given time DAS customers are not satisfied with the levels of utility services received, they may submit a formal performance complaint to EHRS via the formal complaint intake process described below.

Resolution of formal performance complaints raised by individual customers will be done in accordance with the following principles:

1. All complaints submitted using the process outlined below in 5.3 will be considered formal, and they will be logged, documented and published by EHRS.
2. Formal performance complaints shall only be considered resolved when:

    a. EHRS and the affected customer(s) **have agreed on an action plan to solve/correct the problem;** and
    b. **Applicable remedies** to compensate and/or exact reparation to the affected customer (s) **have been agreed** to the satisfaction of both parties.
3. In the event a customer is not satisfied with either the action plan or the remedies offered by EHRS, complaints can be escalated by the customer to the next level in the escalation path within DAS for resolution.

5.4.2. Raising and recording formal complaints

Performance complaints can be submitted to EHRS via the following complaint intake email inbox: EHRS.Support@state.or.us

All complaints submitted via this process will be considered formal complaints.

Formal complaints should include:
1. A summary description of the complaint. This description may include a customer's desired resolution of the matter.
2. Identification of affected customer (s).
3. If applicable, a description of aggravating circumstances (incident severity, repeated problems, estimated financial loss incurred or savings not materialized by the customer as a result of the performance incident, etc.)

All formal complaints received will be documented in a complaints log file specific to EHRS, and responsibility will be assigned to staff within the Division to follow up and seek resolution.

The information in the complaint log file will be used to develop the customer-specific formal performance complaints report that will be published as part of EHRS's quarterly performance report.

5.4.3. Complaint escalation process

In the first instance complaints will be assigned to a supervisor of the functional unit affected by the complaint. After investigation and consultation with the staff involved, the supervisor will seek resolution by offering to the complainant both:

1. **An action plan to solve/correct the problem,** which at a minimum will consist of:
    a. A description of corrective actions identified and recommended by EHRS to solve/correct the problem.
    b. A timeframe for the implementation of the corrective actions.
2. **Applicable remedies** to compensate and/or exact reparation to the affected customer.

A customer who has not obtained satisfactory resolution to their formal complaint can escalate the dispute to the next level in the escalation path within DAS, until an action plan and appropriate remedial measures to solve the performance issue are agreed to the satisfaction of both customer and DAS representatives. At each step in the escalation process, the customer needs to describe why the prior proposal by DAS was not satisfactory. The steps in the escalation path after seeking resolution with the unit directly involved in the problem are the following:

- Program Manager. If unresolved, escalate to

- EHRS Service Enterprise administrator. If unresolved, escalate to
- Deputy Director of DAS. If unresolved, escalate to
- EHRS CUB

At the end of the escalation process, the CUB will provide a last resort resolution forum to discuss and settle unresolved performance complaints.

5.4.4. Remedies

As part of resolving performance complaints, the following remedial actions can be offered to the complainant by EHRS:

1. A clear explanation for the performance incident will be offered in all instances to any customer raising a complaint.
2. A credit/discount on the service charges corresponding to the period when the performance incident occurred may be awarded in appropriate circumstances (based on aggravating factors such as incident severity, financial losses incurred by the customer as a result of the performance issue, etc.).
3. A customer may be granted the ability to change providers for a specific service. This remedial measure will be reserved for exceptional circumstances in which resolution of a customer-specific performance issue has proved historically elusive, combining severe incompliance with agreed SLE's or performance targets and repeated failure to implement corrective actions agreed between EHRS and customer to fix the underlying performance problem.

6. Glossary: Acronyms & Definitions

6.1. Acronyms

- **ADAAA:** American with Disabilities Act Amendments Act of 2008
- **CUB:** Customer Utility Board.
- **DAS:** Department of Administrative Services.
- **FAQ:** Frequently Asked Questions.
- **FTE:** Full-Time Equivalent. This is the number of working hours that represents one full-time employee during a fixed time period, such as one month or one year.
- **EAM:** Enterprise Asset Management.
- **EEOC:** Equal Employment Opportunity Commission
- **EGS:** Enterprise Goods and Services.
- **EM:** Entrepreneurial Management.
- **EHRS:** Enterprise Human Resource Services.
- **ETS:** Enterprise Technology Services.
- **FMLA:** Family Medical Leave Act
- **HR:** Human Resources
- **OFLA:** Oregon Family Leave Act
- **OHC:** Online Hiring Center.
- **OSHA:** Occupational Safety and Health Administration
- **PPDB:** Position Personnel Management System
- **SA**: Service Agreement.
- **SCORM:** Sharable Content Object Reference Model – see definitions below.

- **SFMA:** Statewide Financial Management Application. This is the accounting IT system in use by most state agencies of Oregon state government.
- **SLA:** Service Level Agreement.
- **SLE:** Service Level Expectation.

6.2. Definitions

- **Billing Dispute:** A customer billing dispute is any alleged inaccuracy, omission or error in relation to a service charge or reflected on a service bill.

- **Complaint (a.k.a. Performance or Service Complaint)**: A formal expression of dissatisfaction with the quality of service received by a customer.

  Formal complaints will be those raised by customers using a complaint intake email inbox or through other electronic means. Each service provider within DAS will set up a dedicated email inbox or other electronic means (web forms, etc.) specifically established for this purpose.

  A formal complaint can be motivated by one or many unresolved service incidents, an unresolved billing dispute or, generally speaking, by any perceived lack in the quality of operations or in the quality of services received by a customer.

- **Entrepreneurial Management:** Innovative public management model that uses customer choice, competition, and policy/service separation to increase service satisfaction.

- **Incident (a.k.a. Performance or Service incident):** Any event which is not part of the standard operation of a service which causes, or may cause, an interruption to, or a reduction in, the quality of that service. A service incident can be communicated by a customer or can be detected by EHRS.

- **Incident Management:** Process for dealing with service incidents and restoring normal service operation as quickly as possible, minimizing the adverse impact on business operations.

- **Rate (Service rate)**: A price that incorporates the costs of delivering the service at the service levels agreed to by both parties.

- **Remediation (a.k.a. Remedies or Remedial actions/ measures):** In the event of a formal complaint raised by a customer**,** remediation refers to the list of actions/ measures DAS or any of its service delivery units can take or offer to compensate and/or exact reparation to the affected customer(s) above and beyond agreeing on an action plan to correct the underlying service problem.

- **SCORM courses:** Sharable Content Object Reference Model (SCORM) is a collection of standards and specifications for web-based e-learning courses. It defines communications between client side content and a host system called the run-time environment, which is commonly supported by a learning management system such as iLearnOregon.

- **Service**: A bundle of activities and resources (processes, people and IT resources) combined to provide a clear business outcome or output/ deliverable received by the customer.

- **Service Agreement:** A document, signed by service provider and a single customer, reflecting customer-specific information such as choice of services from service catalog, specific operational procedures between the parties, or contact information for critical information systems or processes, etc.

- **Service Catalog:** A description of the services and service offerings provided by a service provider. This can be a multi-level set of information with linked and discrete hierarchies of services, child services and specific 'offerings' (specific tasks) available for these services, and will typically describe service terms, standards, packages (if available), exclusions (if applicable), etc.

- **Service Level Agreement (SLA):** A document, specific per service provider, which includes the following core elements: (1) A service catalog; (2) A set of agreed SLE's (performance targets); (3) A statement of responsibilities of service provider and customers; and (4) A description of key service management processes. All of these elements help improve service delivery, manage expectations, clarify responsibilities and facilitate communication between EHRS and its customer base.

- **Service Level Expectation (SLE):** Written, measureable target for a service or a process performance agreed between service provider and customers.
    a. For any given service with an SLE, service performance targets will be common to all customers (concept of utility services).
    b. If a service offering includes different packages/ levels of service, different packages of the same service can have different performance targets but these will be common to all customers of the same package/ level of service.

- **Utility Service**: DAS Utility services are those most efficiently provided through DAS in order to maximize efficiency or capture economies of scale—where it makes economic sense to have a single supplier for all users for any of the following reasons: economies of scale; policy reasons; the need for one integrated system; or a strong need for uniformity.

  Customers of utility services are local government entities, individual state agencies and other public entities that may choose how much to purchase, but for any of the reasons cited above the choice of supplier is limited to a single designated source.

7. Contact Data

Focus Area	Contact Name	Contact Information
Client Agency HR Management	Sherry Carter	Sherry.Carter@state.or.us (503) 378-4167
Position/Personnel	Jeanette Miley	Jeanette.Miley@state.or.us (503) 378-3270

Management System		
E-Recruit	Sheri Nees	Sheri.Nees@state.or.us (503) 378-8347
iLearn Oregon	Jeff Vidal	Jefferson.Vidal@state.or.us (503) 378-6329
Training Services	Sara Hargrave	Sara.Hargrave@state.or.us (503)-378-4202
Recruitment Services	Jeanette Miley	Jeanette.Miley@state.or.us (503) 378-3270
Position Management Services	Candice Obryant	Candice.C.Obryant@state.or.us (503) 378-2900
PPDB Data Entry Services	Jeanette Miley	Jeanette.Miley@state.or.us (503) 378-3270
Employee Investigation Services	Sherry Carter	Sherry.Carter@state.or.us (503) 378-4167

Hours of Operation: Monday through Friday, 8:00 a.m. until 5:00 p.m.

Address: 155 Cottage Street NE U130, Salem, Oregon 97301

8. Appendixes

8.1. Service Catalog Sheets

1. **Client Agency HR Management package**
2. **Position/Personnel Management System (PPDB) access and support**
3. **LMS system (iLearn Oregon) access and support**
4. **Recruitment information system (E-Recruit) access and support**
5. **Training Services**
6. **Recruitment Services**
7. **Position Management Services**
8. **PPDB data entry services**
9. **Employee Investigations/Audits**

1- Client Agency HR management package	
1. What is the service?	**Description**
a. Service Summary	The Client Agency HR management package provides customer agencies with a full service human resource office at an efficient, cost-competitive rate. Customer agencies enjoy access to a full range of value-added HR services, including management of employee relations, HR policy and process advisory services, recruitment, training services, etc. without having to hire dedicated HR staff. The EHRS service team will gain an in-depth knowledge and familiarity with the unique inner workings and needs of client agencies to deliver customized value.
b. What is included / detailed description of the features and benefits of the service	The Client Agency HR Management package provides customer agencies with the following list of benefits and features: <u>1) Leave management services</u>- Coordinate, process, and track legally protected leave on behalf of client agency employees (i.e. Family Medical Leaves, Oregon Family Leaves, Military Leaves, Injured Worker, ADA accommodations, etc.). <u>2) Records management services–</u> ♦ Process all client agency personnel actions (new hire, promotions, separations, terminations, transfers, layoffs, etc.). ♦ Distribute agency data reports.

	• Maintain all official employees, position, medical, and/or other human resource files per established retention schedules. <u>3) Recruitment services</u> - Collaborate with management to create and carry out all phases of employee recruitment and selection processes, including: • Consulting on outreach strategies and selection processes. • Developing recruitment announcements and evaluation criteria. • Reviewing applications to verify minimum qualifications are met and to ensure supplemental questions are sufficient and supported by work history. • Developing or reviewing job offer letters. • Maintaining all recruitment records. • Delivering new employee orientation/on-boarding services. • Provide technical assistance and guidance with employee compensation for new appointments, new recruitment processes, etc. For further detail about the recruitment services available to HR Client package customer agencies, consult the Recruitment Service Sheet of this catalog. <u>4) Position management services</u> – Provide position management services and guidance, which includes: • Advising agencies on writing position descriptions. • Conducting classification analysis and position classification allocation. • Consultation on reduction in workforce and restoration. • Conduct position "desk audits" as required. For further detail about the position management services available to all HR Client package agency customers, consult the Position Management Service Sheet of this catalog. <u>5) HR Advice and interpretation services:</u> • Provide collective bargaining/labor contract interpretation and administration, which may include participating in negotiations, grievances, and arbitrations. • Provide statewide personnel and operational rules and policies interpretation, application, implementation, and notification to staff. • Collaborate with management to develop internal agency HR-related policies, procedures, and guidelines. <u>6) Worker compensation and safety support</u> - Provide Workers Compensation compliance and safety administration assistance and guidance (i.e. process, track incident report, claim administration, completion and retention of OSHA logs, completion of OSHA annual reports, injured worker return).

	7) Employee investigations/audits– • Consult with management and conduct investigations and/or audits related to workforce management, grievances, and complaints in the workplace. • Work with client agency management to provide employee discipline and performance management actions, which may include developing employee expectations, applying disciplinary actions, and developing performance work plans. • Work with agency on all work environment and HR related complaints, which may involve investigations and assisting with conflict mediation and resolution. • Work with agency staff to respond to HR audits, BOLI & EOCC Complaints, ERB Complaints, Tort Claims, Unemployment Insurance Claims and Hearings, DOJ litigation, etc. For further detail about the employee investigation/ audit services available to all HR Client package agency customers, consult the Employee Investigation/Audit Service Sheet of this catalog. 8) HR Management and other "soft-skill" training • Develop comprehensive training strategies. • Conduct needs assessments to determine scope of curriculum needed. • Design programs and modules in electronic, traditional or blended formats. • Deliver and facilitate training sessions. • Maintain records and produce reports to evaluate the effectiveness of employee development efforts. For further detail about the training services available to all HR Client package agency customers, consult the Training Service Sheet of this catalog. 9) Consultation – • Advise on organizational strategies, succession-planning, organizational structure and work environment. • Advice, guide, coach and assist administrators, managers and employees on collective bargaining agreements and personnel rules interpretation and labor employment law application. • Identify opportunities to improve personnel management practices and intercede to change or correct inappropriate personnel management practices. • Develop workforce management plans and strategies, and management advice, counseling and coaching. 10) Affirmative Action/Inclusion – • Assist management in the preparation of the biennial Affirmative Action Plan. • Prepare and provide Affirmative Action Progress reports.

	⬩ Represent client agency at statewide Diversity and Inclusion meetings.
c. Description of what is not included in the service	• May not be full-time or permanent on-site presence at client agency • Final employment decisions are made by client agency appointing authority. • <u>Recruitment services:</u> o Create position descriptions or define the work in the position descriptions. o Conducting Agency Head recruitments. o External recruitment advertising costs. o Contacting applicants by telephone to set up interviews (can be done by EHRS staff through E-Recruit system/e-mail). o Cost of criminal background or driver license checks. • <u>Training services:</u> o Vendor training fees/materials o Program-specific technical training • <u>Employee investigations:</u> o Unlimited coverage of DOJ costs associated with employee investigations or litigation. o Legal advice unless conveyed and coordinated through the Department of Justice. o Criminal investigations (administrative investigations may need to be coordinated with appropriate law enforcement agencies).
d. Offerings and options	• On-site office hours at client agency offices. • Client Agency Services may be provided on an-ongoing basis or limited duration. • <u>Recruitment services</u> o Performing criminal background checks (if client agency has statutory or rule authorization). o Performing driver license checks. o Contacting advertisers. o Participating in interview panels. o Conducting reference checks. o Developing interview questions. • <u>Training services:</u> o Training services may include management, collective bargaining contract, and other "soft skill" training. • <u>Employee investigations:</u> o Written or verbal investigatory report and recommendations.
e. Service prerequisites	• Requestor must have appropriate authority to request services or take certain personnel actions (i.e., appointing authority). • Position Authority for recruitments. • Budget for appointments.

	• Authority to conduct criminal background checks.
f. (Service-specific) Customer and provider responsibilities	**Customer responsibilities:** • Business records needed to advise on HR matters and handle related issues (may include payroll records, electronic mails, memoranda etc). • Facilitating access to staff and managers. • Providing direction to staff and managers when needed to ensure compliance with HR-related requirements. • Current position description and organizational charts for recruitment and position management services. **EHRS responsibilities:** • Provide options and assess risk to meet business requirements consistent with HR policy, contract and law. • Advice clients based on thorough research and analysis. • Respond timely to clients HR service needs (see 2.c below).
2. How is the service requested?	**Description**
a. How is this service requested?	For initial request of HR Client agency package, contact • E-Mail: EnterpriseHR.EHRS@state.or.us • Phone: EHRS Administrator at (503) 378-4006 Once a "Client Agency", contact your assigned Client Manager for all HR needs (i.e., requesting a training course or a classification review, recruiting for a position, etc.) For contact data or to know who your assigned Client Manager is, visit http://www.oregon.gov/DAS/EHRS/Pages/hrmc.aspx
b. What forms are used/ needed to request this service?	For initial request of HR Client agency package, prospective customers sign an interagency agreement.
c. When can you expect to have your service request fulfilled?	Agreement to begin services typically takes less than two weeks to commence unless additional staff needs to be recruited. Requests for recruitment services: • Once the necessary authorizations, documents and the final draft approval from hiring manager are provided, the recruitment will normally be posted within 2 business days. • Once recruitment is closed, application screening may take one or more weeks depending on complexity and number of applicants. Requests for position management services: • Most job classification reviews will be completed within 30 days of receipt and generally no longer than 60 days as required by applicable collective bargaining agreement or

	policy. • Once recruitment is closed, application screening may take 1 or more weeks depending on complexity and number of applicants. Requests for training services: • Timelines depend on individual transaction, scope of training and needs of agency. Specific expectations, timeframes and deliverables are negotiated and determined between service provider and client. Requests for employee investigations: • Case specific, most investigations can be done within 30 days of initiation but depends on complexity of issues or mandatory response times to third-parties. • Mandatory grievance are generally completed within complaint timeframes established by third-party (i.e., within 14 days unless extension mutually agreed to by both parties).
3. How do I get help? How does the service provider provide support to customers?	**Description**
a. Self-service support	Client Agency HR Managers contact information: http://www.oregon.gov/DAS/EHRS/Pages/hrmc.aspx Website information: http://www.oregon.gov/DAS/EHRS/pages/index.aspx Recruitment & Position Management: http://www.oregon.gov/DAS/EHRS/Pages/recruitment.aspx
b. How to request support	For support, please contact your assigned Client Manager For contact data or to know who your assigned client manager is, please visit http://www.oregon.gov/DAS/EHRS/Pages/hrmc.aspx
c. When can you expect to get a response?	Calls are generally returned within 24 hours, urgent calls are typically handled within a few hours or the same workday. Time to complete work depends on complexity of issues and is typically discussed with customer at outset of when work projects commence.

2- Position/Personnel Management System (PPDB) access and support	
1. What is the service?	**Description**
a. Service Summary	The Position Management System (PPDB) provides access to statewide computerized personnel management information systems, allowing customer agencies to record, access, and edits employee/position records and personnel actions. This mission-critical systems support statewide human resource administration on a daily basis with information instantaneously available for HR and payroll processing by all agencies in the three branches of Oregon State government and the Oregon State Lottery.

b. What is included / detailed description of the features and benefits of the service	• Access to PPDB during regular business hours, allowing customer agencies to record, access, edit and run reports on employee and position administration, and personnel actions (new hires, promotions, separations, terminations, transfers, layoffs, etc.). Normal PPDB system availability is daily Monday – Friday 6:00 a.m. - 6:00 p.m. and Saturday's 6:00 a.m. – 3:30 p.m.
	• Enterprise-wide PPDB security access setup and maintenance, preventing system users from having simultaneous access to PPDB and payroll systems.
	• System maintenance and enhancements:
	  o Customers may participate in the identification and design of system enhancements.
	  o Programming to add enhancements to system (i.e. screen formats, edits, help windows, and "real time" interface to payroll).
	  o Keeping system updated and in compliance with all changes to the enterprise classification system (e.g., changes to compensation plans), bargaining contracts, HR policies or legislative requests (e.g. negotiated cost of living increases (COLA), etc.).
	  o System testing prior to PPDB implementation of new statewide programs/ enhancements.
	• Enterprise-wide PPDB support, including:
	  o Issue resolution/troubleshooting, including support to first line users with solutions/suggestions to meet user needs and technical support for agencies to setup specific tables for distribution/sorting/printing of agency-specific PPDB documents.
	  o Enterprise-wide PPDB training of new system users.
	  o Developing and providing access to online PPDB reference tools and manuals.
	• Automated updates of employees scheduled salary increases, leave accrual update, performance appraisal date updates, and employee status updates (trial to regular status), in addition provides reports of the update records.

	• Provide access to multiple standard enterprise-wide PPDB Agency Web Reports. • Notify users if PPDB will be unavailable due to system maintenance. • New user training.
c. Description of what is not included in the service	• Manual processing/data entry of personnel actions. EHRS offer a separate service (See section 8 "PPDB Data Entry Services"). • Position Inventory Control (PICS) updates.
d. Offerings and options	Agency specific requests: • Adhoc reports and downloads – electronic or web reports. • Agency specific requested mass updates (i.e. e-mail updates, holiday codes, timesheet codes, labor cost, report distribution, payroll distribution codes, etc.). • Service Credit training • Layoff Service Date training
e. Service prerequisites	Must be an agency in one of the three branches of Oregon State government (Executive, Judicial or Legislative) or the Oregon State Lottery.
f. (Service-specific) Customer and provider responsibilities	**Customer responsibilities:** • Unless agency has contracted client agency or PPDB data entry services with EHRS, agency HR must process employee personnel actions in a timely matter (prior to payroll cutoffs) to ensure employee is paid on time and benefits (PEBB, PERS etc.) are applied appropriately. • Provide feedback on system modifications/enhancements. • Must have the agency's authorized Appointing Authority on file at Department of Administrative Services (DAS). **EHRS responsibilities:** • Communicate to PPDB users when enterprise-wide changes are scheduled to be implemented into PPDB (COLA's, system modifications and enhancements). • Provide updated online PPDB User Reference Guide and tools (help windows feature, Personnel Action Code Listing, electronic newsletter -PBAG). • Provide scheduled web reports online. Notify TSC/State Data Center when issues arise with the CICS mainframe and notify users if it becomes unavailable.
2. How is the service requested?	**Description**
a. How is this service requested?	Email: group.ppdb@state.or.us Contacts: http://cms.oregon.egov.com/DAS/EHRS/docs/ppdb/hrsystemscontacts.pdf For access to PPDB/web reports, agency security officer must

	provide completed form to DAS statewide security officer at: GROUP.PPDB@das.state.or.us
b. What forms are used/ needed to request this service?	**For access to PPDB, complete the Security Access Request Form:** http://www.oregon.gov/DAS/EHRS/docs/ppdb/ppdb_sar_ca.pdf **Form instructions:** Request Process & Instruc (pdf)
c. When can you expect to have your service request fulfilled?	Requests for security access are normally completed within 24 hours Monday through Friday. PPDB help request are responded to within 24 hours Monday through Friday. Training is scheduled within a week of request.
3. How do I get help? How does the service provider provide support to customers?	**Description**
a. Self-service support	PPDB resources: http://www.oregon.gov/DAS/EHRS/Pages/hrss.aspx - PPDB_Resources_&_Information PPDB contacts: http://cms.oregon.egov.com/DAS/EHRS/docs/ppdb/hrsystemscontacts.pdf
b. How to request support	General inquiries, email group.ppdb@state.or.us To add your name to the email list for PPDB Agency Update users, send email to group.ppdb@das.state.or.us For password reset, send email to DAS.RACFUserAdm@das.state.or.us
c. When can you expect to get a response?	Initial response time is within 24-hours Monday through Friday. Customers are notified of expected turnaround times when service will be completed based on workload and the nature of the request.

3-LMS system (iLearn) access and support	
1. What is the service?	**Description**
a. Service Summary	ILearnOregon is a dynamic online learning and knowledge management system that integrates general learning management functions (course catalog, registration, enrollments, transcripts and administration) with advanced tools such as certification/license tracking, individual development plans, skill surveys and performance evaluations. ILearnOregon may reduce the cost burden of learning and development activities by up to 80%.

b. What is included / detailed description of the features and benefits of the service	• Access to iLearnOregon system, available 24/7, from desktops. This system gives employees in customer organizations access to online courseware, documents, data and learning management functions (viewing domain specific and statewide training catalogs, registering for courses, accessing course logistic information, requesting course transcripts, etc). The system also offers advanced tools to HR & learning managers of client organizations, such as certification/license tracking, tracking of individual development plans, conducting skill surveys and posting performance evaluations.
	• Flexible, exclusive agency domain inside of iLearnOregon which can be branded and is configurable.
	• Maintenance of system hardware and software.
	• Limited end–user support (limited to providing online modules for basic system usage).
	• Administrator support, including:
	    o Assistance setting up agency domain.
	    o System troubleshooting and resolution.
	    o One on one training and consultation for Agency Domain Administrators.
	• Access to multiple system reports (e.g. completion or attendance reports, evaluation reports, etc.) to track learning objectives and meet regulatory training reporting requirements.
	• Historical data migration.

c. Description of what is not included in the service	• Business specific course and curriculum development. • Online module (SCORM) troubleshooting. • Agency staff training (end user and all system roles below Domain Administrator). • System customizations.
d. Offerings and options	• Access to E-Commerce tools (Virtual Merchant terminal necessary and standard credit card fees apply). • HR system integration (ETS development time charges apply)

	• Access to create customer-specific reports.
e. Service prerequisites	Must be a State of Oregon Agency, local governmental entity or special district entity.
f. (Service-specific) Customer and provider responsibilities	**Customer Responsibilities:** • At least one local agency staff member needs to be identified to fill the role of Agency Domain Administrator. This person fields agency questions from users. If the local agency Domain Administrator cannot solve the user's issue, they may contact the DAS System Administrator to collaborate on the resolution. The local agency Domain Administrator will then contact the user with the resolution. • When an Agency Domain Administrator is no longer going to be performing that role, the agency must submit a notification to DAS –EHRS at least 15 days prior to them vacating the role. • The Agency Domain Administrator will assign system roles that are appropriate to a person's position, organizational responsibilities, and training and experience, including but not limited to: o **Content Manager:** Users in this role can add, edit, and delete blogs and reference center content such as surveys and documents. o **Course Manager:** Users in this role can add, edit, and delete classroom courses, online courses, curriculums, and tests. o **Report Manager:** Users in this role can manage all reports (standard and custom) in the Reports Console, as well as create new custom reports **EHRS Responsibilities:** • Provide training to Domain administrators • Review and conduct a feasibility analysis of iLearn change requests from customer agencies. • If a change request is approved and there are financial costs associated with implementing and maintaining the change, EHRS will determine how the cost associated with implementing and maintaining the change will be paid for. System-wide changes would also need to be adopted by the Statewide Domain Administrator's group. • Set up domain branding for each of the customer's specific domains.
2. How is the service requested?	**Description**
a. How is this service requested?	For initial request to become an i-Learn customer organization, contact the System Administrator: 503-378-6329 OR email: iLearnOregon@state.or.us
b. What forms are used/ needed to	Domain Administrator Access form located at: http://www.oregon.gov/DAS/EHRS/Pages/ilearn.aspx#Administrator_R

request this service?	esources
c. When can you expect to have your service request fulfilled?	Start-up or conversion to iLearn is a process that may take up to 6 months to implement. Actual timeframes are dependent on a number of factors including the volume and format of existing agency training records, staffing levels of both service provider and programming capacity within Enterprise Technology Services. Two week-turnaround for installation of e-commerce tools.
3. How do I get help? How does the service provider provide support to customers?	**Description**
a. Self-service support	iLearnOregon Fact Sheet, http://cms.oregon.egov.com/DAS/CHRO/docs/e-lms/ilearnoregon_factsheet_winter10_upd_20101208.doc • A full menu of self-service system support is available at: http://cms.oregon.egov.com/DAS/EHRS/Pages/ilearn.aspx#iLearnOregon_Information • Self-service support is available from within the application in the Course Catalog, Help Center, Site Help and page level help.
b. How to request support	• Contact EHRS at: iLearnOregon@state.or.us or; • Contact the local agency Domain Administrator at: http://www.oregon.gov/DAS/EHRS/docs/iLearn/ilearnoregon_domain_administrators_contact_info.xls
c. When can you expect to get a response?	Initial response to request for service is within 24 hours Monday through Friday.

4- Recruitment information system (E-Recruit) access and support	
1. What is the service?	**Description**
a. Service Summary	This service includes E-Recruitment system user and system administration, support, and statewide security user access management. The Oregon E-Recruitment system is an automated statewide recruitment system, which all branches of government use. • Contributes to increasing fairness, consistency of recruitment processes and consistency with how applicants are scored. Provides consistency with minimum qualifications and how applicants qualify for state positions.

	• More environmentally friendly system, with economic savings. • Provides consistency within the system so that departments, divisions, and users are all entered in the same manner. • Consistent auditing reduces time and provides the agency with a report sent directly from PPDB and then cross referenced against reports from NeoGov. Reduces recruiter time spent doing daily audits. • Faster, more agile recruitment processes. • Provides one place for all applicants to get assistance with system issues freeing recruiters from having to do this. • Applicants can create one profile and apply to many job postings. • Allows for Veteran's to attach their required documents to their profile once. The agency verifies the points, and other agencies can access this information eliminating the need for multiple agencies to verify Veteran's Preference Points.

b. What is included / detailed description of the features and benefits of the service	• Client agency access to e-Recruit 24/7.
	• E-Recruit system security and audits and user audits. The system is current and up to date with our Information System Asset Classification.
	• System and State Jobs page maintenance and enhancements, such as testing quality assurance on system enhancements.
	• <u>Business support to recruiters</u> in customer organizations including:
	    • Creating and maintaining templates for job postings.
	    • Guidance on the priority lists.
	    • Setting and monitoring secondary recall, statewide reemployment and injured worker priority lists.
	    • Assistance with the report functionality.
	• <u>Technical support:</u>
	    • Issue resolution/troubleshooting, including first line support to recruiters experiencing technical issues and offering solutions/suggestions.
	    • Technical support for customer organizations, divisions, users to get set-up in the system (InSight & Online Hiring Center (OHC).
	    o Track enhancement requests submitted to the system administrator by state of Oregon users and give status updates.
	    o Testing QA on system enhancements which gives the state of Oregon the ability to see the enhancements before NeoGov rolls them into production
	    o Monitoring E-Recruit inbox for applicant questions and respond to direct them to the appropriate agency or to the service provider e.g., questions having to do with access to the system ("can't remember password") and applying ("how to attach documentation").
	• <u>Training:</u>
	    • Use of the canned, ad-hoc reports feature

	• Access to multiple standard E-Recruit agency web reports. • Monthly/bi-monthly user meetings which provides recruiters a forum to ask questions, share what is working, or not working for them in the system, and get feedback from other recruiters. • Maintain and pull archived data which allows an agency to respond timely to legal complaints and public information requests. • Screening applicant questions by e-mail or phone to direct them to the appropriate agency or service provider. Example: 1-800 number or E-Recruit inbox.
c. Description of what is not included in the service	• Creating job postings. • Creating requisitions. • Creating eligible and referred lists. • Creation and continual building/distribution of ad hoc reports.
d. Offerings and options	• Assistance with the ad hoc reports feature, providing customer agencies with tools to use the ad hoc report feature. • Scanning applicant documentation and attaching it into the system.
e. Service prerequisites	• Must be a state agency, board, commission, semi-independent, or quasi-agency. • A security form for each InSight HR user must on file.
f. (Service-specific) Customer and provider responsibilities	**Customer responsibilities:** • All users (InSight and Online Hiring Center) must have a signed Security form before accessing the system. • Recruiters will follow the recruitment process already in place. • Contact the System Administrator if experiencing technical issues. **EHRS responsibilities (System Administrator):** • Communicate with all Recruiters when there are system wide technical issues. • Respond to questions or concerns within a timely manner.
2. How is the service requested?	**Description**
a. How is this service requested?	A security form for each InSight HR user must be filled out and signed by the appropriate people prior to gaining access. Phone: E-Recruit System Administrator, at 503-378-8347 http://cms.oregon.egov.com/DAS/CHRO/pages/forms.aspx
b. What forms are used/ needed to request this service?	Security form to gain access to the system from the options below: • HR & OHC User Security Access Request • HR User Only Security Access Request • OHC User Only Security Access Request

c. When can you expect to have your service request fulfilled?	Most requests for reports are completed within 24-48 hours. On average services are completed within 1 or 2 working days Monday through Friday.
3. How do I get help? How does the service provider provide support to customers?	**Description**
a. Self-service support	• FAQ's • NeoGov Communities • GovSpace – E-Recruit Resource Center • Attend monthly/bi-monthly e-Recruit user meetings • State Jobs Page website http://www.oregon.gov/DAS/STJOBS/Pages/index.aspx
b. How to request support	Contact E-Recruit system administrator, at 503-378-8347
c. When can you expect to get a response?	Initial response within 24 hours.

5-Training services	
1. What is the service?	**Description**
a. Service Summary	Develop comprehensive training strategies, design programs and modules in electronic, traditional or blended formats; conduct needs assessments to determine scope of curriculum needed, deliver and facilitate training sessions. Maintain records and produce reports to evaluate the effectiveness of employee development efforts.
b. What is included / detailed description of the features and benefits of the service	• Diagnose, recommend, develop, implement, and evaluate long-term comprehensive methods of staff development. • Establish method to identify existing and future workforce skill gaps. • Develop and execute plan to mitigate skill gaps. • Conduct needs assessments to determine scope of curriculum. • Coordinate advisory groups of managers and staff to develop key curriculum points. • Respond to requests for development of curriculum and outline processes for sharing and distributing information to all interested parties. • Determine information to be included in curriculum, prepare course objectives, develop lesson plans that incorporate recognized techniques for adult learning, and develop supplemental materials to facilitate knowledge transfer, measurable skill improvement and organizational effectiveness

	on the job. • Design and develop engaging and blended multimedia training products for client agency use. • Use graphic and multimedia design sensibilities - layout, style, color, typography, etc. • Consult with designers, content developers, system specialists, and project managers to obtain definition of objectives of content development for product/system release. • Prepare scripts and storyboards that support course requirements. • In-person and e-learning on a wide range of topics. • Provide training through iLearnOregon, Oregon Connect (formally known as iLinc), and GovSpace.
c. Description of what is not included in the service	• Vendor training fees and materials. • Program-specific technical training.
d. Offerings and options	• Management, employee and generalized soft-skills training.
e. Service prerequisites	Customer must be a State agency
f. (Service-specific) Customer and provider responsibilities	**Customer responsibilities:** • Response to training needs assessment surveys. • Comment of draft training content and format. **EHRS responsibilities:** • Evaluations and reports on training efficacy. • Outline of options and potential training solutions.
2. How is the service requested?	**Description**
a. How is this service requested?	Phone: EHRS Training and Development Specialist (503) 378-4202 E-mail: EnterpriseHR.EHRS@state.or.us
b. What forms are used/ needed to request this service?	Memoranda or electronic mail explaining the nature of the request and potential training need, including the projected number of trainees, expected outcomes and other relevant information.
c. When can you expect to have your service request fulfilled?	• Shared content in the iLearn System may be utilized quickly if not immediately. • Curricula development depends upon complexity and scope of project. Project timeframes negotiated between customer and provider on a case-by-case basis.
3. How do I get help? How does the service provider provide support to customers?	**Description**
a. Self-service support	N/A

b. How to request support	Phone (503) 378-4202 E-mail: EnterpriseHR.EHRS@state.or.us
c. When can you expect to get a response?	Initial phone/e-mail contact within 24 hours Monday through Friday.

6-Recruitment Services	
1. What is the service?	**Description**
a. Service Summary	Collaborate with agency staff and management to create and carry out all phases of employee recruitment and selection processes, including development of recruitment and advertising, outreach strategies, and recruitment announcements. Customers can be assured that applicable recruitment rules and policies are applied through the recruitment process.
b. What is included / detailed description of the features and benefits of the service	• Coordinate E-Recruit hiring processes. • Evaluate position descriptions for consistency and accuracy of required language and structure to meet statewide guidelines. • Collaborate with management on recruitment, selection and appointment processes. • Work directly with hiring manager to provide recruitment plan including interpretation of minimum qualifications, developing job posting, grading criteria, selection methods, review interview questions, testing, and all other facets of the process. • Provide direction in all aspects of recruitment policies and procedures. • Provide advertisement suggestions and outreach efforts. • Apply mandatory lists (injured worker, layoff, secondary recall and re-employment), as required before creating or posting a recruitment. • Create recruitment posting and develop scoring factors to meet the special skills and desired attributes required for each position. • Review applications to verify minimum qualifications are met and to ensure supplemental questions are sufficient and supported by work history. • Monitor recruitment through closing to ensure all notifications are sent.
c. Description of what is not included in the service	• Advertising costs. • Cost of criminal background or driver license checks. • Contacting applicants by telephone to set up interviews. • Training of HR staff on the e-recruit system.
d. Offerings and	Coordinate advertisement

options	
e. Service prerequisites	• Position authority for recruitments • Current Position description • Budget for appointments
f. (Service-specific) Customer and provider responsibilities	**Customer responsibilities:** • Customer works with EHRS recruiter to: o Develop "desired attributes". o Validate scoring criteria for recruitments. o Provide position authority for recruitments. o Revise and finalize position description. **EHRS responsibilities:** • Gather and return recruitment materials, scoring sheets, references, etc. for record keeping. • Provide subject matter expertise for recruitment rules, processes and strategy.
2. How is the service requested?	**Description**
a. How is this service requested?	E-mail: EnterpriseHR.EHRS@state.or.us Phone: (503) 378-3622
b. What forms are used/ needed to request this service?	Updated position description (ISS Matrix if applicable) and organization chart: http://www.oregon.gov/DAS/CHRO/pages/forms.aspx
c. When can you expect to have your service request fulfilled?	Once the necessary authorizations, documents and the final draft approval from hiring manager are provided the recruitment will be posted within 2 business days. Once recruitment is closed, application screening may take 1 or more weeks depending on complexity and number of applicants.
3. How do I get help? How does the service provider provide support to customers?	**Description**
a. Self-service support	HR reference manual: http://www.oregon.gov/DAS/CHRO/Pages/manual/index.aspx
b. How to request support	E-mail: EnterpriseHR.EHRS@state.or.us Phone: (503) 378-3622
c. When can you expect to get a response?	Within 24 hours Monday through Friday

7-Position Management services

1. What is the service?	Description
a. Service Summary	Provide position management expertise in the state's classification system and services including job analysis and allocation to the state's job classification system. (**Note**: requests for position reviews can be generated by individual employees, the union, or the management of agency.)
b. What is included / detailed description of the features and benefits of the service	• Review position descriptions for completeness, accuracy, and proper classification level. • Respond to employees, union and management requests for reclassification. Note: employees or the union may appeal agency classification decisions to the Chief Human Resource Office – Labor Relations Unit. • Conduct job reviews/audits by analyzing and comparing with class specifications and considering internal/external relationships and recruiting needs. • Provide consultation, findings and options to management as a result of classification reviews (e.g. removal/reassignment of job duties, organizational structure). • Make recommendations on appropriate classification and writes supporting documentation for agency records and for use in reclassification packages. • Respond to classification audits. • Determine FLSA designation, category/type of service and representation group.
c. Description of what is not included in the service	Determining and writing the duties of a position.
d. Offerings and options	• Consult with management on organizational structure and reorganization efforts to identify potential classification and compensation issues. • On-Site Desk Audits.
e. Service prerequisites	Must be a state of Oregon agency
f. (Service-specific) Customer and provider responsibilities	**Customer responsibilities** Customer will provide: • Position records • Organization chart • Updated position description (ISS positions must include the ISS matrix). **EHRS responsibilities:** • Provider will gain knowledge of agency and business needs as it relates to position management requests.
2. How is the service requested?	**Description**

a. How is this service requested?	Phone (503) 378-2900 E-Mail: EnterpriseHR.EHRS@state.or.us
b. What forms are used/ needed to request this service?	Updated Position Description Form: Position Description Form (dot) ISS Job Profile (if Applicable): http://www.oregon.gov/DAS/CHRO/docs/class/iss_job_profile.doc
c. When can you expect to have your service request fulfilled?	Most job classification reviews will be completed within 30 days of receipt.
3. How do I get help? How does the program/ service enterprise provide support to customers?	**Description**
a. Self-service support	http://www.oregon.gov/DAS/CHRO/Pages/classcomp.aspx for class specifications, compensation plans and minimum qualifications.
b. How to request support	Phone (503) 378-2900 E-Mail: EnterpriseHR.EHRS@state.or.us
c. When can you expect to get a response?	Within 24 hours for initial request for assistance.

8-PPDB data entry services	
1. What is the service?	**Description**
a. Service Summary	This service provides manual data entry of personnel actions into the Position Personnel Data Base (PPDB) for agencies that do not have trained HR staff to process the actions. This service benefits the agency by providing that trained and capable staff to process their requested actions in a timely and accurate manner.
b. What is included / detailed description of the features and benefits of the service	• Review personnel action requests sent by agency for required information/correct coding/Appointing Authority signature and coordinate with the agency HR Manager or Agency Head to obtain any missing information needed. • Once the required information is obtained for the specific action the personnel action request is keyed into the PPDB system and copied to the DAS payroll office (agency is required to keep the official request in employee file).
c. Description of what is not included in the service	• Position Inventory Control (PICS) system updates.

d. Offerings and options	None
e. Service prerequisites	Must be an agency in one of the three branches of Oregon State government (Executive, Judicial or Legislative) or the Oregon State Lottery.
f. (Service-specific) Customer and provider responsibilities	**Customer Responsibilities:** • Agency must send personnel action request for processing in a timely matter (prior to payroll cutoffs) to ensure employee is paid on time and benefits (PEBB, PERS etc.) are applied appropriately. • For access to PPDB/web reports, agency security officer must provide completed form to DAS statewide security officer at GROUP.PPDB@das.state.or.us. • Must have the agency's authorized Appointing Authority on file at Department of Administrative Services (DAS). **EHRS Responsibilities:** • Review and process personnel action when received to meet payroll deadlines. • Contact agency if additional information or corrections are needed to the personnel action request prior to entry.
2. How is the service requested?	**Description**
a. How is this service requested?	Email: group.ppdb@state.or.us Contacts: http://cms.oregon.egov.com/DAS/EHRS/docs/ppdb/hrsystemscontacts.pdf
b. What forms are used/ needed to request this service?	Completed/Signed Personnel Action request form: http://www.oregon.gov/DAS/EHRS/Pages/hrss.aspx (DAS form to be revised and posted)
c. When can you expect to have your service request fulfilled?	Normally completed within 24 hours of receipt, Monday through Friday.
3. How do I get help? How does the service provider provide support to customers?	**Description**
a. Self-service support	PPDB Contacts: http://cms.oregon.egov.com/DAS/EHRS/docs/ppdb/hrsystemscontacts.pdf http://cms.oregon.egov.com/DAS/EHRS/Pages/hrss.aspx#Other_Reso

	urces
b. How to request support	Email group.ppdb@state.or.us Contacts: http://cms.oregon.egov.com/DAS/EHRS/docs/ppdb/hrsystemscontacts.pdf
c. When can you expect to get a response?	Initial response is within 24 hours of receipt, Monday through Friday.

9-Employee investigations / audits	
1. What is the service?	**Description**
a. Service Summary	Consult with management and conduct investigations and/or audits related to workforce management, grievances, and complaints in the workplace.
b. What is included / detailed description of the features and benefits of the service	• Consult on appropriate planning/course of investigation; determine issue to be investigated. • Coordinate and conduct investigations regarding workforce management issues and concerns, e.g. employee misconduct, policy violations, allegations of discrimination, harassment or other employment practices, BOLI or EEOC complaints, employee grievances, third party, or other related workforce issues. • Advise agency on findings of the investigation or audit and make recommendations. • Advise agency on disciplinary measures. • Draft letters of notice, caution, concern, expectations. • Draft formal disciplinary actions (reprimand, salary reductions, demotions, suspensions, dismissals etc.). • Conduct pre-dismissal meetings and make recommendation. • Research laws, rules, bargaining contracts, and precedents and prepare responses to grievances and complaints. • Represent agency and testify at arbitration and ERB hearings. • Confer and mediate with supervisor, union representatives and employee to resolve issues and/or negotiate resolutions to grievances. • Draft official grievance response memoranda • Work with agency on all work environment and HR related complaints, which may involve investigations and assisting with conflict mediation and resolution. • Work with agency staff to respond to HR audits, BOLI & EOCC Complaints, ERB Complaints, Tort Claims, Unemployment Insurance Claims and Hearings, DOJ litigation.

	• Prepare position responses to BOLI/EEOC complaints and Notices of Tort (coordinate with Risk Management and DOJ). • Testify at hearings/arbitration as necessary and represent employer during third party employment investigations or arbitrations.
c. Description of what is not included in the service	• Final employment decision (made by agency appointing authority) • Legal advice (unless provided by DOJ) • Unlimited coverage of DOJ costs associated with employee investigation or litigation. • Criminal investigation (administrative investigations may need to be coordinated with appropriate law enforcement agencies).
d. Offerings and options	• Recommend course of action and facilitation of the completion of action such as settlement, discipline, and grievance response. • Written or verbal investigatory report.
e. Service prerequisites	• Must be a state of Oregon agency.
f. (Service-specific) Customer and provider responsibilities	• **Customer responsibilities** Customer will provide: o Notes, policies, business records, expectations, guidelines personnel files, position files, electronic files and communications, payroll records, supervisory files, medical files. o Make employees available for interview and provide appropriate location to conduct investigatory meetings. o Decision on appropriate actions. • **EHRS responsibilities:** o Coordinates with DOJ, Risk, and others as necessary. o Defensible investigatory practices. o Identifies options and risks. o Obtains DOJ advice if necessary. o Serves as contact with BOLI/EEOC investigator.
2. How is the service requested?	**Description**
a. How is this service requested?	EHRS Service Request E-Mail: EnterpriseHR.EHRS@state.or.us or contact EHRS Administrator at (503) 378-4006.
b. What forms are used/ needed to request this service?	None
c. When can you expect to have your service request fulfilled?	Case specific, most investigations can be done within 30 days of initiation but depends on complexity of issues, when records and people are made available, or mandatory response times to third-parties.
3. How do I get help? How does the service provider provide support to	**Description**

customers?	
a. Self-service support	http://www.oregon.gov/DAS/CHRO/pages/rules.aspx for HR policies http://www.oregon.gov/BOLI/TA/pages/index.aspx for BOLI technical assistance to employers http://www.oregon.gov/DAS/CHRO/Pages/hrmc.aspx for DAS Chief Human Resources Office
b. How to request support	Call EHRS at 503-378-4688 or E-Mail: EnterpriseHR.EHRS@state.or.us
c. When can you expect to get a response?	Initial response within 24-hours, Monday through Friday, 8:00 a.m. – 5:00 p.m.

8.2. SLA Measure dictionary sheets

This section includes a description of the performance metrics and the associated service levels expectations/ performance targets agreed between customers and Enterprise Human Resource Services.

SLA Metric # 1: Average time from requisition to fill

- **Description:** Average number of calendar days from creation of requisition until position is filled.
- **Purpose:** This metric was selected by the SLA to measure the timeliness of the recruitment services offered by EHRS.

  It is expected that tracking and reporting on this measure will assist DAS, EHRS management and customer members of the EHRS Customer Board to understand and make data-driven decisions regarding:
  - Workflow and process.
  - Management of customer expectations.
  - Resource/workload balancing.

- **Comparability**: The Federal Government has established an end-to-end cycle time target of 80 days for recruitment of managerial positions and 70 days for non-managerial positions.

- **Measure calculation formula:**
  - **A= ∑ (B - C)/ N (Number of positions filled)**
  - **B =** Date job offer is accepted by the successful candidate.
  - **C =** Date requisition is created in the e-Recruit recruitment system.
  - Number of days (B-C) will be calculated for each position filled in a quarter. Results will be added up and divided by the total number of positions filled in the quarter to calculate average elapsed time from requisition to fill.

- **Detailed measure definition / clarification:**
  - This measure is tracked in number of calendar days.
  - This measure excludes “open until filled” recruitments with soft closing dates.
  - This measure will be tracked through reports generated using the e-Recruit system.

- **Baseline:** 67.9 days
- **Service Level Expectation (Quantitative performance target):** 70 days.
- **Frequency of reporting / timeliness:** Quarterly.
- **Attachments:** None.

SLA Metric # 2: Average turnaround time to deliver a customized PPDB report

- **Description:** Average number of calendar days between the date the request for a PPDB report is received until the date the report is completed and provided to the customer.

- **Purpose:** This metric was selected by the SLA team to measure the timeliness in the delivery of PPDB report requests.

  It is expected that tracking and reporting on this measure will assist DAS, EHRS management and customer members of the EHRS Customer Board to understand and make data-driven decisions regarding:
  - Workflow and process.
  - Management of customer expectations.
  - Resource/workload balancing.

- **Comparability**: None known at this time.

- **Measure calculation formula**
  - **A= ∑ (B – C)/ N (Number of reports)**
  - **B =** Date PPDB report is submitted by email to person or agency who had requested the report.
  - **C =** Date request for a customized PPDB report is received by EHRS.
  - Elapsed time (measured in days) will be calculated for each customized PPDB report delivered in the quarter. Results will be added up and divided by the total number of reports delivered to calculate average turnaround time to deliver a customized PPDB report.

- **Detailed measure definition / clarification:**
  - This measure is tracked in number of calendar days.

- **Baseline:** 2.5 days.
- **Service Level Expectation (Quantitative performance target):** 3 days.
- **Frequency of reporting / timeliness:** Quarterly.
- **Attachments:** None.

- **SLA Metric # 3: Availability of Human Resource Client Agency Managers**

- **Description:** Percentage of agreed Client Agency Manager on-site contact hours effectively provided to HR client agencies.

- **Purpose:** This metric was selected by the SLA team to measure the availability of Client Agency Managers. Meeting the availability service level desired and agreed upon with customer agencies was identified by EHRS customers as one of the most critical quality attributes associated with the delivery of services included in the Client Agency HR management package.

  It is expected that tracking and reporting on this measure will assist DAS, EHRS management and customer members of the EHRS Customer Board to understand and make data-driven decisions regarding:
  - Workflow / processes.
  - Management of customer expectations.
  - Resource/ workload balancing.

- **Comparability**: None known at this time.

- **Measure calculation formula**
  - **A= (B/ C)*100= ((B$_1$+ B$_2$)/ (C$_1$ + C$_2$))*100**
  - **B (numerator) = Actual number** of on-site contact hours **provided** to HR Client Agencies in the measuring period. This is the addition of:
    - (B$_1$) Actual "Office" hours provided to HR Client agencies.
    - (B$_2$) Actual "Standing Meeting" hours provided to HR Client agencies.
  - **C (denominator) = Target number** of on-site contact hours that had been **agreed-on** between EHRS and its HR Client Agencies for the measuring period. This is the addition of:
    - (C$_1$) Agreed/ committed "Office" hours.
    - (C$_2$) Agreed/ committed "Standing Meeting" hours.
  - Target and actual contact hours will be tallied up and added for all HR Client Managers and HR Client Agencies that have a contact time commitment.

- **Detailed measure definition / clarification:**
  - **Contact Hours are defined as: (B$_1$) Office Hours + (B$_2$) Standing meeting hours**
    - **Office hours** are defined as regular, standing hours during which a HR Client Manager is **physically available** to customer agency staff **on-site**. Office hours include time spent **on customer premises only**, whether doing work for that customer or for a different customer.
    - **Standing Meeting hours** are defined as hours spent attending regular/ standing Management Team meetings or other meetings the HR Client Agency Manager has committed to participate in on a regular basis.
  - The target/ agreed-on number of contact hours at a client agency site (covering Office hours and /or Standing Meeting hours) should be documented in the Client Agency Service Agreement/ Contract (preferred method) or by other means (ie email).

- Client Agency Managers will be considered available, and committed contact hours will be considered met, if the Client Agency cancels a standing meeting (target hours will be computed as delivered).

- **Baseline:** None.

- **Service Level Expectation (Quantitative performance target):** None at this point; agreement to measure and set target at CUB when 6 -9 months worth of data are available.

- **Frequency of reporting / timeliness:** Quarterly.

- **Attachments:** None.

SLA Metric #4: Average time to provide employee investigation recommendations.

- **Description:** Average number of business days from receipt of investigation request until the date investigation recommendations are delivered.

- **Purpose:** This metric was selected by the SLA team to measure timeliness of employee investigations, which was identified by EHRS customers as one of the most critical quality attributes associated with the delivery of this service.

  It is expected that tracking and reporting on this measure will assist DAS, EHRS management and customer members of the EHRS Customer Board to understand and make data-driven decisions regarding:
  - Workflow / processes
  - Management of customer expectations
  - Resource/ workload balancing

- **Comparability**: SEIU contract establishes 120 days.

- **Measure calculation formula**
  - **A= ∑ (B-C) / N (number of investigation recommendations)**
    - **Numerator =** Total number of business days spent conducting employee investigations for which a recommendation has been provided in the measurement period. For each investigation, this is the difference between:
      - B: Date **written** recommendations are delivered to the customer agency/ manager.
      - C: Date of receipt of investigation request.
    - **N (denominator) =** Total number of investigations with recommendations delivered in the quarter.
  - The number of business days spent conducting employee investigations will be calculated for each investigation request. Results will be added up and divided by the number of investigations with recommendations in the measurement period to calculate the average time to deliver recommendations.

- **Detailed measure definition / clarification:**
  - This measure is tracked in number of business days.
  - Fractions of one business day will be rounded-up to the next highest day.
  - **Date of receipt** is the date an email is sent to any person in EHRS requesting an employee investigation.
  - **Date of recommendation** is the date written recommendations on the employee investigation that has been conducted are delivered by EHRS to the requesting agency/manager.
    - Date of recommendation is not the date the investigation file is closed or the date in which a letter of discipline, response to grievance etc. is delivered to the employee investigated.
    - After EHRS delivers their written recommendations, the requesting agency will make a decision based on the input received from EHRS. In some cases, the requesting agency may request a written closure letter to move forward (response to grievance, letter of notice about disciplinary actions, pre-dismissal letter, etc.), although in some other cases, they may pursue a different route (oral warning, etc.).

      This performance measure does not track time elapsed until the investigation file is closed or any such letter of notice, etc. is delivered.

  - The time elapsed between the date of receipt and the date of delivery of written recommendations will include/ cover all time needed to:
    - a) Schedule and hold any investigatory meetings or phone conversations with all affected parties, witnesses, etc.
    - b) Conduct any analytical or research activities.
    - c) Write up the recommendations.

  - If after EHRS provides a recommendation, **new evidence** is brought up by any of the affected parties requesting EHRS to re-open the case or continue investigating, this will be treated like a **new investigation**. A new line will be added to the log, a new "beginning date" will be entered and time to deliver the new recommendation under the light offered by the new evidence will be tracked as if it was a whole new investigation.
  - **Exclusions:**
    - Excludes **informal / oral consultations**, when EHRS staff members offer oral / informal recommendations/ advice to a manager or employee in a client agency.
  - This measure will initially be tracked with the aid of a Classification Tracking spreadsheet maintained by Enterprise Human Resource Services.

- **Baseline:** None.

- **Service Level Expectation:** None at this point; agreement to measure and set target at CUB when 6 -9 months worth of data are available.

- **Frequency of reporting / timeliness:** Quarterly.

- **Attachments:** None.

SLA Metric #5: I-learn technical support resolution time

- **Description:** Average number of hours from receipt of request for i-Learn technical support until customer issue is resolved/ ticket is closed.

- **Purpose:** This metric was selected by the SLA team to measure the timeliness of technical support. It is expected that tracking and reporting on this measure will assist DAS, EHRS management and customer members of the EHRS Customer Board to understand and make data-driven decisions regarding:
  - Workflow / processes
  - Management of customer expectations
  - Resource/ workload balancing

- **Comparability**: None known at this time.

- **Measure calculation formula**
  - **A= ∑ (B-C) / N (number of tickets)**
    - Numerator = Total number of hours spent providing support / response to requests for technical support. For each ticket received that meets the eligibility/ inclusion criteria, this is the difference between:
      - B: Date and time technical support is delivered.
      - C: Date and time of receipt of ticket/ request for technical support
    - Denominator = N = Total number of tickets/ issues answered that meet the eligibility / inclusion criteria (see table below).
  - Elapsed time is calculated for each ticket / request for technical support that meets eligibility/ inclusion criteria (see table below). Results will be added up and divided by the number of issues/ tickets answered in a quarter to calculate the average response time.

- **Detailed measure definition / clarification:**
  - This measure is tracked in number of hours.
  - Fractions of one hour will be rounded-up to the next highest 15-minute increment.
  - **Eligibility and exclusions from denominato**r: EHRS will log and track time spent on providing support to i-learn customers for the following types of tickets sent to i-learn technical support:

What is Tracked	What is Not Tracked
Software Bugs	All end user support, including: • End user profile fixes/updates. • End user login IDs/ Passwords. • End user enrollments. • Browser issues (compatibility, pop-up blocker issues, etc.) • Redirecting end-users to agency

	Domain Administrators
Hardware Failures	Role management/ administration within customer domain
Server Issues/Errors	SCORM course troubleshooting
Connectivity Issues	Posting content on customer domain
AdHoc Reports	Automated system email editing within customer domain
PPDB/HR System Integration Errors	Setting up required trainings
Domain Administrator consultation to resolve issues they can't solve for their end users	Permissions services (to designate specific groups within customer organization who can access content)
Content sharing for state wide offered courses	Project support/ tasks associated with implementing new agencies or customers on the system

- This measure will be tracked on the I-Learn spreadsheet maintained by Enterprise Human Resource Services.

- **Baseline:** None

- **Service Level Expectation (Quantitative performance target):** None at this point; agreement to measure and set target at CUB when 6 -9 months worth of data are available.

- **Frequency of reporting / timeliness:** Quarterly.

- **Attachments:** None

SLA Metric #6: E-Recruit technical support resolution time

- **Description:** Average number of hours from receipt of request for E-recruit technical support until customer issue is resolved/ ticket is closed.
- **Purpose:** This metric was selected by the SLA team to measure the <u>timeliness of technical support</u>. It is expected that tracking and reporting on this measure will assist DAS, EHRS management and customer members of the EHRS Customer Board to understand and make data-driven decisions regarding:
  - Workflow / processes
  - Management of customer expectations
  - Resource/ workload balancing

- **Comparability**: None known at this time.

- **Measure calculation formula**
  - **A= ∑ (B-C) / N (number of tickets)**

        - Numerator = Total number of hours spent providing support / response to requests for technical support. For each ticket received that meets the eligibility/ inclusion criteria, this is the difference between:
            - B: Date and time technical support is delivered.
            - C: Date and time of receipt of ticket/ request for technical support.
        - Denominator = N= Total number of tickets/ issues answered that meet the eligibility / inclusion criteria (see table below).
    - Elapsed time is calculated for each ticket / request for technical support that meets eligibility/ inclusion criteria (see table below). Results will be added up and divided by the number of issues/ tickets answered in a quarter to calculate the average response time.

- **Detailed measure definition / clarification:**
    - This measure is tracked in number of hours.
    - Fractions of one hour will be rounded-up to the next highest 15-minute increment.
    - **Eligibility and exclusions for denominator:** EHRS will log and track time spent on providing support to E-Recruit customers for the following types of tickets sent to i-learn technical support:

What is Tracked	What is Not Tracked
Technical issues	Recruiter audit follow-up
Requests for support with ad-hoc reports	Role management (setting up different OHC users/ roles such as Hiring Manager or Subject Matter Expert roles)
New Recruiter setup/changes to Recruiter profile	Usernames/Passwords for OHC users
Unlocking of lists	All support to applicants: • Applicant login issues • Applicant questions/ emails
Service tickets	Audits - users/Vets/Priority lists
Special requests for data	Recruiter training - in person/phone/e-mail
Server issues (oops errors)	Veteran's Preference Point questions/clarifications
Creation of new departments/divisions	Browser issues (compatibility)
Priority list issues	Classification Template issues (scoring plans)
Usernames/Passwords for Recruiters	Enhancement requests
	GovSpace set-up

- **Baseline:** None.

- **Service Level Expectation (Quantitative performance target):** None at this point; agreement to measure and set target at CUB when 6 -9 months worth of data are available.

- **Frequency of reporting / timeliness:** Quarterly.

- **Attachments:** None.

SLA Metric #7: Quality of training

- **Description:** Average rating (in a scale of 1-5, with 5 being the best) to question on "overall quality of training received" on Training Evaluation Surveys received from employees who have taken EHRS-developed training courses during the measurement period.

- **Purpose:** This metric was selected by the SLA team to measure the quality of training delivered by EHRS, which was identified by EHRS customers as one of the most critical outcomes associated with the delivery of training services.

  The EHRS Division will strive to submit a Training Evaluation Survey to all customer agency employees who have completed a course developed by EHRS, in order to gather quantitative and qualitative feedback on the training received.

  It is expected that using Evaluations surveys and tracking and reporting on this measure will assist DAS & EHRS management and customer members of the EHRS Customer Board to understand and make data-driven decisions to develop quality training materials.

- **Comparability**: None known at this time.

- **Measure calculation formula**
  - **A = ∑B / N (number of evaluation surveys)**
    - B: Quality of training rating (in a scale of 1-5, with 5 being the best) , as per specific question on "Overall Quality of Training received" included on Training Evaluation Surveys completed by customer agency employees in the measurement period.
    - N: Number of Training Evaluation Surveys completed by customer agency employees in the measurement period.
  - Results (score on "overall rating for training received") from all Evaluations Surveys received in the measurement period for all training courses delivered to customer agency employees will be added up and divided by the total number of Surveys received to calculate the average rating for quality of training.

- **Detailed measure definition / clarification:**
  - This measure will be tracked using a survey tool in conjunction with i-Learn.
  - Additional stratification of results can be developed and reported, tracking training quality results across different dimensions (per individual course, per customer agency, per type of training: class-room led vs. computer based, etc.).

- **Baseline:** None.

- **Service Level Expectation (Quantitative performance target):** None at this point; agreement to measure and set target at CUB when 6 -9 months worth of data are available.

- **Frequency of reporting / timeliness:** Quarterly.

- **Attachments:** None.

SLA Metric #8: Classification review or establishment response time.

- **Description:** Average number of days between receipt of customer request for a classification review or position establishment and the date a classification recommendation from EHRS is delivered.

- **Purpose:** This metric was selected by the SLA team in an attempt to measure timeliness of classification review work conducted by EHRS, which was identified by EHRS customers as one of the most critical quality attributes associated with the delivery of classification review services.

  It is expected that tracking and reporting on this measure will assist DAS & EHRS management and customer members of the EHRS Customer Board to understand and make data-driven decisions regarding:
  - Workflow / process analysis and improvement. .
  - Management of customer expectations.
  - Resource/ workload balancing.

- **Comparability**: Article 81 in the collective bargaining SEIU contract states that when an employee in the SEIU Bargaining Unit requests a review of their position, the position classification review process (which requires a desk audit, follow up meeting(s) with the supervisor and a formal write up) needs to be completed within 60 days. While this information offers a data point for comparability, the position review process described in the collective bargaining contract is more complex and thorough than many of the requests for classification review received by EHRS staff.

- **Measure calculation formula**
  - **A= ∑ (B-C)/ N (number of position classification recommendations)**
    - Numerator = Total number of business days spent doing classification work for positions for which a recommendation has been provided in the measurement period. For each position classification recommendation provided, this is the difference between:
      - B: Date of delivery of recommendations.
      - C: Date of receipt of request.
    - Denominator (N) = Number of positions with classification recommendations in the measurement period.
  - Average response time is calculated for each request meeting INCLUSION criteria (see EXCLUSIONS below). Results will be added up and divided by the number of recommendations provided in a quarter to calculate the average time to provide position classification recommendations.

- **Detailed measure definition / clarification:**
    - This measure is tracked in number of business days.
    - Fractions of one business day will be rounded-up to the next highest day.
    - **<u>Date of receipt</u>** is the date an email is sent to any person in EHRS requesting a recommendation for classification / reclassification of a new or pre-established position in which the requesting agency/ work unit attaches:
        - A PD (position description) OR
        - A draft PD OR
        - A description of job duties.
    - **<u>Date of delivery of recommendation</u>** is the date an email is sent by EHRS to the requesting agency/work unit or manager which includes one of the following:
        - A formal write up of position classification review and recommendations such as an approval memo from the CHRO Classification/Compensation Unit OR
        - An email confirming the requested classification was approved by the CHRO Classification/Compensation Unit OR
        - Written recommendations for classification, which may include written requests/recommendations for position description revisions.
    - The time elapsed between date of receipt and date of delivery of recommendations will include/ cover all time needed to:
        - Schedule and hold any preliminary or explanatory meetings or phone conversations with the requesting agency.
        - Schedule and conduct any desk-audits.
        - Conduct any analytical activity, including conducting a review of position information and <u>any needed research/ comparative analysis of similar positions</u> (NOTE: If the review of a single PD leads to a need or an explicit request from a manager to conduct a comparative review/ evaluation of other positions within a team/ work unit to ensure consistency of classification with other positions in the same team, or to better inform the decision for the position under review, all time spent conducting analysis of other positions will be considered as time necessary to provide the best recommendation for the position under review and hence will be included in the calculation).
        - Write up the recommendations.
    - If after EHRS provides a recommendation, the requesting agency or manager provides new information or requests further actions (ie, a desk audit) potentially leading a change of the original recommendation, this will be treated like a NEW REQUEST (a new line will be added to the classification excel log, a new "beginning date" will be entered and the time to deliver the new recommendation under the light offered by the new information will be tracked as if it was a whole new request).
    - **Exclusions:**
        - This measure tracks time spent responding to requests for classification/ reclassification of individual positions only- **<u>all classification or reclassification packages for more than one position are excluded from this calculation.</u>**
        - Excludes **<u>informal / oral consultations</u>**, when EHRS staff members offer oral / informal position classification recommendations/ advice to a manager in a client agency.
        - In some scenarios (i.e., multiple individual requests for reclassification coming in from the same department, team or work unit in a limited

amount of time) the recommendation to the requesting manager/ area can be to 'package" the reclassification / classification requests or to re-submit them as a package. The output / recommendation in this case is closer to a "process" recommendation than to a classification recommendation properly speaking. **Requests receiving a "process" recommendation would be excluded from the calculation.**

- This measure will initially be tracked with the aid of a Classification Tracking spreadsheet maintained by Enterprise Human Resource Services.

- **Baseline:** None.
- **Service Level Expectation:** None at this point; agreement to measure and set target at CUB when 6 -9 months worth of data are available.
- **Frequency of reporting / timeliness:** Quarterly.
- **Attachments:** None.

8.3. Rate methodologies

DAS Enterprise Human Resource Services is self funded through user fees that are designed to recover the costs incurred to deliver the services provided by the Division. These costs include personnel services, services and supplies including the acquisition/depreciation costs for software applications provided by the Division, and overhead costs including Division management and DAS overhead charges.

- **Client Agency Human Resource Management** package charges are based on the number of full-time equivalent employees (FTE) employed by the customer agency.
- **Recruitment and Position Management** services are charged based on an hourly rate.
- **Training and Development** services are charged based on an hourly rate.
- **eRecruit System** charges are based on the usage of eRecruit system by individual agencies. The usage charges are based on the number of requisitions created, applications received, lists referred and hires.
- **iLearn System** rates consist of a base customer charge (per agency or customer entity) that covers the costs of creating, maintaining and hosting customer specific domains in the system, and additional charges based on the usage of iLearn services by individual agencies. These usage charges are based on the amount of active i-learn users and on the number of exclusive active courses (only available to the staff of the agency for which the course was developed) hosted on the system.
- **PPDB (Position and Personnel Data Base)** charges are based on the usage of PPDB by individual agencies, measured by the number of Personnel Actions processed on the system for each agency, along with a base charge per agency. Agency size was factored into the methodology to establish base charges to make it feasible for smaller agencies to afford the costs of using the system.

- **PPDB data entry** services are charged based on the number of Personnel Actions keypunched into PPDB by EHRS staff on behalf of an agency.

Link to the published price list for updated rate information:

http://www.oregon.gov/DAS/CUB/docs/ehrs/pricelist.pdf

The charges for DAS services are based on the projected needs of the Agency's full-time (FTE) positions and current legislative approved programs. If activities or levels of service change, DAS or the Agency may request renegotiation of this agreement to ensure continued uninterrupted service and cost recovery to DAS.

DAS will pass through most legal costs associated with Enterprise Human Resource Services provided as specified in this document. Legal costs include, but are not limited to, legal advice, consultation, research, and representation against claims or law suits. DAS/EHRS will seek customer Agency approval prior to seeking legal services on their behalf.