

**VOLUNTARY BUYOUT PROGRAM
BUSINESS JUSTIFICATION TEMPLATE
TENNESSEE DEPARTMENT OF HUMAN RESOURCES**

I. Executive Summary

The Department of Human Resources has undergone significant structural change since the implementation of the T.E.A.M. Act in 2012. Participating in the VBP will allow the department to continue improving the service provided to our customers and increase the efficiency of several processes.

The forms automation project with Edison and streamlining of the recruitment process will change the methods by which DOHR currently approves transactions and sends lists of eligible candidates to agencies for selection. As a result, employees in six job classifications, a total of 13 positions in Technical Services Bureau have been identified as eligible for the program. In addition, one classification in Employee Relations has been identified as eligible for the program.

The Department will undergo organizational restructuring, combining the Technical Services, Recruiting Management Services, and Classification/Compensation divisions into one, newly created division of HR Management Services. The Department will utilize current positions to establish a new HR Service Center by reclassifying positions vacated as a result of those who accept the buyout.

In addition, the Department has created the division of HR Consulting Services, which will encompass Employee Relations, Research and Planning and Mediation. As a result, the Department has identified one position in this division as eligible for the program.

Finally, the Department will create a Quality Assurance Center in Internal Operations. As a result, additional positions will be reclassified to staff this unit as positions are vacated from those who are accepted into the program.

Positions in the following classifications will be reclassified to enable the restructuring to occur:

- HR Program Technician (TS)
- HR Program Technician (RMS)
- HR Program Supervisor (RMS)
- HR Program Consultant Supervisor

A RIF of those employees who are not eligible or do not participate in the Voluntary Buyout Program may occur. Any reductions in force will not occur prior to October 2015, and will be conducted in accordance with State law.

Of the below classifications, only one position is required and if no employee participates in the Voluntary Buyout Program, the structure will be modified to accommodate.

- HR Program Director 3
- HR Program Director 4

The final classification will be reclassified and if the employee elects not to participate in the Voluntary Buyout Program, the structure will be modified to accommodate.

- Administrative Services Assistant 3

II. Business Justification and Assessment

The Technical Services Bureau of DOHR currently has three divisions, with significant overlap in work responsibilities. Automation of certain activities, such as personnel actions and determination of eligible candidates, will reduce the number of tasks performed and require a change in the methods by which both the work and the approval processes are completed.

Best practice models for the delivery of HR services have a significant self-service component, and the forms automation project is designed to follow that model. Hiring managers in state agencies will be able to complete most personnel action forms online, in a system which pre-populates a portion of data in order to reduce the error rate. Currently, employees in DOHR review initial requests on paper and pass them along to another level of staff for further review and/or approval. This step will no longer be necessary.

As a part of the initial restructuring that came after passage of the T.E.A.M. Act in 2012, DOHR built a recruiting model for state government that did not previously exist. Continuous improvement efforts in that division revealed possibilities for automating processes that are currently completed manually, such as the determination of whether a candidate meets the minimum requirements for the position, resulting in a significant reduction in the time and effort required to create a list of eligible candidates. Another change included administering the first round interviews for candidates meeting the minimum qualifications.

A second facet of best practice delivery models is a service center environment, where cross-trained employees are available to customers via a variety of communication methods (phone, live chat, email, etc.) to provide guidance and assistance with basic functional questions. DOHR proposes to create a service center in a scalable model - starting with four positions and adding positions as necessary. Centers of Expertise, which include staff with additional subject matter training, are the second level of contact for customers, and questions which cannot be answered in the service center are escalated to those teams. Employees in these areas also perform the majority of the functional work in the department. The current Technical Services Bureau will be completely restructured to have only one Center of Expertise –the Customer Support Center. Positions from each of the three current divisions – Technical Services, Classification/Compensation and Recruiting Management Services – will be placed into teams designed to support a certain number of customer agencies. This realignment will result in fewer supervisors being required. The quality and audit process in these areas,

which has multiple and duplicative layers, will be refined and moved to a separate division.

The Office of the General Counsel currently houses both the legal staff for the department and the Employee Relations division. As areas of the T.E.A.M. Act related to performance management and mediation continue to grow, and the department plans implementation of statewide programs related to employee engagement and job satisfaction, it becomes necessary to divide the two divisions and create a separate HR Consulting Services division.

Rebecca R Hunter
Rebecca R. Hunter, Commissioner

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Date