



## MODERNIZING HUMAN RESOURCES PROCESSES AND PROCEDURES IN PUBLIC AGENCY

### BACKGROUND

One of the largest counties in the country has over 12,000 employees. These employees are managed by the county's Department of Human Resources (DHR) whose mission is to provide proactive, innovative, and efficient human resources solutions to help ensure a high-performing and satisfied workforce.

The county's Department of Human Resources had complex manual processes and procedures in place to record and monitor departmental information and feedback. Paper forms and Excel documents were used to keep track of important data. Two of the most complicated processes the Department of Human Resources had to manage were employee grievances and disciplinary actions.

### CHALLENGE

The DHR had a manual and complex process when collecting, recording, and solving grievances and disciplinary actions. Recordkeeping and visibility of the status of the allegations were two of the largest agency concerns.

A grievance could be filed by an employee at any time if they were dissatisfied with the workplace and wanted to bring it to the forefront. To do so, they would meet with a direct supervisor, manager, or the head of a department. That manager or supervisor would document the conversation on a piece of paper and then fill out an Excel form that would

serve as record-keeping. Similarly, if a supervisor believed an employee's actions warranted documentation and/or disciplinary action, it would also be documented using a piece of paper and then transferred to an Excel form. Furthermore, if an employee wished to appeal against a certain disciplinary action, they could file a grievance. Grievances were classified into many different categories and subcategories. Recording the correct grievance category, making the information visible to the correct stakeholders, and managing that the process stayed on track were just a few challenges the department faced.

Grievance information was captured in physical paper forms which would then get routed to the head of the department. After a meeting with the employee and the supervisor, relief actions were taken. If the decision were appealed by the employee, the grievance could escalate through multiple levels within the county, and eventually to an outside agency, the Civil Service Commission (CSC.)

Escalation to the CSC generated another process involving a series of meetings to investigate, understand, and resolve a grievance. One of the problems with this process was that because DHR and CSC are different agencies, the CSC did not have visibility to the documentation DHR recorded. That documentation lived in paper form or an Excel file on an employee's workstation. The CSC would have to formally request the documentation from the DHR, lengthening and complicating the process even more.

## SOLUTION

Catapult helped the agency implement Dynamics 365 to streamline human resources and other operations processes. Catapult created an easy-to-use and time-saving solution to manage the grievances process regardless of grievance type or escalation status. By leveraging the Dynamics 365 Customer Service module, Catapult customized the user interface design (UI) and the Grievances Tracker was created. Through a series of workshops, Catapult discovered that the data-intensive process could overwhelm the user, so a step-by-step process was created. Catapult limited the visibility and accessibility of some fields to minimize human error and customized entities with an easy wizard UI to show pre-filled fields and guide the user through step-by-step sequence of pre-planned activities.

The Grievances Tracker takes the user from tab to tab and does not let the user move forward unless the needed information is filled out. Depending on the user's selection and the type of grievance, the form will populate with relevant questions. A built-in notification bar displays instructions, helping the user navigate through the process. All data recording, sharing, and governance are managed by the Grievances Tracker.

By using D365 Security and establishing roles and privileges for the appropriate users, when a grievance is escalated, the agency can now give limited access to those in the Civil Service Commission that need it. Keeping the employee's information secure and always protected.

## RESULTS

The Grievances Tracker has streamlined grievance case tracking and disciplinary action processes. The risk of human error has decreased immensely, and new security and compliance requirements have allowed agencies to share information securely and quickly. All data relating to the filed cases are now kept in one place and not siloed across agencies. The process has not only become more secure and accurate but also faster. Automatic email notifications update both the user managing the case and the employee who filed the case as the case moves through the process. Many different metrics are also available for insights on the cases filed, ultimately helping to continue to have a high-performing and satisfied workforce.



How can we help you?

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