



OFFICE OF STATE HUMAN RESOURCES

# Strategic Plan & Information Technology Plan FY 2017 - 2019

NOVEMBER 30, 2016

 <p><i>State Human Resources</i></p>	<p>Submitted By <b>Paula Woodhouse</b> Interim Director Office of State Human Resources</p>
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# 1. OSHR Strategic Plan Executive Summary

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The Office of State Human Resources (OSHR) serves as the center of Human Resources expertise for the State of North Carolina. We provide an integrated and professional human resources function that is collaborative, strategic, and customer focused. Our efforts are centered on attracting, retaining, developing, and motivating a high-performing and diverse workforce.

The primary purpose of OSHR is to administer the state's human resources function under the direction of the Governor based upon accepted best practices of human resources administration in government and industry.

The governing legislation of the agency is N.C.G.S. Chapter 126. This legislation was established in 1949. Originally called the State Personnel Act (SPA), it is currently known as the State Human Resources Act (SHRA). OSHR serves as the staff for the State Human Resources Commission.

The agency is charged with providing policy guidance, consultation, and technical assistance to all agencies and universities in the following areas of human resources management:

- Business Operations
- Policy and Governance
- Employee Relations and Local Government
- Safety, Health, and Workers' Compensation
- Talent Management
  - Learning Management System Administration
  - Performance Management
  - Learning and Development
  - Recruiting and Staffing
  - Temporary Solutions
- Total Rewards
  - Employee Benefits
  - Compensation
- Diversity and Inclusion
- Communications and Employee Engagement
- Employee Recognition/Reward Programs

OSHR has distinguished itself as a leader in the field of human resources management at both the local and national level by virtue of our ingenuity, innovation, and industriousness. Through effective leadership and legislative action, OSHR has transformed from a mostly administrative agency into one that now advocates for the HR perspective in cabinet and secretary-level meetings. In addition to providing consultation in decision-making, OSHR influences statewide policies.

Currently there are approximately 84,500 state employees who are subject to the SHRA (state agencies: 74%; universities: 26%). Also, there are approximately 25,000 local government employees who are subject to the SHRA.

The average salary of SHRA employees is approximately \$40,500. The average age is 46 years, and the average length of service is approximately 11.5 years.

OSHR has 92 employees, but we provide human resources leadership to all North Carolina state government agencies and their combined workforce.

OSHR has changed the landscape of human resources throughout the state by implementing effective, efficient, and innovative programs. We have strengthened relationships with internal and external stakeholders and have facilitated a work environment where employees collaborate to tackle problems as they arise. We continue to energize, engage, and empower employees through initiatives like the “Be a Hazard Hero” Program, the Employee Service Awards Program, and the NCVIP Program. By encouraging employees to have more open dialogue with their supervisors, it ensures employees have a clear understanding of the performance expected of them and how their individual work contributes to achievement goals of the organizational mission. By recognizing employees for their loyalty and commitment, we make them feel valued. By giving employees the tools and training they needed to proactively identify and remove hazards, we continue to promote a culture of safety in the workplace.

These efforts have proven to be highly effective as employees have made strides in performance management, workplace injuries have fallen approximately 19% since 2013, and employees feel more appreciated and rewarded for their dedication.

OSHR’s efforts to modernize and bring efficiencies to the HR practices across state government have garnered state and national attention. OSHR received the following awards in 2016:

**National Association of State Personnel Executives (NASPE)**

- **2016 Eva N. Santos Communication Award** for excellence in state HR communications
- **2016 Eugene H. Rooney, Jr. Leadership Award** for innovative state human resource management practices that ensure access and equity while enhancing productivity and service delivery

**International Public Management Association – Human Resources (IPMA-HR)**

- **2016 IPMA-HR Agency Award for Excellence** (Large Agencies); the award recognizes the overall quality, accomplishments, and contributions of an agency that exceeds the normal operation of a good government human resource program

**NC Association of Government Information Officers (NCAGIO)**

- **1<sup>st</sup> Place – 2016 Excellence in Communications Awards**, Internal Communications/ Employee Engagement for OSHR’s newsletter, *The Resource*

## 2. OSHR Quick Reference Guide

<b>Goal 1 – Attract high-quality and diverse candidates for employment</b>		
<b>Objective 1.1</b> - Modernize the recruitment and selection system, process and policy		
<b>1.1.1</b> <b>Measure of Success</b> <i>Decrease time period between when a job is posted and when a candidate accepts a position.</i>	<b>Strategy</b>	<i>Improve efficiency and effectiveness of the state hiring process</i>
		<i>Implement a new applicant tracking system to streamline the process to bring new qualified employees onboard and advance the state's recruiting process to attract, develop, and retain the best and brightest to serve the people of North Carolina.</i>
<b>Objective 1.2</b> - Implement a Total Rewards System that includes competitive and market-driven compensation and benefits packages		
<b>1.2.1</b> <b>Measure of Success</b> <i>Increase participation in NCFlex benefits</i>	<b>Strategy</b>	<i>Develop a comprehensive statewide employee incentive package and appeals to existing employees and job candidates.</i>
		<i>Implement a new statewide and compensation system that aligns employee pay with the market rate for similar jobs and seek continuous improvement in the area of employee benefit offerings.</i>
<b>Objective 1.3</b> - Develop and implement talent acquisition programs to effectively recruit diverse and qualified candidate pools		
<b>1.3.1</b> <b>Measure of Success</b> <i>Decrease job turnover rates and build an inclusive and highly competent state workforce.</i>	<b>Strategy</b>	<i>Target state recruitment efforts to attract and retain a highly competent and diverse workforce and develop a pipeline of talent for state jobs.</i>
		<i>Proactively identify and target qualified candidates for recruitment and develop communication plans and organize events to reach these individuals.</i>
<b>Goal 2 – Develop and retain a highly competent and diverse workforce</b>		
<b>Objective 2.1</b> - Diversity Outreach		
<b>2.1.1</b> <b>Measure of Success</b> <i>Develop an inclusive workforce that reflects the rich diversity of North Carolina</i>	<b>Strategy</b>	<i>Develop and implement outreach plans to attract a qualified and diverse workforce</i>
		<i>Dedicate recruitment efforts to attract the best and brightest to state government and develop an inclusive workforce that reflects the race, color, religion, sex, national origin, age, disability or genetic information.</i>
<b>Objective 2.2</b> - Create a culture of engagement to sustain healthy dialogue between employees and all levels of management, increase accountability, facilitate career progression and reward top performers		
<b>2.2.1</b> <b>Measure of Success</b> <i>Develop a state workforce that meets or exceeds the expectations of their positions.</i>	<b>Strategy</b>	<i>Continue to reinforce the use of the state's performance management tool, NCVIP.</i>
		<i>Through training and awareness building communications, ensure that managers and employees understand, embrace and actively participate in all performance management activities available through the NCVIP program.</i>
<b>Objective 2.3</b> - Utilize collaborative learning, in conjunction with formal development, to ensure employees at all levels of the organization have adequate leadership skills which will enable them to succeed in their current role while being prepared for future opportunities		
<b>2.3.1</b> <b>Measure of Success</b> <i>Proactively develop organizations with inherent succession capabilities.</i>	<b>Strategy</b>	<i>Increase accessibility of the Learning at all Levels professional development program to facilitate leadership bench strength in state agencies.</i>
		<i>Create a learning environment where employees at all levels of an organization have access to leadership development opportunities.</i>

<b>Objective 2.4 – Analyze turnover to identify retention problems and implement solutions to improve retention</b>		
<b>2.4.1</b> <b>Measure of Success</b> Increase retention rates statewide, particularly in positions with high turnover rates.	<b>Strategy</b>	<i>Develop and implement processes to monitor and assess turnover rates.</i>
	<i>Improved processes will formalize the state's approach to managing employee retention and put in place the means to address retention issues/challenges that arise over time.</i>	
<b>Objective 2.5 – Create and implement effective HR training programs</b>		
<b>2.5.1</b> <b>Measure of Success</b> Raise the skill level and industry awareness of HR staff to elevate the knowledge-base and capacity of the HR function statewide.	<b>Strategy</b>	<i>Develop and incorporate training programs for HR professionals to advance the capabilities of agency HR staff including the new Statewide Compensation Plan</i>
	<i>Training topics to include:</i> <ul style="list-style-type: none"> <li>• <i>New compensation system and policies</i></li> <li>• <i>Disciplinary process</i></li> <li>• <i>EAP services</i></li> <li>• <i>Diversity and Inclusion</i></li> </ul>	
<b>Goal 3 – Communicate and deliver high-quality, efficient and compliant HR programs and services</b>		
<b>Objective 3.1 – Communicate and deliver high quality, efficient and compliant HR programs and services</b>		
<b>3.1.1</b> <b>Measure of Success</b> Increase the awareness diversity and inclusion efforts	<b>Strategy</b>	<i>Through regular and effective communications advance awareness of diversity and inclusion efforts with agency and university EEO Officers and their stakeholders.</i>
	<i>Efforts will include:</i> <ul style="list-style-type: none"> <li>• <i>Quarterly communications through the D&amp;I newsletter</i></li> <li>• <i>Regular meeting with EEO Officers</i></li> <li>• <i>EEO Certificate training</i></li> <li>• <i>Bi-annual meeting with Diversity Council</i></li> </ul>	
<b>Objective 3.2 – Effectively communicate HR programs and services to inspire employee knowledge and engagement</b>		
<b>3.2.1</b> <b>Measure of Success</b> Increase knowledge-base of employees regarding HR	<b>Strategy</b>	<i>Develop and implement effective communication initiatives to keep employees and the state HR community informed</i>
	<i>Improve on-boarding processes and the training, and communications for employees, agency HR staff and other stakeholders.</i>	
<b>Objective 3.3 – Ensure high quality and thorough governance of the HR function</b>		
<b>3.3.1</b> <b>Measure of Success</b> High quality services delivered on-time.	<b>Strategy</b>	<i>Address HR-related legislative updates</i>
	<i>Develop legislative strategy for 2017 long session; monitor and track legislative activity; review existing policies.</i>	
<b>Objective 3.4 – Ensure the HR, business and legal functions of OSHR are managed in a compliant and efficient manner</b>		
<b>3.4.1</b> <b>Measure of Success</b> High quality services delivered on-time.	<b>Strategy</b>	<i>OSHR Internal Service Delivery</i>
	<i>Improve contract management; ensure OSHR budget is managed in a forward thinking manner; identify ways to maximize limited resources; obtain expert legal counsel to ensure the agency is protected in legal matters; ensure that OSHR internal HR functions align with the business needs and that HR services are delivered in a timely and efficient manner</i>	
<b>Objective 3.5 – Improve HR service delivery to customers</b>		
<b>3.5.1</b> <b>Measure of Success</b> High quality services delivered on-time.	<b>Strategy</b>	<i>Instill a culture of continuous improvement</i>
	<i>Improve/streamline processes related to mediation, salary administration, reallocation, Delegation of Authority, reduction in force, and other HR functions.</i>	

**Goal 4 – Create and maintain a culture of safety and health awareness in the workplace**

**Objective 4.1** – Educate state employees to recognize hazards and unsafe working conditions to create a mindset of working safely.

<b>4.1.1</b> <b>Measure of Success</b> Reduce employee injuries	<b>Strategy</b>	<i>Develop and implement safety awareness and education campaigns</i>
	<i>Monitor and track employee safety, and implement hazard awareness programs to further reduce employee injuries.</i>	

**Objective 4.2** – Monitor workers’ compensation process for improvements

<b>4.2.1</b> Reduce workers’ compensation cost	<b>Strategy</b>	<i>Implement procedures and processes to contain workers’ compensation expenditures</i>
	Monitor OSHR’s Claim Management Standard Operating Procedures; continuously evaluate claims inventory to identify potential cases of fraud/abuse, report quarterly vendor service performance, and proactively settle claim to increased cost avoidance.	

## 3. Enterprise Opportunities

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*The purpose of this section is to learn about additional initiatives that your agency envisions, possible joint funding opportunities that the agency may be planning with other agencies, and other funding sources that could be utilized at the enterprise level. Please consider both IT and non-IT initiatives. Most initiatives that are enterprise in nature will likely require both business and IT resources.*

### 3.1. Potential Initiatives

*Describe any additional initiatives that your agency envisions and would like to take on, but does not currently have the resources to undertake.*

### 3.2. Collaborative Opportunities

- OSHR is the center of HR expertise for the state. Our agency routinely collaborates with and provides expertise to state government agencies on HR-related issues in the areas of HR policy, compensation, employee benefits, safety, workers' compensation, employee relations, diversity and inclusion and other matters.
- OSHR is working with DIT to develop an OSHR intranet site via SharePoint. This will help streamline intra- and inter-agency collaboration by significantly advancing document sharing and workflow capabilities as well as increase efficiencies with regard to tasks and projects.
- OSHR is providing training and working with other state agencies to raise awareness with their workers' compensation administrators about best practices for reporting, processing, and managing claims. Greater awareness leads to improved and more consistent claims management.

In coordination with other state government agencies, OSHR is developing and will launch—in February 2017—a new Statewide Compensation System. The new system will align state government salaries with the pay range for similar jobs in the general market.

## 4. OSHR Vision, Mission, and Values

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### 4.1 Vision

Serve as the “Center of Human Resources Expertise” for the State

### 4.2 Mission

To attract and retain a high-performing and diverse state government workforce, facilitate a safe work environment for all employees, and align OSHR’s efforts with the Governor’s goals of:

- Facilitating job and economic growth
- Strengthening education
- Protecting the quality of life for North Carolina citizens

### 4.3 Values

To ensure that all OSHR programs and initiatives align with a common vision, we’ve establish a set of values to act as a foundation for our efforts. The first 3 values listed below are overarching values that are shared by all North Carolina state government agencies. The remaining values were specifically selected by OSHR because they align well with our mission and goals.

1. Safety and Health
2. Customer Service
3. Diversity and Inclusion
4. Communication
5. Initiative
6. Competence and Expertise
7. Teamwork and Collaboration
8. Change Leadership and Management
9. Organizational Effectively and Efficiency

# 5. OSHR Goals, Objectives, and Measures of Success

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## Goal 1 Attract high-quality and diverse candidates for employment

**1.1 Objective:** Modernize the recruitment and selection system, process and policy

### 1.1.1 Measures of Success

Decrease time period between when a job is posted and when a candidate accepts a position.

#### Strategies/Initiatives

- Redefine the entire recruitment process by October 30, 2016
- Revise/adjust the policy by December 31, 2016
- Implement new Applicant Tracking System (ATS) to bring consistency to recruitment process by May 30, 2017
- Develop and implement a policy and process for background checks by January 30, 2017 which will be ready for implementation into the ATS technology by FY 17-18
- Work with Recruitment team to complete a comprehensive new hiring process with the new ATS by May 2017
- Develop a standard Onboarding program by January 30, 2017

**1.2 Objective:** Implement a Total Rewards system that includes competitive and market driven compensation and benefits packages

### 1.2.1 Measures of Success

Increase state employee participation in NCFlex benefit offerings.

#### Strategies/Initiatives

- Increase participation in NCFlex Dental and Vision plans by 10% within 24 months
- Communicate new benefits program through different media tools
- Stabilize the Benefit enrollment platform and vendor files by reducing errors to less than 5%

**1.3 Objective:** Develop and implement talent acquisition programs to effectively recruit diverse and qualified candidate pools

### 1.3.1 Measures of Success

Decrease job turnover rates and build an inclusive and highly competent state workforce.

#### Strategies/Initiatives

- Develop and implement a strategy for diversity outreach classifications and/or areas within agencies, focus on increasing diversity in applicant pools, interview pools and new hires by October 1, 2016.
- Partner with Talent Management to create a diverse candidate pipeline
- Integrate temporary employees into the overall workforce strategy and workforce planning efforts by December 30, 2016

## Goal 2 Develop and retain a highly competent and diverse workforce

### 2.1 Objective: Diversity Outreach

#### 2.1.1 Measures of Success

Develop an inclusive workforce that reflects the rich diversity of North Carolina

##### Strategies/Initiatives

- Review/modify diversity goals
- Review Diversity and Inclusion strategic plan and present to stakeholders
- Coordinate a leadership program

**2.2 Objective:** Create a culture of engagement to sustain healthy dialogue between employees and all levels of management, increase accountability, facilitate career progression and reward top performers

#### 2.2.1 Measures of Success

Develop a state workforce that meets or exceeds the expectations of their positions.

##### Strategies/Initiatives

- Create a culture of engagement to sustain healthy dialogue between employees and all levels of management, increase accountability, facilitate career progression and reward top performers
- Consult with agencies and provide development surrounding effective calibration of performance ratings across the enterprise – March 31, 2017
- Identify competencies by program and link developmental competencies to performance system by 12/30/2017
- Succession planning – define the hi-po identification process, the development process and career latticing by January 15, 2017
- Pay for Performance - Collaborate with compensation regarding the initial strategy and the implementation of pay for performance by November 1, 2016

**2.3 Objective:** Utilize collaborative learning, in conjunction with formal development, to ensure employees at all levels of the organization have adequate leadership skills which will enable them to succeed in their current role while being prepared for future opportunities.

#### 2.3.1 Measures of Success

Proactively develop organizations with inherent succession capabilities.

##### Strategies/Initiatives

- Focus on developing leadership bench strength including the adaptation to make Leading at All Levels (LAAL) accessible for more audiences by 5/30/2017
- Just-in-Time/Need-to-Know training focus implemented in all resources and guides as they are created or revised by June 15, 2017

**2.4 Objective:** Analyze turnover to identify retention problems and implement solutions to improve retention.

#### 2.4.1 Measures of Success

Increase retention rates statewide, particularly in positions with high turnover rates.

##### Strategies/Initiatives

- Develop standard compensation and classification policies to facilitate retaining employees by February 2017

- Coordinate with Recruitment, EEO and other OSHR offices to develop standard turnover reports to analyze retention factors and trends by December 2016
- Track turnover and promotion rates, to partner with Total Rewards to create a POA to identify retention processes

**2.5 Objective:** Create and implement effective HR training programs

**2.5.1 Measures of Success**

Raise the skill level and industry awareness of HR staff to elevate the knowledge-base and capacity of the HR function statewide.

**Strategies/Initiatives**

- Train Human Resources staff, managers, and employees on the new compensation system and policies by February 2017
- Research a potential inclusion curriculum before December 31, 2016
- Create a reporting guide that helps agencies run reports that show identified HR Measures by February 2017
- Develop a training program to help supervisors and managers understand the leave programs by June 2017
- Launch 2 training modules for supervisors in the LMS (Disciplinary process, EAP services)
- Partner with Talent Management on creation or revision of EEO and Diversity trainings
- Research a potential inclusion curriculum before December 31, 2016
- Provide training to HR professionals on HR practices and processes by reaching 50% of identified audience by March 31, 2017

**Goal 3 Communicate and deliver high-quality, efficient and compliant HR programs and services**

**3.1 Objective:** Communicate and deliver high quality, efficient and compliant HR programs and services

**3.1.1 Measures of Success**

Increase the awareness of diversity and inclusion efforts

**Strategies/Initiatives**

- Quarterly communications through the D&I newsletter to the Agency/University EEO Officers
- Facilitate information meetings with EEO Officers quarterly
- Provide the EEO Certificate training
- Diversity Council bi-annual meetings

**3.2 Objective:** Effectively communicate HR programs and services to inspire employee knowledge and engagement

**3.2.1 Measures of Success**

Increase knowledge-base of employees regarding HR

**Strategies/Initiatives**

- Develop a standard Off-boarding process by January 30, 2017

- Improve communication to agency salary administration by providing new training, newsletters and other communication channels
- Create Executive Summary from the EEO Plans
- Identify gaps in the COE and make necessary changes in organization, skill development and role definitions by December 2016
- Deliver needed training by June 2016
- Develop and disseminate communications that support the programs, initiatives, and issues reflected in the priorities defined by the Office of the Governor
- Provide communications support that aligns with the mission and goals of OSHR and its various divisions
- Develop and disseminate communications to HR directors to support and promote OSHR initiatives and programs
- Develop communications for dissemination to state employees to keep them informed of statewide initiative, programs and related issues
- Develop and disseminate information that highlights the efforts of state employees providing great customer service and making a difference in their communities... and beyond
- Develop, and disseminate information about employee awards programs and manage/coordinate the events associated with the awards programs
- Respond to public information requests and media inquiries

**3.3 Objective:** Ensure high-quality and thorough governance of the HR function

**3.3.1 Measures of Success**

High-quality services delivered on-time.

**Strategies/Initiatives**

- Implement new FLSA rules within the state – a US District Court in Texas issued an injunction on November 22, 2016 that delayed the scheduled December 1, 2016 implementation of these new rules, OSHR implementation has been delayed until a final ruling is made
- Coordinate the legislative report process
- Develop legislative strategy for 2017 long session
- Monitor and track legislative activity
- Complete rule reorganization project with OAH/ Restructure Chapter 25 of the Administrative code
- Implement the new local government service delivery plan
- Policy Analysis Project – Review all agency and OSHR policies
- Continue growing the training and development program for local government and establish a program with Public Health and Mental Health
- Continue to add new policies as needed and maintain current policies for compliance
- Continue working with key stakeholders to establish one set of policies for all of state government

**3.4 Objective:** Ensure the HR, business and legal functions of OSHR are managed in a compliant and efficient manner

**3.4.1 Measures of Success**

Services delivered to OSHR internal customers is timely and efficient

**Strategies/Initiatives**

- Improve the management of contracts by creating a contract specialist position
- Coordinate and manage the RFP process in OSHR working in conjunction with the division directors
- Ensure the OSHR budget is managed in a forward thinking manner; identify ways to maximize limited resources
- Ensure that the Learning Development Center (LDC) move/transition is handled in an efficient manner and according to schedule
- Provide expert legal counsel to ensure the agency is protected in legal matters
- Work closely with DIT on the transition function for IT positions
- Ensure that OSHR internal HR functions align with the business needs and that HR services are delivered in a timely and efficient manner

**3.5 Objective:** Improve HR service delivery to customers

**3.5.1 Measures of Success**

High quality services delivered on-time.

**Strategies/Initiatives**

- Complete one-day mediation conference
- Transition Salary Administration from a Transactional role to a consultant role by June 2017
- Develop salary monitoring reports and action audit report by December 2016
- Increase capacity of OSHR internal to use reports by improving team's skills and knowledge with additional training and individual workshops by February 2017
- Continue to consult with agency on overall classification and market driven system
- Streamline the reallocation process to reduce transactional time to no more than 15 days and reduce documentation
- Develop a New Delegation of Authority process that allows additional freedom to agency but keeps the integrity of the classification system by February 2017
- Increase use of reports to show trends and provide valuable information to agency
- Create the project plan for employee separations process by October 2016 and implement by June 2017
- Develop and implement fillable form for RIF priority
- Reduce separation processing time to no more than 10% of the actions being initiated beyond five days
- Improve transactional processing time by reducing unneeded administration steps between BEACON and OSHR

## **Goal 4 Create and maintain a culture of safety and health awareness in the workplace**

**4.1 Objective:** Educate state employees to recognize hazards and unsafe working conditions to create a mindset of working safely

### **4.1.1 Measures of Success**

Reduce employee injuries

#### **Strategies/Initiatives**

- Monitor the Safety Working Team for Cabinet Agencies
- Create a wellness culture by providing increase consultation to agency and university HR staff
- Increase utilization of the Statewide Safety and Health Steering Committee developing a transparent foundation of procedures
- Develop a Hazard Hero STAR Certification Recognition Program

**4.2 Objective:** Monitor workers' compensation process for improvements

### **4.2.1 Measures of Success**

Reduce workers' compensation cost

#### **Strategies/Initiatives**

- Monitor OSHR's Claim Management Standard Operating Procedures
- Continuously evaluate claims inventory to identify potential cases of fraud/abuse
- Report quarterly vendor service performance

## 6. OSHR IT Plan Executive Summary

The Office of State Human Resources (OSHR) Information Technology Plan provides an overview of the goals and objectives and strategies and specifically identifies the role of information technology in delivering these initiatives. Information technology is a key component of OSHR's success in delivering quality and timely services.

The Information Technology Plan lays out the key goals and strategies of the agency but should also present a view of how the agency can leverage enterprise (statewide) technologies to solve business problems. The Information Technology Plan is not intended to be an exhaustive list of initiatives and focuses on the large projects to be delivered or enhanced in the 2017-2019 biennium. As with any successful plan, this strategic plan will be a living document and will be updated as priorities and needs change.

## 7. OSHR IT Quick Reference Guide

Goal	Objective	Initiative	Brief Description	Funding Mechanism	Anticipated Completion Date
<b>Agency Goal</b> Attract high quality and diverse candidates for employment  <b>DIT Supporting Goal</b> Utilize information technology to improve and streamline business services while reducing costs	Objective 1.1 <i>Modernize the recruitment and selection system, process and policy</i>	Initiative 1.1.1 <i>Implement new Application Tracking System (ATS) and integrate with Beacon</i>	<i>Provide electronic access for applicants to apply for jobs and for HR to manage the recruitment and selection process</i>	<i>Existing Funds from Appropriation</i>	<i>May 2017</i>
	Objective 1.2 <i>Implement a Total Rewards System that includes competitive and market driven compensation and benefits packages</i>	Initiative 1.2.1 <i>Develop and Implement Personalized Benefits Counselor Software</i>	<i>Online benefits counselor to educate employees on selecting benefits using their personal information via web portal</i>	<i>NCFlex Communication Funds</i>	<i>October 2017</i>
		Initiative 1.2.2 <i>Mobile Application</i>	<i>Online benefits counselor to educate employees on selecting benefits using their personal information via mobile app</i>	<i>NCFlex</i>	<i>October 2017</i>

Goal	Objective	Initiative	Brief Description	Funding Mechanism	Anticipated Completion Date
<b>Agency Goal</b> Communicate and deliver high quality, efficient and compliant HR programs and services  <b>DIT Supporting Goal</b> Use COEs to leverage current capabilities, standardizing computing devices, software and processes	Objective 2.1  Implement Enterprise SharePoint solution	Initiative 2.1.1  Configure enterprise SharePoint solution to handle HR requests	<i>Leverage SharePoint request tracking system currently deployed at OSBM to provide similar functionality to OSHR for handling HR requests</i>	Existing DIT resources	January 2017
		Initiative 2.1.2  Configure enterprise SharePoint solution to handle functionality currently in smartsheet	<i>Leverage statewide SharePoint licensing &amp; internal DIT knowledge to configure functionality to OSHR currently in smartsheet</i>	Existing DIT resources	May 2017
<b>Agency Goal</b> Develop and retain a highly competent and diverse workforce  <b>DIT Supporting Goal</b> Use COEs to leverage current capabilities, standardizing computing devices, software and processes	Objective 3.1  <i>Implement Enterprise Data Analytic Tool</i>	Initiative 3.1.1  <i>Research available statewide Data Analytic licensing and implement</i>	<i>Leverage statewide licensing to provide Data Analytic functionality for OSHR to provide appropriate dashboard reporting to all agencies</i>	Appropriation	January 2018
	Objective 3.2  <i>Implement Organization Management tool and integrate with Beacon</i>	Initiative 3.1.2  <i>Select and implement best of class Org Management software</i>		Appropriation	January 2018

## 8. OSHR IT Vision, Mission, and Values

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### 8.1 IT Vision

*OSHR Vision: Serve as the 'Center of Expertise' for the State*

*DIT vision: A performance-driven, transparent, and secure IT organization with an unyielding commitment to connecting people, resources, and partners.*

### 8.2 IT Mission

*OSHR mission: To attract and retain a high-performing and diverse state government workforce, facilitate a safe work environment for all employees, and align OSHR's efforts with the Governor's goals of:*

- *Facilitating job and economic growth*
- *Strengthening education*
- *Protecting the quality of life for North Carolina citizens*

*DIT mission: To lead, partner, and facilitate in order to provide easy, cost-effective government services to the citizens of North Carolina.*

### 8.3 IT Values

#### **Accountability**

Accepts full responsibility for oneself and for one's contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the agency and state, to maintain the public's trust.

#### **Innovation & Creativity**

Applies creative problem-solving skills to his/her work to develop solutions to problems; recognizes and demonstrates the value in taking calculated risks and learning from mistakes; develops multiple alternatives and understands the feasibility of each; effectively shares and implements his/her ideas. Continually seeks imaginative, innovative, and efficient solutions to business problems, both old and new.

#### **Statewide Core Value - Customer Service**

Consistently demonstrates a strong commitment to providing value-added services to external and internal customers. Proactively identifies customer needs and requirements, delivers quality service, and continuously improves performance of self and others. Develops, implements, and evaluates work processes which are both efficient and effective from the customers' perspectives.

#### **Statewide Core Value - Diversity & Inclusion**

Demonstrates an open-minded approach to understanding people, regardless of their gender, age, race, national origin, religion, ethnicity, disability status, or other characteristics; treats all people fairly and consistently and with dignity and respect; effectively builds an inclusive work environment, composed of people from diverse backgrounds and with diverse perspectives, where everyone feels welcomed and valued and is allowed the opportunity to use his/her skills, abilities, and knowledge to succeed.

#### **Statewide Core Value - Safety & Health**

Consistently demonstrates a strong commitment to providing state employees with a safe and healthy workplace. Proactively identified and reduces, or takes action to reduce, risks and hazards and abides by regulatory requirements. Understands the importance of safe work practices and personal protective equipment, enables assigned employees to do the same, and acts to correct unsafe conditions, not waiting for others to correct issues. Develops, implements, and evaluates work processes (utilizes Hazard Recognition practices) that address

immediate risk and also improves systems to address future risk. Complies with all state and agency safety requirements for the position, including training, medical clearance, use of personal protective equipment, injuries/illness reporting requirements, and medical treatment for work-related injuries/illness.

**Teamwork & Collaboration**

Cooperates with others to accomplish common goals. Works with external constituents and other employees to achieve shared goals. Treats others with dignity and respect. Maintains a friendly demeanor. Values the contributions of others. Communicates confidently and clearly using visual, written, and verbal methods. Understands, respects, and responds non-judgmentally to those different from him-/herself. Builds effective teamwork. Uses negotiation and persuasion to mobilize others to work toward a common goal.

## 9. OSHR IT Goals, Objectives, and Measures of Success

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### Goal 1 – Attract high quality and diverse candidates for employment

*Focus on achieving business outcomes through professional and effective customer service. This goal also aligns with SCIO priorities (Utilize information technology to improve and streamline business services while reducing costs) and will require key DIT and agency business partners to achieve.*

**1.1 Objective** – Provide technologies to assist in the modernizing the recruitment and selection system, process and policies.

**Measures of Success** - Success will be measured by level of applicant adoption of the new system.

**1.1.1 Initiative** – Implement new Application Tracking System (ATS) and integrate with Beacon

**1.1.2 Initiative** – Implement Mobile Application for HR Beacon System (Access Edge).

**1.2 Objective** – Implement a Total Rewards System that includes competitive and market driven compensation and benefits packages

**Measures of Success** – Success will be measured by level of employee adoption of the new functionality.

**1.2.1 Initiatives** – Develop and implement Personalized Benefits Counselor software. Online benefits counselor to help educate employees on selecting benefits using their personal information via **web portal**.

**1.2.2 Initiatives** – Develop and implement Personalized Benefits Counselor software. Online benefits counselor to help educate employees on selecting benefits using their personal information via **mobile app**.

**1.3 Objective** – Select and implement an Organization Management tool and integrate with Beacon.

**Measures of Success** - Success will be measured by level of business adoption of the new tool.

**1.1.1 Initiative** – Implement best of class Organization Management tool.

### Goal 2 – Develop and retain a highly competent and diverse workforce

*Work as a team to accomplish goal of integrating all aspects of business & technology. This goal also aligns with SCIO priorities (Collaborate as One IT) and will require key DIT and agency business partners to achieve.*

**3.1 Objective** – Deliver effective technology support while leveraging the appropriate available DIT experiences & skillsets.

**Measures of Success** - Deliver timely technology solutions to agencies while following Statewide process and policies. Utilize annual General Government CSAT reviews to establish initiatives and to track how the efforts are being accomplished.

**3.1.1 Initiative** - Establish relationships within DIT to assure the proper DIT unit/resources are accountable to ongoing success. Deliver timely technology solutions to agencies while following Statewide process and policies.

**3.2 Objective** – Leverage existing IT skillsets to implement enterprise Data Analytic tool.

**Measures of Success** – Success will be measured by level of management adoption of the new tool.

**3.2.1 Initiatives** – Leverage Statewide licensing to provide Data Analytic tools for OSHR and provide appropriate dashboard reporting.

### Goal 3 – Communicate and deliver high quality, efficient and compliant HR programs and services

*Support OSHR business efforts while utilizing available statewide (enterprise) technologies. This goal also aligns with SCIO priorities (Use COEs to leverage current capabilities, standardizing, computing devices, software & processes) and will require key DIT and agency business partners to achieve.*

**2.1 Objective** – Leverage existing IT skillsets to configure enterprise SharePoint solution to meet agency needs.

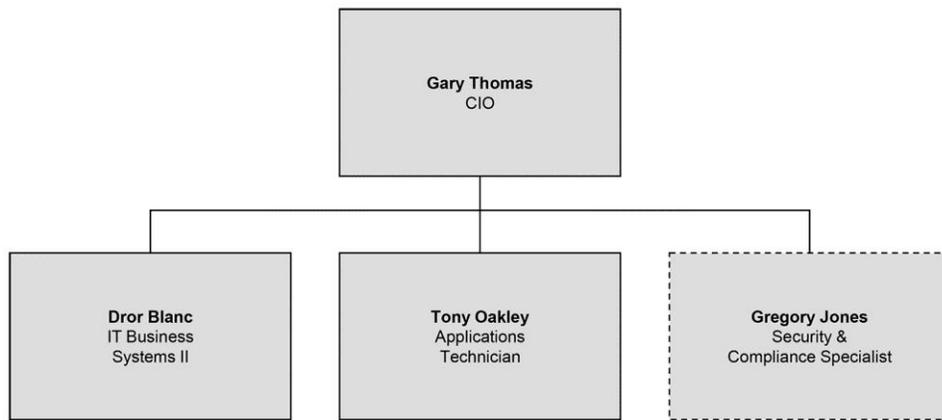
**Measures of Success** – Success will be measured by level of business adoption of the new technology.

**2.1.1 Initiative** – Deliver SharePoint landscape and appropriate configurations to handle HR request tracking.

**2.1.2 Initiative** – Deliver SharePoint landscape and appropriate configurations to handle functionality currently available in Smartsheet.

# 10. OSHR IT Organizational Structure

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# 11. Enterprise IT Opportunities

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*The purpose of this section is to learn about additional initiatives that your agency envisions, possible joint funding opportunities that the agency may be planning with other agencies, and other funding sources that could be utilized at the enterprise level. Most initiatives that are enterprise in nature will likely require both business and IT resources.*

## 11.1. Potential Initiatives

OSHR has a long term interest in Statewide ERP

## 11.2. Collaborative Opportunities

There are collaborative opportunities to leverage enterprise solutions in the areas of SharePoint (Enterprise Applications & Solutions teams) and Data Analytics (GDAC). Additionally, there is a greater emphasis on Security which DIT Statewide Security team will provide for the agencies.

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## Appendix A: OSHR Major IT Projects

Initiative/ Project	Short Description <i>(indicate if &gt;\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
<b>Initiative/Project Name</b>	<i>Provide a short description of this item (Please also indicate if this is a project or application with a cost over \$500,000).</i>	<i>To what agency goals and objectives and/or SCIO goals does this project relate?</i>	<i>Please identify funding strategy (expansion, grant, etc.) For existing projects, note whether they are fully funded or require expansion.</i>	<i>Provide a summary of any anticipated benefits.</i>	<i>Provide an estimated completion date for the project.</i>
<b>New Initiatives/Projects</b>					
<b>Personalized Benefit Counselor Software</b>	<i>Online benefit counselor to educate employees in selecting benefits based upon their personalized information</i>	<i>Business Goal 1 – Attract high quality and diverse candidates for employment</i>	<i>NCFlex Receipts</i>	<i>Increase in plan participation and estimated FICA savings of \$110,000 per year</i>	<i>September 2017</i>
<b>Organization Management Tool</b>	<i>Upgrade tools available to State agencies and the General Assembly for use in evaluating, visualizing and communicating organization structures. This initiative is estimated to be under 500K.</i>	<i>Business Goal 1 – Attract high quality and diverse candidates for employment</i>	<i>% NCFlex Receipts % General Funds</i>		<i>FY2018</i>
<b>Mobile Benefits Application</b>	<i>Online benefit counselor to educate employees in selecting benefits based upon their personalized information</i>	<i>Business Goal 1 – Attract high quality and diverse candidates for employment</i>	<i>NCFlex Receipts</i>		<i>FY2018</i>
<b>Sharepoint</b>	<i>Configure enterprise Sharepoint solution to handle HR requests &amp; replacement of Smartsheet functionality</i>	<i>Communicate and deliver high quality, efficient and compliant HR programs and services</i>	<i>Existing funds &amp; resources</i>		<i>FY2018</i>
<b>Data Analytics</b>	<i>Implement enterprise Data Analytic tool</i>	<i>Develop and retain highly competent and diverse workforce</i>	<i>Appropriations</i>		<i>FY2018</i>

Existing Initiatives/Projects					
Initiative/ Project	Short Description <i>(indicate if &gt;\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
<b>Applicant Tracking System</b>	<i>Provide electronic access for applicants to apply for jobs and for HR to manage the recruitment and selection process</i>	<i>This initiative is related to ongoing support (NeoGov) and is also tied to current implementation of Cornerstone.</i>	<i>Appropriations from FY2016</i>		<i>May 2017</i>
<b>Learning Management System</b>	<i>Learning portal to administer, track, document and report learning activities</i>	<i>This initiative is only related to ongoing support and is not tied to a specific goal or objective</i>			
<b>Performance Management System</b>	<i>Performance portal to administer, track, document and evaluate employee performance</i>	<i>This initiative is only related to ongoing support and is not tied to a specific goal or objective</i>			
<b>Marketing and Analysis Modeling Tool</b>	<i>Comprehensive web-based application that provides automation of compensation management, market analysis and modeling</i>	<i>This initiative is only related to ongoing support and is not tied to a specific goal or objective</i>			
<b>Job Description Workflow Tool</b>	<i>Comprehensive web-based application for job descriptions; automate workflow and centrally manage job description, analysis and related information</i>	<i>This initiative is only related to ongoing support and is not tied to a specific goal or objective</i>			

## Appendix B: OSHR IT Accomplishments and Progress Review

2014-2016 Goal	2014-2016 Objective	2014-2016 Initiative	Progress Review	Anticipated Completion Date
<b>Goal 1:</b> <b>Talent Development</b> and Management - Implement a comprehensive Human Capital Management system which is an integral component of a comprehensive talent management strategy that seeks to optimize the core processes in managing a workforce: attracting, developing, motivating, and retaining talent; identifying and growing future leaders; and aligning talent, which directly contributes to organizational goals and objectives.	Objective 1.1 Sustain a centrally funded, Enterprise Learning Management System	Initiative 1.1.1	Completed	2015
	Objective 1.2 Implement a centrally funded Enterprise Performance Management system	Initiative 1.2.1	Completed	2015
	Objective 1.3 Sustain a centrally funded Enterprise Applicant Tracking System. Review current Applicant Tracking system and develop an RFP to secure a system that meets the needs of the State to attract and document job applicants reducing the labor intensive processes and utilizing workflow to generate a consistent experience for applicants and HR staff.	Initiative 1.3.1	In Progress	2017
<b>Goal 2: Resource Optimization -</b> Maximize the Human Resource Function to meet the current and future needs of state government	Objective 2.1 NC GEAR: Lead the effort within the executive branch to review the efficiency and effectiveness of the HR function	Initiative 2.1.1	Completed	2015
	Objective 2.2 Integrate technology into the HR System's processes	Initiative 2.2.1	Participate in ERP Financials planning to ensure integration with HR function is considered and HR requirements are met – Not currently relevant	2020
		Initiative 2.2.2	Redesign OSHR website as part of the Digital Commons initiative - Complete	2015

2014-2016 Goal	2014-2016 Objective	2014-2016 Initiative	Progress Review	Anticipated Completion Date
	Objective 2.3 Improve Temporary Solutions business processes and technology to most efficiently and effectively deliver services. Evaluate time collection and invoicing processes and implement business process and technology improvements by May, 2015	Initiative 2.3.1	Completed	2016
<b>Goal 3: Total Rewards-</b> Develop and implement a system of total rewards to attract, motivate and retain employees.	Objective 3.1 Research, design and develop a total compensation system that is market competitive, consistent and fair for state employees	Initiative 3.1.1	Integrate new classification and salary structure into the BEACON HR/Payroll system. In Progress	2017
		Initiative 3.1.2	Work with OSC to ensure proper integration with the state's Job Description writing tool. Completed	2015
	Objective 3.2 Consolidated Benefits: Inventory and evaluate varying benefit plans in the agencies and recommend the feasibility and structure to consolidate offerings	Initiative 3.2.1	Work with OSC to implement consolidated benefits within the BEACON HR/Payroll system. In Progress	2017
<b>Goal 4 – Safety, Health &amp; Workers Compensation</b> Establish a behavior based safety culture emphasizing hazard recognition to reduce employee injuries and illnesses, while establishing processes to manage and control the Workers compensation cost	Objective 4.1 Sustain a contract with a third party administrator to manage Worker's Comp claims	Initiative 4.1.1	Completed	2015
	Objective 4.2 Utilize technology to increase safety awareness. Use the OSHR website, digital newsletters and the learning management system to provide information and training to increase safety awareness and reduce hazards and incidents	Initiative 4.2.1	Completed	2015
<b>Goal 5 – EEO, Diversity &amp; Inclusion-</b> Develop, implement and lead initiatives that promote EEO, leverage diversity and foster inclusion to ensure fairness and opportunities for all employees	Objective 5.1 Promote awareness and understanding of diversity and inclusion by the development and implementation of webinars, videos, you-tube and other social media programs to support a diverse and inclusive work environment.	Initiative 5.1.1	Incorporate videos, webinars, and other diversity information on OSHR's website to promote diversity awareness. Completed	2015
		Initiative 5.1.2	Provide information and forms via the OSHR website to assist	2017

2014-2016 Goal	2014-2016 Objective	2014-2016 Initiative	Progress Review	Anticipated Completion Date
			individual seeking information or wishing to make EEO informal inquiries. Not currently relevant.	