



## Case Study



### At a Glance:

The Department of Health and Human Services (HHS) is the United States government's principal agency for protecting citizen health.

### Industry

- Government
- Human Resources
- Health Care
- Disease Prevention

### Challenges

- Managing dozens of different HR processes and applications
- Inefficiency and lack of standardization in business processes
- Cultural issues associated with abolishing local systems

# Department of Health & Human Services

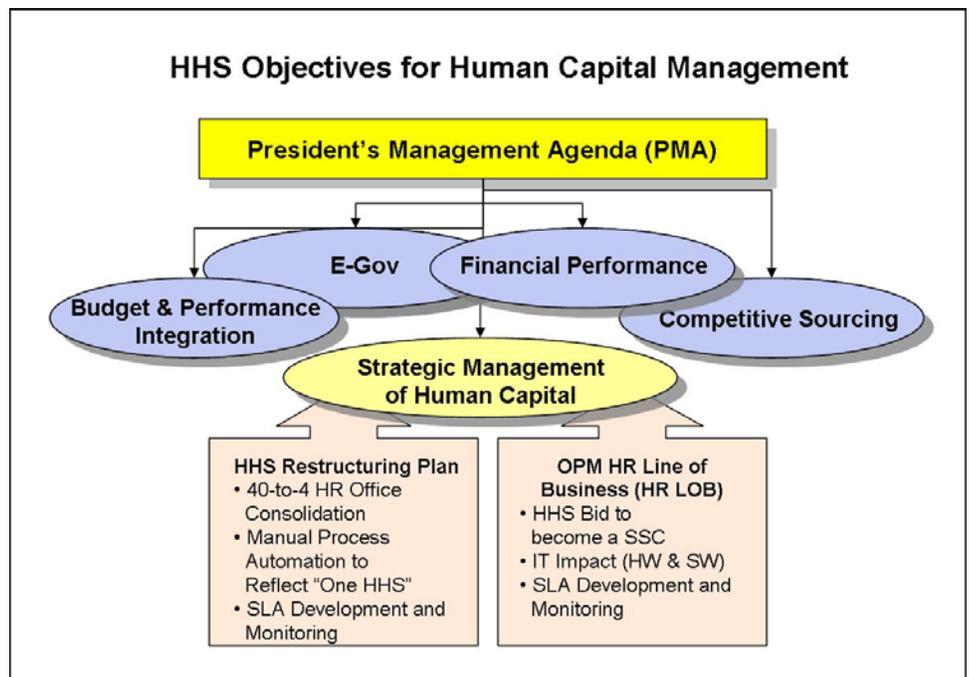
## Re-Engineering the Recruitment Process to Improve Accountability and Customer Service

### The Organization: Department of Health & Human Services

The Department of Health and Human Services (HHS) is the United States government's principal agency for protecting citizens' health. HHS' budget represents almost a quarter of all Federal outlays and manages more grant dollars than all other federal agencies combined. The Department's programs are administered by 11 operating divisions, including eight agencies (e.g., National Institutes of Health (NIH), Indian Health Service (IHS), Food and Drug Administration (FDA), and the Centers for Disease Control and Prevention (CDC)) in the U.S. Public Health Service and three human services agencies, which together represent over 68,000 employees.

### The Challenge: Workforce Restructuring

In 2001, HHS initiated a "Workforce Restructuring Plan" to analyze its HR operations and supporting IT infrastructure as part of improving the strategic management of human capital – one of the five major objectives of the President's Management Agenda (PMA). The analysis found that HHS supported a wide array of processes and systems across its 40 HR offices, which in turn resulted in operational redundancy, inefficiency, and high costs.



"Managers and Administrative Officers didn't have an easy way to check on the status of actions in the HR office," says Bob Chatfield, Director of the Personnel Accountability and Systems Division in the HHS Office of Human Resources (OHR). "Clearly, HR needed to be able to identify processing 'bottlenecks' to improve efficiency and improve customer service by providing them with a real-time system to track on the status of the actions submitted."

## Customer Testimonial:

“The true value here is that EWITS gives us the functionality to track and analyze HR actions from start to finish. This sounds straightforward but it is a challenging task, particularly when system interfaces are required. For example, the Recruitment module alone contains approximately 250 data elements, multiple process steps and workflows, hundreds of validation rules, and multiple role-based participants. We believe that having the capability to track and report upon HR actions through their entire lifecycle, within the framework of a single Department-wide system is unprecedented.”

– Bob Chatfield,  
Director of the Personnel  
Accountability and Systems  
Division, OHR

## Key Benefits from EWITS:

- Improves accountability and “transparency” of HR actions
- Standardizes work processes and reports/metrics among HR offices
- Improves efficiency by eliminating labor-intensive, redundant data entry
- Reduces costs associated with tracking and reporting on HR actions Department-wide

In light of the assessment, and consistent with the Secretary’s “One HHS” initiative, HHS submitted a consolidation plan to the Office of Management and Budget (OMB), the agency that oversees the PMA. The plan focused on standardizing, centralizing, and improving HR business processes throughout the Department by consolidating activities to five offices (Atlanta, Baltimore, Rockville, NIH, and IHS) and introducing automated systems to offset staff reductions. The overarching goals of this initiative were to:

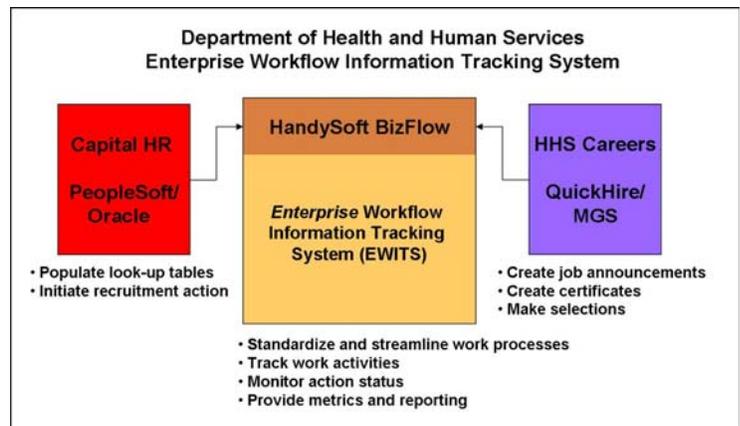
- De-layer the organization to become more nimble and streamlined
- Consolidate administrative functions to reduce costs
- Redistribute resources to become more “citizen-centered”

OMB approved the proposal and in January 2004 HHS consolidated its 40 HR offices to five HR Service Centers. Meanwhile, NIH was already in the process of deploying its Workflow Information Tracking System (WiTS), a HandySoft BizFlow®-based system to initiate, track, and report upon a number of HR processes and services.

## The Solution: Integrating Core Business Process in Workflow Context

As part of HR consolidation, each of the Centers was required to develop detailed Service Level Agreements (SLAs) with their customers (i.e., divisions or groups within the Department) to establish performance expectations for services provided (e.g., average number of days to announce a vacancy). Additionally, HHS had to report a number of recruitment-related metrics quarterly to OMB as part of the PMA scorecard process. And while some of the Centers already had in-house tracking systems in place, they differed significantly in functionality.

Chatfield explains, “HHS soon determined that the best course of action was to standardize and consolidate HR operations by establishing a single, Department-wide system to monitor and track HR-based performance metrics.” They acknowledged that development of a large-scale database alone was not sufficient; HHS needed to integrate its core business processes and systems within the context of workflow by applying a business process management (BPM) approach. HHS evaluated a number of both homegrown systems and Commercial Off-the-Shelf (COTS) options and ultimately decided to utilize the HandySoft BizFlow®-based platform that was serving NIH well in their WiTS application. Applying BPM was estimated to be 47% less costly than modifying the legacy HR management systems and could be implemented a year sooner. Additional reasons to go with WiTS included easier customization and transportability to other HR management systems.



The new *Enterprise* Workflow Information Tracking System (EWITS) will become the centralized system for monitoring all HR processes. Chatfield adds, “our vision is to have one system that can track every type of personnel action carried out in an HR office. With EWITS we promote HR accountability by providing customers with visibility into the entire workflow along with a variety of performance-related metrics.” Recruitment was selected as the first business process to develop in EWITS because it is consistently the activity of greatest priority to managers.

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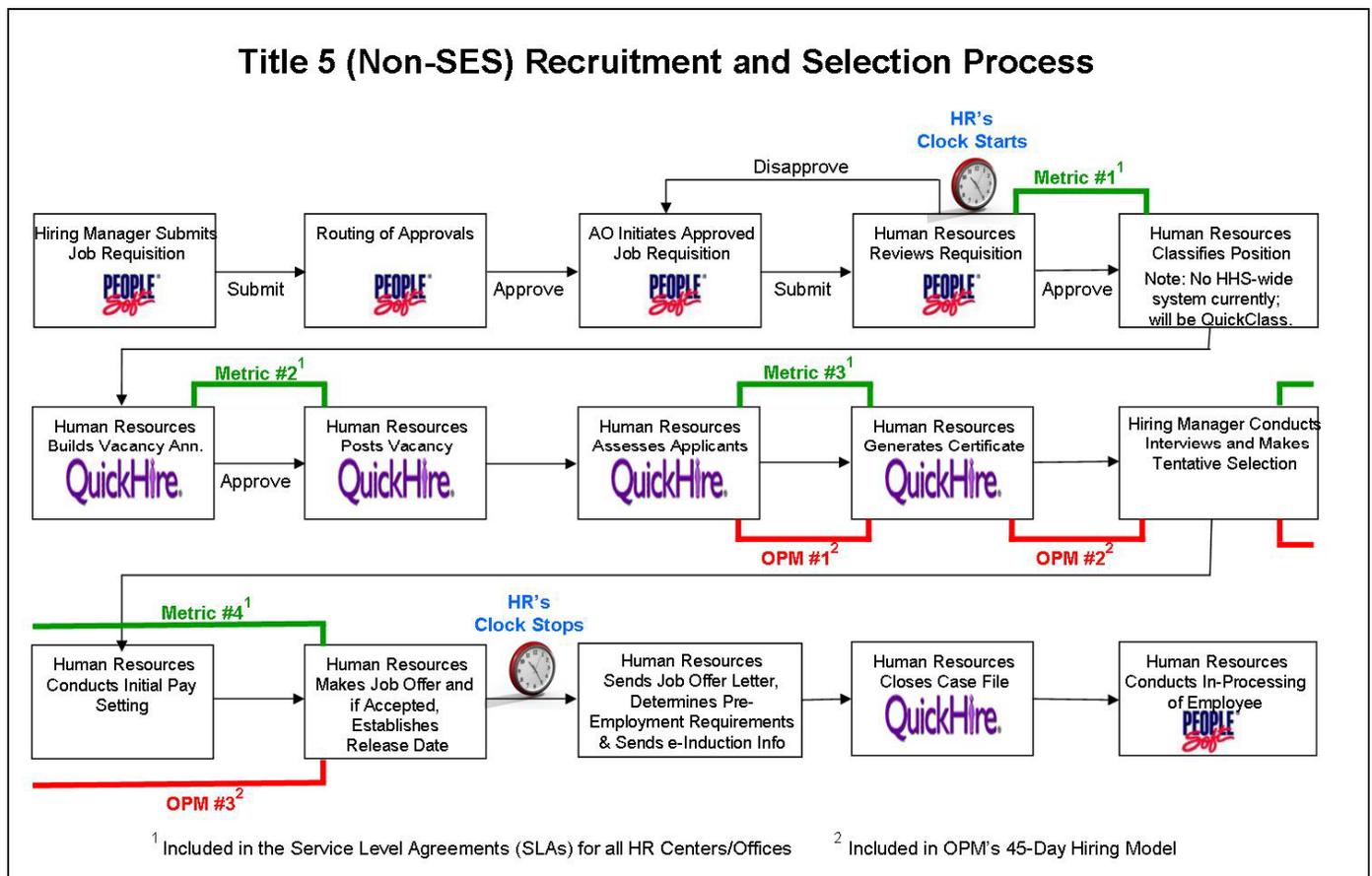
## Value: HR Recruitment Standardization and Transparency

Based on system requirements outlined by their Functional User Group (comprised of senior HR specialists and division directors), NIH created WiTS using HandySoft's BizFlow® Business Process Management suite. WiTS was designed to define, create and manage the execution of NIH recruiting processes, including: awards, benefit forms processing, career changes, change in work schedule/hours, job code/position number requests, classifications, recruitment & selection, separations, etc. After reviewing NIH's decision-making process as summarized in a Business Case Analysis (BCA), HHS determined BizFlow offered the optimal platform for developing the workflow-based *Enterprise Workflow Information Tracking System (EWITS)*.

BizFlow interfaces with HHS' personnel system, Capital HR (PeopleSoft Federal/Oracle), and HHS Careers, an on-line job application system (QuickHire) from Monster Government Solutions. EWITS also uses HHS' existing MS Outlook email infrastructure to generate email notifications to users at various points in the workflow. The system provides users with a common business process, yet allows HR Centers to "own" their respective vacancies within the recruitment process.

A phased roll-out of EWITS commenced on September 28, 2006 and once fully deployed, it will replace the "unofficial" personnel action tracking systems residing within the Operating Divisions that range from simple Excel spreadsheets to costly and complex homegrown database applications. By implementing EWITS, HHS will be able to:

- Initiate and track a wide variety of work activities performed within HR across the HHS enterprise
- Utilize workflow management to standardize/streamline work processes
- Improve customer service by allowing "transparency" for the status of HR actions
- Provide metrics/reports required by the President's Management Agenda (PMA) and SLA's



One example of an HR process is the recruitment and selection of Title 5/Non-SES positions. In this process an HHS Administrative Officer (AO) initiates a job request in Capital HR, which in turn triggers BizFlow to kick-off the recruitment process in EWITS. The request is acted upon at various stages by the AO, manager, HR Specialists and/or HR Assistants. Process steps include: trigger action request, initiate and review recruitment, classify position, announce and certify date, select applicants, review selections, set pay, make offer, hire, and entry on duty. Within the EWITS recruitment module, actions are tracked from start to finish using BizFlow.

## Key Benefits from BPM:

- Improves efficiency by eliminating unnecessary steps in the process; work does not get misplaced or stalled, thereby reducing the need to recover from mismanagement or errors
- Enhances customer service by allowing consistency in the process which leads to an increase in predictability in levels of response to customers
- Increases flexibility in allowing software control over processes which enables re-design in line with the changing business needs

## About HandySoft Global:

Since 1991 HandySoft Global has provided BizFlow® Business Process Management software and solutions to hundreds of organizations worldwide. Proven to reduce costs while improving quality and productivity, BizFlow® is an award-winning BPM suite of tools used to model, analyze, automate, monitor, and optimize business processes.

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Actions are date stamped as they are moved through the system and interfaces to Capital HR and HHS Careers have eliminated the redundant, labor-intensive keying of information required in tracking systems existent in the HR Centers. EWITS frees HR staff from the traditional focus on transactional work and affords them with an opportunity to assume a more strategic, consultative role in the management of human capital. In turn, this will yield improved productivity, accountability and customer service for HR activities.

Chatfield explains, "The true value here is that EWITS gives us the functionality to track and analyze HR actions from start to finish. This sounds straightforward but it is a challenging task, particularly when system interfaces are required. For example, the Recruitment module alone contains approximately 250 data elements, multiple process steps and workflows, hundreds of validation rules, and multiple role-based participants. We believe that having the capability to track and report upon HR actions through their entire lifecycle, within the framework of a single Department-wide system is unprecedented."

## Future: Helping Other Agencies to Improve Human Capital Management

In April 2005, OMB and OPM selected HHS' Program Support Center (PSC) as one of the federal government's five Human Resources Shared Service Centers. As a result of its selection, HHS not only provides HR services internally, but also can offer systems and services to other

government and quasi-governmental agencies as they migrate to Shared Service Centers.

According to Patricia Pearson, HHS' Human Resources Line of Business Program Manager, EWITS functionality is very desirable to many federal agencies due to its accountability and tracking capability.

HHS' plans to offer EWITS as one of its Shared Service Center service offerings. The system is generating a lot of interest from potential customers. Agencies see it as a way to assist in meeting their Human Capital Assessment and Accountability Framework (HCAAF) responsibilities as well as improving the strategic management of their greatest asset, their workforce.

## EWITS Recruitment Form in BizFlow

The screenshot displays the 'Initiate Recruitment' form within the 'eWITS-Recruitment1 - Initiate Recruitment - Microsoft Internet Explorer' browser window. The form is titled 'HR Action Request: Initiate Recruitment' and features the United States Department of Health & Human Services logo. The form is organized into several sections with various input fields, dropdown menus, and checkboxes. Key sections include: 'Position Title' and 'Series' fields; 'Pay Plan' (set to GS) and 'Advertise at Grade(s)' dropdown; 'Pay Cluster' (Unknown) and 'Pay Band' (Unknown) dropdowns; 'Salary Range Min' and 'Salary Range Max' (both 0.0) input fields; 'Promotion Potential' (Select One) dropdown; 'Appointment Duration' (Select One) dropdown; 'Work Schedule' (Select One) dropdown; 'Number of Hours' (40) input field; 'Overnight Travel' (Select One) dropdown; 'Drug Testing Required' (Unknown) dropdown; 'Pre-Employment Physical Required' (Unknown) dropdown; 'Childcare Covered' (Not Applicable) dropdown; 'Financial Disclosure Required' (Unknown) dropdown; 'Position Sensitivity Code' (Select One) dropdown; 'Security Clearance Type' (NACI) dropdown; 'License Type' (NONE) dropdown; 'Other Employment Conditions' text field; 'Area of Consideration' dropdown; 'Length of Advertisement' (0) input field; 'Recruiting Sources' dropdown; 'Other Sources' text field; 'Bargaining Unit' checkbox; 'QuickHire Questions Identified' (Unknown) dropdown; 'Position Description' (Select One) dropdown; 'Job Analysis Attached' checkbox; 'Selective Placement Factor Justification Attached' checkbox; 'KSA's Identified' (Unknown) dropdown; 'Ranking Weights Identified' (Unknown) dropdown; 'Crediting Plan Attached' checkbox; 'Non-Standard Pay' checkbox; 'Recruitment Incentive' (Unknown) dropdown; 'Relocation Incentive' (Unknown) dropdown; 'Physician Comparability Allowance' (Unknown) dropdown; 'Physicians Special Pay' (Unknown) dropdown; 'Add Position' button; and a 'Comment' text area. At the bottom, there are buttons for 'Save Draft', 'Save and Submit', 'View Reject Comment', and 'Cancel Recruitment'.