

Quality and Productivity Commission
27th Annual Productivity and Quality Awards Program
"Saluting County Excellence"

2013 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: IMPROVING HR SERVICES THROUGH TECHNOLOGY

DATE OF IMPLEMENTATION/ADOPTION: JUNE 30, 2012
 (Must have been implemented at least one year - on or before June 30, 2012)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner

1 LA County departments did not have access to a secured standardized enterprise
 2 system wherein employee performance management information could be stored and
 3 easily retrieved. When asked to provide personnel information to the Board of
 4 Supervisors (BOS), Chief Executive Officer (CEO), or the Department of Human
 5 Resources (DHR), few Departments were able to provide real time information with
 6 ease. Departmental personnel data was found on spreadsheets, word processing
 7 documents, paper files, and in unsophisticated systems. Additionally, the Director of
 8 Personnel did not have access to real time Countywide data needed to make strategic
 9 Countywide decisions. DHR in partnership with the Internal Services Department (ISD)
 10 developed the Performance Management Tracking System (PMTS), thus allowing
 11 departments to better manage administrative matters and instant access to reports.
 12 PMTS has streamlined and automated the management of personnel cases by: 1)
 13 integrating employee information directly from the County's e-HR system, 2) allowing
 14 Departments to upload and manage documents, images and audio files into PMTS, and
 15 3) serving as a central repository with real time reporting capability.

(1) ESTIMATED/ACTUAL ANNUAL COST AVOIDANCE	(2) ESTIMATED/ACTUAL ANNUAL COST SAVINGS	(3) ESTIMATED/ACTUAL ANNUAL REVENUE	(1) + (2) + (3) TOTAL ESTIMATED/ACTUAL BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ N/A	\$ N/A	\$ N/A	\$ N/A	Yes
SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Human Resources 500 W. Temple, Room 579 Los Angeles, CA 90012			TELEPHONE NUMBER (213) 974-2406	
PROGRAM MANAGER'S NAME Jeremy Gray			TELEPHONE NUMBER 213 974-2302 EMAIL jgray@hr.lacounty.gov	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0822 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Amylen Clarke			TELEPHONE NUMBER 213 974-2515 EMAIL aclark@hr.lacounty.gov	
DEPARTMENT HEAD'S NAME AND SIGNATURE LISA M. GARRETT, Director of Personnel			DATE 07/02/2013 TELEPHONE NUMBER 213 974-2406	

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Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: *IMPROVING HR SERVICES THROUGH TECHNOLOGY*

FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project, written in plain language. Include a discussion of the technology and linkage to the County Strategic Plan. The description should identify Performance Measures.

CHALLENGE

Making fair and sound personnel decisions requires access to relevant, accurate and timely information. To this end, the challenge associated with this project can be summarized by the following question: "How do we create one enterprise system that addresses the needs of all County departments, regardless of size and business needs, that accurately tracks the administrative process and allows for the real time collection and reporting of data that is immediately accessible by County departments and the Director of Personnel.

For years County management recognized that most departments were not able to easily provide aggregated administrative or personnel performance management data when requested by their own management, BOS, CEO, or DHR. When DHR needed departments to quickly report information, they found that the information was scattered across spreadsheets, word processing documents, paper folders, basic databases and legacy systems. DHR recognized that these issues made information sharing a challenge, created serious security issues, and was not cost effective for the County or its departments.

The idea of developing one enterprise system would address the above challenges as well as serve to eliminate the need for departments to bi-annually report administrative actions. With the development of PMTS, DHR will no longer have to require paper submissions and can instantly pull aggregated personnel data whenever necessary. The development of an automated central repository allows for the review of information across County departments.

DHR initiated the development of the system by meeting with a cross section of small, medium and large County departments. The purpose of these meetings was to not only solve the issues identified by DHR, BOS and CEO, but to discuss the individual needs of departments. All departments indicated that most importantly they need to be able to individually track and manage administrative cases from beginning to end. Departments wanted the system to generate reports for their managers and to assist them with tracking the various phases associated with performance management cases.

DHR is proud to say that PMTS addresses both the Countywide and individual challenges.

SOLUTION

In 2011, DHR met with county departments and determined the specific needs and requirements for an automated countywide system. DHR in partnership with ISD developed PMTS, a countywide enterprise solution to help departments better track and manage administrative matters, and respond to requests for administrative data.

PMTS provides a central data repository and reporting system. A wide variety of canned reports have been made available through PMTS. Reports are controlled through user roles. Application administrators are able to see specific administrative reports as well as reports that span and generate data for the entire County. The security features ensure that departmental users are only able to view data for their own department. Also, reports can be exported into various file formats, e.g., Excel, PDF, CSV, etc. Users can further customize the data/reports and/or distribute outside of the system.

DHR recognized that PMTS was only as good as its data content. Major efforts have been put into data standardization and clean up. Data fields have been standardized across County departments, naming conventions have been put in place, and have standardized data values. For example: Countywide guidelines are now keyed to PMTS, thus creating consistency among all departments. In addition, PMTS has been integrated with the County's e-HR system to bring employee information directly into PMTS.

Additionally, PMTS provides the ability to seamlessly upload and manage case related documents, images and audio files. Through this functionality, advocates can now access and review this electronic information away from their office. Also, having these documents electronically stored in PMTS, less time is spent locating documents, has reduced the amount of storage space required by paper, documents are readily available for sharing within the system, and provides better control over sensitive information.

BENEFITS

PMTS has streamlined and automated management of administrative cases from beginning to end through 1) integrating employee information directly from the County's e-HR system, 2) providing the ability to upload and manage case related documents, images and audio files, and 3) providing a central repository with reporting capability.

Prior to implementing PMTS, the departments relied on spreadsheets, word processing documents, paper folders, and legacy systems. PMTS integrates all data and associated documents into a single database. This has enabled departments to track and manage case records, and easily respond to Board, CEO or DHR inquiries. Also, having a central database has made it possible to access data across departments, make optimal business strategies, and gauge future needs more accurately.

PMTS allows departments to read meaning into their data. Departments can identify specific issues that require attention. For example, PMTS allows department

Attachment I

management, in real time, to identify which specific sections are having attendance or threat of violence issues.

Use of data standards has significantly improved the quality and collection of the data. Having clean and compatible data, departments are able to report more accurately and consistently.

With customized department profiles, access to the application is restricted to authorized users only thereby making PMTS a secure and reliable platform for all departments.

PMTS will enable individual departments and DHR to improve HR services by allowing Performance Management staff to identify potential problems before they impact an entire workforce.

LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):

OPERATIONAL EFFECTIVENESS: PMTS assists departments to better track and manage administrative matters, and easily report on administrative data requests.

PMTS also has enabled departments to improve HR services by enhancing security, access, and allows them to identify potential problems before they impact an entire workforce.

COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT): If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation.

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ N/A	\$N/A	\$ N/A	\$ N/A	<input checked="" type="checkbox"/>

ANNUAL= 12 MONTHS ONLY

FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS INTERNAL SERVICES DEPARTMENT 1100 N. EASTERN AVENUE LOS ANGELES, CA 90063	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE CELINE ORTIZ 	DEPARTMENT HEAD'S NAME AND SIGNATURE TOM TINDALL, DIRECTOR 
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE