

**Exhibit 3-15
Key Fields and Requirements of HRIS**

Field	Required Entry	Optional Entry
<i>Position Specific:</i>		
Position Management	✓	
Human Affairs Data	✓	
Organizational Level		✓
Classification of Hours per week	✓	
Pay Rate	✓	
Executive Compensation Management	✓	
Type of Funding (state, federal, or other)	✓	
EPMS Management	✓	
Merit System	✓	
Required Licensing	✓	
Temporary/Grant Employee Mgmt.	Conditional Entry	
Equal Employment and FLSA Mgmt.	✓	
Vacancy Data	System Generated Entry	
Budget Mgmt. & Comptroller General		✓
Agency Specific Data (i.e. internal titles)		✓
Termination date	✓	
<i>Employee Specific:</i>		
Personal Information	✓	
Education	✓	
Date Leave Accrual Based On	✓	
Demographic Information		✓
Retirement Data (years of service)		✓
Training Data		✓

Source: Human Resource Information System data dictionary.

Continuous modifications and updates occur to the OHR system. Modules integrating leave and vacancy posting fields are expected to be implemented during the next fiscal year. The vacancy posting fields will be mandatory for agencies to complete, while the leave fields will be optional.

Recommendation: Expand the Office of Human Resources information system to include all aspects of human resources management.

The current system's fields cover several key aspects of the human resources management process; however, there are key components of the process where central reporting capabilities would be beneficial to the state. These components include:

- **Leave:** The Office of Human Resources receives requests to provide the state's total leave liability. The current system does not possess the ability to provide statewide liability total without individually surveying agencies.
- **Training:** Currently, the state is unable to report training expenditures or the number of training hours received by employees on a statewide basis.

The Office of Human Resources should consider undertaking a comprehensive study of the existing information systems that support agency level human resources, in conjunction with the Office of Technology Policy and Management (ITPM). The study should identify all human resources functions the HRIS should support. The incorporation of these functions into the HRIS will eliminate the maintenance of two separate human resources systems. With ITPM, OHR needs to work with agency management regarding migration to the comprehensive system.

Analyzing the responses from the ten agencies' data submissions detailing fields that their current agency HRIS maintains, agencies will likely need the following fields:

- Job application tracking
- Benefits (insurance)
- Retirement

Finding: *Currently the information systems between Human Resources, Benefits, and Retirement do not interface.*

The current systems utilized by central offices supporting human resources management do not interface. Maintenance of information pertaining to the management of state employees occurs in different systems, making statewide tracking and management difficult.

Recommendation: Modify existing human resources systems to create a central reporting point for all human resource management functions.

In order to facilitate information management for all aspects of human resources, information systems pertaining to human resources, benefits, and retirement should be able to interface at the central management level. Agencies should have access to a single

point of human resources management information that feeds into the central human resource management system. OHR could be the focal office maintaining this comprehensive human resources information on all state employees.

One of several options to consider is a data warehouse. The integration of a data warehouse, which is a central, integrated database of information designed to support decision making and analysis, will provide the state with the capability of information exchange.¹

In order to migrate to a system or process that reports comprehensive human resources, benefits, and retirement information, the Information Resource Council (IRC), in conjunction with the Budget and Control Board's human resources central offices, should establish the purpose, vision, and strategy for the system. The Office of Information Technology and Policy Management (ITPM), in conjunction with the central human resources offices, should educate agencies on the benefits of a central reporting system. ITPM should also facilitate the migration to a central reporting system.

Employee and Employer Relations

All employers should be concerned with the relationship between management and employees. To handle this growing concern, many human resources divisions have created units solely responsible for employee/employer relations. The concept of employer/employee relations in South Carolina encompasses many aspects of the human resources management function.

Employee and Employer Relations in South Carolina

Employee Relations division of OHR manages the employee/employer relations program. The program's primary functions, staffing levels, and the distribution of responsibilities between the program and the agencies appear in Section 2 of this report, entitled **Human Resources in South Carolina**.

Recent initiatives in OHR's Employee Relations division include:

- Developing and implementing an Alternative Dispute Resolution (ADR) program
- Developing and implementing a system that permits agencies to customize the Employee Performance Management System (EPMS)

The intent of the new ADR process is to resolve grievances at the lowest possible level. The new procedure utilizes a two track system that relies heavily on mediation. An employee wanting to file a grievance fills out an appeal form. Once an appeal form is

¹ *Government Technology*, "Opening the Doors to the Data Warehouse," October 1995, page 26.

received, all involved parties are asked to submit any relevant written evidence. At this time the following is determined:

1. Is the appeal submitted within the time required?
2. Is the issue grievable?
3. What is the jurisdiction?

Grievances involving suspensions for ten days or less; lack of promotional consideration when there is a material issue of fact; punitive reclassifications when there is a material issue of fact; and involuntary reassignments greater than thirty miles go through mediation/arbitration. Those involving more than ten days suspensions; terminations; demotions; salary decreases based on performance; and reduction-in-force when there is a material issue of fact regarding application go to a grievance committee. To allow an equitable flow of information throughout the process, involved parties receive copies of all evidence.

The ADR process roll-out to the agencies occurred recently which makes obtaining feedback regarding the implementation limited. Each agency does have an internal grievance process.

The Office of Human Resources' review of the EPMS was an attempt to simplify and improve the process. The team conducting the review included representatives from agencies, the legislature, and OHR. One of the results of this reengineering effort was the EPMS options toolbox. Agencies now have the option to use any or all of the following "tools" in their performance management system:

- Linkage of employee performance to agency missions
- Staff development and training plans: the agency may choose to require raters to complete staff development and training plans in conjunction with the performance evaluation
- Frequency of evaluations: The agency has the ability to conduct unofficial evaluations anytime throughout the year
- Changing a rating: The agency may determine that it does not want the reviewer to have authority to change the rater's rating for an employee
- Multiple sources of feedback to determine the evaluation
- Alternative level of performance systems: The agency may develop alternative systems (e.g. more or fewer levels of performance), but the agency's system must convert into the four standard levels to be reported to OHR

- Team evaluations
- Universal review date

Finally, OHR requires the submission of five policies from agencies for approval:

- Grievances
- Overtime
- Progressive discipline
- Employee performance management system
- Reductions-in-force

The program also supports and assists agencies through the development of model policies pertaining to various other employment-related issues. Satisfaction with OHR's model policies is high, with the majority of both agency human resources managers and agency directors reporting adoption of OHR's model policies. One-hundred percent indicated they used OHR model policies for their own agency policy development.

Finding: The development of grievance procedures that involve mediation and mediation-arbitration in the process is in line with best practices and is a forward-thinking program.

The Office of Human Resources movement towards ADR, at its own level and encouraging the process at the agency level, is progressive. Incorporating more employees into an ADR process that uses mediation focused on communication and negotiation can make legal-based employee appeals less costly and more expedient.

While only 25% of agency officials had experience with the OHR mediation procedure, of those 100% of the agency human resources managers and 80% of the agency directors expressed satisfaction with the process.

OHR has developed a Statewide Mediators Pool to provide agencies with a list of trained mediators to use in their internal grievance procedures or outside their formal grievance procedures for employment disputes. The Pool is comprised of 27 mediators representing 22 state agencies. Presently, some agencies use mediators from within their own agency.

Recommendation: Encourage agencies to use the Statewide Mediators Pool.

The establishment of the mediation pool combined with growing numbers of ADR trained state employees provides agencies with an opportunity to use impartial mediators/arbitrators who are not employees of the agency involved in the appeal. This will lessen the opportunities for potential conflicts of interest and the appearance of inequities.

Finding: Few agencies use a universal review date in their Employee Performance Management System.

The new EPMS toolbox offers agencies the option to use a universal review date. The Office of Human Resources estimates that eight to ten agencies currently utilize a universal review date.

Recommendation: Encourage greater implementation of universal review dates in the state agencies.

It is difficult to have an effective goal setting process unless everyone begins and ends the process on the same date. It is also difficult to have an effective review process if employee ratings occur at different times during the year. Employees may develop the perception that the rating official's objectivity changes periodically or favoritism pervades the review process.

Each state agency should be encouraged to establish a universal review date. At a minimum, the larger agencies with defined strategic goals should implement a universal review date. This allows all employees to align their goals with agency annual objectives and strategies, another benefit with a universal review date.

Improved employee morale may also occur with a universal rating time. Additionally, the administrative management of a system utilizing a universal date is easier because it requires less time to track employee-specific review dates and verify completion of reviews.

In agencies' migration to a universal review date there are several variations of the process to consider implementing. Universal review dates can be established for:

- An agency
- Job classifications
- Organizational units
- Pay bands

OHR should facilitate migration to universal review dates and encourage all agencies to develop strategic plans so that employees' goals can be aligned with agency objectives.

Finding: Managers have varying opinions regarding the effectiveness of the Employee Performance Management System (EPMS).

The main objectives of performance evaluation systems include:²

- Improving employee performance
- Identifying important objectives and/or standards of a position
- Determining the manner in which duties have been performed and responsibilities carried out and providing employees with that knowledge
- Helping employees achieve a higher level of efficiency and effectiveness in the organization through regular supervisory evaluation of their performance
- Identifying employees who demonstrate capability to work at a higher level
- Identifying employees whose performance can be improved through training
- Identifying employees whose performance cannot be improved to meet acceptable standards

The current performance management system has many of the options necessary for an effective system. Through the "toolbox" concept, agencies can:

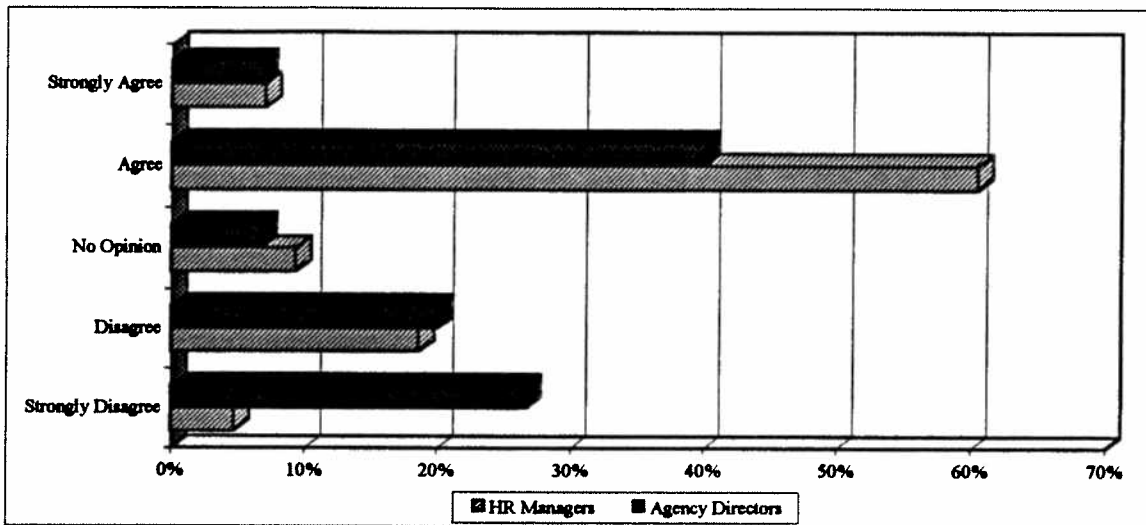
- Link the performance management process to the organization's mission and goals
- Support two-way communication, self-evaluation or evaluations by co-workers, subordinates or customers
- Link performance management with an employee's training plan

Agency officials voiced concern over the current EPMS process during interviews. Several indicated the system was too "bureaucratic" and "complex."

Agency human resources manager and agency director survey results regarding the current EPMS were mixed. Many human resources managers viewed the current system as easy to use and a useful tool in managing employees. However, many agency directors indicated the system was difficult to use and an ineffective management tool.

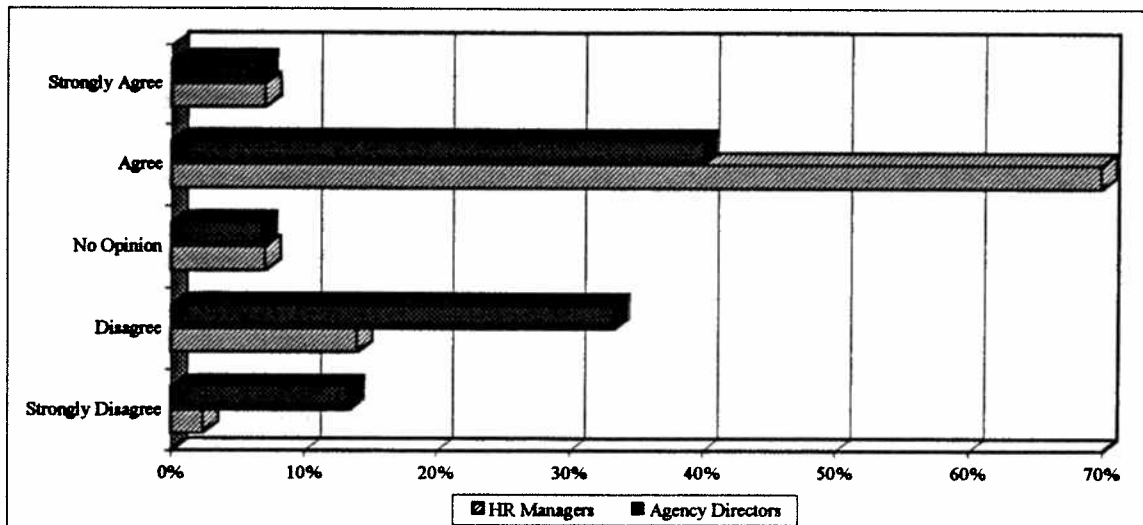
² Commonwealth of Pennsylvania, Personnel Rules, page 65.

Exhibit 3-16
EPMS is Easy to Use



Source: Based on information provided by human resources managers and agency directors.

Exhibit 3-17
EPMS is a Useful Management Tool



Source: Based on information provided by human resources managers and agency directors.

Current required components for an agency’s EPMS system include:

- Four levels of performance
 - Substantially Exceeds Performance Requirements
 - Exceeds Performance Requirements
 - Meets Performance Requirements

- Below Performance Requirements
- Rating of performance characteristics as acceptable or unacceptable
- Employee involvement in a planning stage that includes development of job functions, objectives (optional), and performance characteristics for a rating period
- Encouragement for
 - Unofficial mid-year reviews
 - Training for all employees
- Adequate notice of substandard performance and opportunity to improve performance prior to rating. According to the OHR's *Employee Performance Management System Model Policy*, "If an employee is rated 'below performance requirements,' on any essential job function or objective which significantly impacts performance as noted in the warning notices by the end of the warning period, the employee shall be removed from the position immediately (i.e., dismissed, reassigned, demoted)."

South Carolina requires the removal of an employee if he or she receives a "below performance requirements" rating.

During fiscal year 1996-97 the approximate distribution of ratings was:

- | | |
|--------------------------------------|-----|
| • Below Requirements | 0% |
| • Meets Requirements | 45% |
| • Exceeds Requirements | 45% |
| • Significantly Exceeds Requirements | 10% |

The reason for the distribution of zero employees in the "Below Requirements" category may be that prior to entering a final "Below Requirements" rating into the system, employees are removed from that position, and thus that rating is not entered into EPMS.

In discussions with human resources managers it was apparent that the determination of exceeds and meets requirements is discretionary and no pre-defined format exists to assist in the decision-making process.

Of the ten agencies examined, only three incorporated the EPMS process into employees' training plans. However, seven agencies encouraged employee work plan development targeting improvement areas identified on EPMS results.

Recommendation: Streamline the performance management system.

Although the recent EPMS re-engineering effort provided agencies with several flexible and progressive management tools, opportunities for improvement still exist. In order to streamline the process and ensure consistency in the basic rating process across the state, OHR should consider:

- Establishing a simple set of rating categories:
 - Below Expectations
 - Meets Expectations
 - Exceeds Expectations
- Developing a set of statewide core values for employee ratings. Examples of core values include:
 - Teamwork
 - Leadership
 - Communication
 - Listening
- Encouraging managers and employees to develop additional values specific to an employee's job
- Requiring the manager and employee to establish quantifiable goals for each rating period, limiting the number of goals established to between three and five, and assessing the progress towards achieving those goals at the rating period's conclusion
- Linking the performance management measurable goals to a performance-based incentive plan
- Requiring all employees to receive EPMS training. In order for a system targeted at improving employee performance to be successful, all employees need to completely understand the review process
- Requiring employees and supervisors to develop work plans aimed at improving all job characteristics rated as unacceptable

A performance management system should have the single goal of improving the performance of individuals and organizations. Modifications to South Carolina's system could achieve this goal, streamline and simplify the process, and provide the flexibility to rationalize differential salary treatments.

Finding: *Use of performance measurements in the EPMS varies among agencies.*

One hundred percent of the ten agencies surveyed reported using measurable results to assess an employee's performance during the EPMS evaluation.

Agency officials expressed different results when surveyed about the use of measurable results in an EPMS evaluation. Many agency officials stated employee reviews incorporated performance measures; however, the measures were not necessarily quantifiable.

Recommendation: **Establish consistency within an agency in the use of measurable goals in EPMS.**

A requirement for a demonstration of measurable results should be incorporated into the statewide performance management system. The results aspect of the performance system is necessary for the continuous process of improvement and should involve the establishment of objectives and standards, observations, evaluations based on results, discussion, constructive criticism, assistance, and recognition.

Recruitment and Selection

Attracting and selecting qualified employees is a challenging task for a human resources manager. Competition for many job classifications (i.e., information systems) are increasing, making attracting qualified employees difficult.

State government's most valuable and expensive resources is its employees. The skills, motivation, and productivity of its employees will largely determine the quality, efficiency and effectiveness of state services and programs. Attracting and selecting the right personnel is the first step in the human resources management function.

A successful recruitment and selection program will:

- Offer easy to understand processes for applicants
- Maintain a current staffing and recruitment plan
- Utilize state-of-the art recruitment tools
- Minimize the number of tests
- Offer timely and efficient filling of vacancies
- Require adequate documentation of the recruitment and selection processes with an application tracking process

- Encourage promotions from within an agency
- Establish policies and procedures to ensure compliance with a defined affirmative action plan

Recruitment and Selection in South Carolina

The State Career Center, formerly the State Job Information Center, of OHR manages the state's centralized recruitment and selection program. The program's primary functions, staffing levels, and the distribution of responsibilities among the program and the agencies appeared in Section 2 of this report, entitled **Human Resources in South Carolina**.

Affirmative action in South Carolina is coordinated in the Human Affairs Commission. The responsibility for development and implementation of affirmative action plans falls to the agency level. The majority (80%) of the ten agencies questioned require supervisors and managers to receive training in affirmative action policies and procedures. These agencies also hold supervisors and managers responsible for meeting affirmative action goals.

The State Career Center is responsible for coordinating the state's merit system agencies' competitive job announcement and placement process. All non-merit agencies utilize a self-directed application process.

The intention of government merit systems was to ensure government employment candidates were competent, free of political influences and pressures on career stability, and all candidates had an equal opportunity of employment. South Carolina has moved from this traditional civil service system; however, six agencies still remain part of the merit system:

- Department of Alcohol and Other Drug Abuse Services (partial coverage)
- Department of Health and Human Services
- Division of Health and Human Services, Governor's Office
- Department of Social Services
- Department of Labor, Licensing and Regulation (partial coverage)
- Division of Emergency Preparedness, Adjutant General's Office

In light of the recent classification and compensation reform, the State Career Center reduced the number of required tests from 25 to 11 because of merit agencies' feedback.

Agencies outside the merit system have the authority to recruit and hire candidates in a manner similar to the private sector. These agencies must distribute any vacancy announcement for outside the agency to the State Career Center and Employment Security Commission. Except for this requirement, the agencies have the authority to develop and present advertising, conduct recruitment exercises, and formulate a pool of qualified candidates. Agencies also develop methods to review candidates' qualifications that may include a formal rating process. Selection of applicants primarily occurs based upon the candidate's qualifications and ability to satisfy the particular requirements of the position.

According to OHR staff, all state agencies support a "promote from within philosophy."

In order to obtain a statewide assessment of the human resources recruitment and selection outlook, the State Career Center conducts an annual statewide personnel needs assessment. The assessment serves as a tool used to identify hard-to-fill positions.

The State Career Center is in the midst of an extensive reengineering effort. The Center's defined strategic plan outlines specific steps aimed at achieving its goals of becoming a diverse resource for recruitment services and a service outlet for career assessment and planning.

The Center's remodeling efforts of its Columbia Center facilities will help to create a positive impression of state employment for potential employees. The renovations will also foster a professional work environment.

The State Career Center's strategic plan moves the Center into an increased consultative role. It plans to serve as a recruitment consultant for agency managers and a career planning resource for state employees and citizens interested in state employment.

Finding: *The State Career Center designed a plan to streamline its selection process for merit agencies.*

An important part of the State Career Center's reengineering efforts was its plan to develop a vacancy-driven application system for merit agencies.

An applicant can test for merit covered positions at anytime. When a vacancy is announced, the applicant completes an application and submits it to the State Career Center. The State Career Center reviews these applications to ensure applicants meet all of the requirements listed on the vacancy announcement. After this evaluation, the qualified applications are referred to the Merit System agency. The agency then selects the applicants to interview and hires from the State Career Center's referral list.

The proposed process is an effective strategy for effectively filling vacant positions and provides a flexible alternative for candidates to submit a state employment application.

Finding: *The State Career Center is planning to assign specific consultants to work with agencies in their recruiting efforts.*

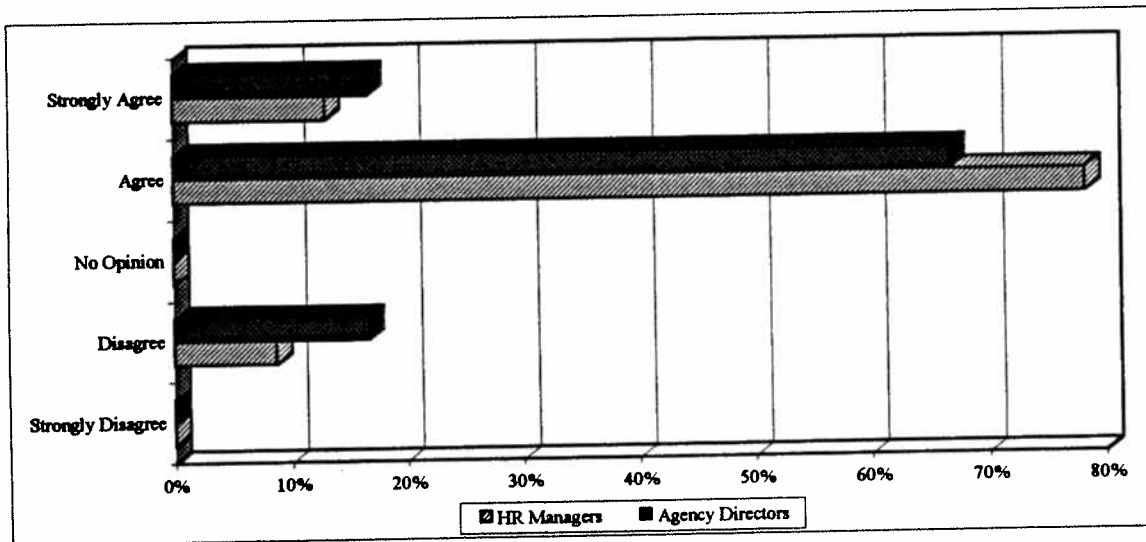
Currently recruitment occurs on an as-needed basis. In order to take a proactive stance on recruitment and to assist agencies in hiring highly skilled individuals, the State Career Center will be assigning consultants to assist agencies with recruitment efforts.

Assigning consultants to work with all agencies is a partnership that should prove successful. The State Career Center can work with agency staff to develop recruitment strategies, staffing plans, and succession plans, and also to promote state employment.

Finding: *Agency hiring processes are effective.*

The agency human resources manager and agency director survey results indicated the majority of respondents believe agency hiring processes are effective.

Exhibit 3-18
Agency Hiring Practices Are Effective



Source: Based on information provided by human resources managers and agency directors.

Ten agencies provided information concerning their job posting processes. Using data from these ten agencies, the average number of days to fill a new or vacant position (from the processing date of a request for a job posting to filling the position) was 36.6 days. The shortest reported time frame (in days) was 15 and the longest was 61. The ten agencies' average number of days needed to process applications, from the date of application receipt to date of hire, was 30.3 days. Ten days was reported as the shortest duration and 50 was the longest.

Recommendation: Work with agencies to develop a best practices guidelines for recruitment and selection.

The Office of Human Resources should work with agencies to develop best practices guidelines for recruitment and selection. This initiative is already in OHR's current work plan.

The variability in the number of days agencies required for agencies to process vacancy announcements and applications suggests that certain agencies utilize more streamlined processes to support recruitment and selection. OHR, acting as consultants, can learn from high-performing agencies, research the best recruitment and selection processes, develop and model improved processes, and provide guidance on implementing more streamlined operations.

Finding: The Office of Human Resources is using the Internet as a recruitment tool.

The Office of Human Resources is establishing a presence on the Internet. OHR's Jobs Page currently has twenty-six agencies posting their vacancies on this web site. For agencies not using the Internet, or in cases where agencies need technological assistance, OHR will be able to assist them through the human resource information system.

This initiative is an excellent use of current technology for recruitment purposes. The process utilized by OHR on the "Jobs Page" will ensure that visitors to the state's home page have the capability to easily search for job opportunities in state government. The South Carolina Application for Employment form can be downloaded from the Internet. Ultimately, the Internet will be able to be used for such functions as an interactive application form.

Recommendation: Establish procedures to ensure that all agencies update job listings frequently.

In order to ensure that visitors to the state's home page receive the most current vacancy announcement information and so that the state maximizes the Internet's recruitment potential, state agencies need to maintain current job listings on a continuous basis. OHR needs to establish standards and procedures for "Jobs Page" participation by agencies so the system contains timely and relevant employment information.

Finding: The Office of Human Resources is working to develop a career path methodology that will be presented to state agencies.

Agency human resources officials indicated the lack of formal and informal career paths for state employees. Several individuals indicated the new classification and compensation system makes it difficult to define formal and/or informal career paths for employees.

OHR identified agency level career path development as a difficulty. The OHR staff is currently working to establish career path development and skill-based progression methodologies. At the conclusion of its investigation, OHR plans on presenting the methodology and guidelines to all state agencies.

Career path guidance will also be available through the Career Resource Center.

Recommendation: Agencies should identify career paths within each agency and communicate career path opportunities to employees.

Using the guidelines and methodology provided by OHR, agencies should develop career paths consistent with the guidelines and procedures identified by OHR. Training should be an integral aspect of the career paths. Also, internal training classes should be identified to assist employees in obtaining additional skills and knowledge needed for promotion and advancement.

Training and Development

The state's workforce is its most valuable resource and asset. A well-developed employee training and development program is a necessary factor for the development of a motivated and skilled workforce. A trained workforce offers the best opportunity to achieve high returns on assets invested.

Motorola, a Malcolm Baldrige Award winning company, serves as an example of the powerful returns achievable through an investment in training. Motorola estimates that for every dollar spent on quality training, productivity increased \$33.

A successful well-defined training and development program will:

- Use factual information on training for decision making
- Require a defined a training budget
- Require the development of a training needs assessment and a training plan
- Invest an adequate amount
- Ensure equity among state agencies in training and development opportunities for employees
- Support participation by all employees in training and development opportunities

- Link training and development decisions to organizational goals, objectives, and performance, using performance-based budgeting, performance management, and compensation to reinforce the link³
- Establish a mechanism for interagency and inter-organizational relationships to maximize training resource and facilitate cooperation for sharing employee learning opportunities⁴

Training and Development in South Carolina

The Center for Education, Quality, and Assessment (CEQA) division of OHR manages the training and development program. The program's primary functions, staffing levels, and the distribution of responsibilities between the Center and the agencies appears in Section 2, **Human Resources in South Carolina**, of this report.

CEQA views its primary roles as providing consultative and training services and serving as a coordination point for several interagency projects. The primary focus of CEQA's training offerings is supervisory and management skill development. CEQA also offer an extensive array of continuous improvement courses covering such topics as "voice of the customer," "tools and techniques for teams," and "facilitating quality teams." CEQA also provides agencies with assistance on continuous improvement (Quality) programs.

CEQA offers the Certified and Associate Public Manager programs. They recently obtained certification for the Certified Public Manager (CPM) program. According to the National Association of State Personnel Executives' *1996 State Personnel Office: Roles and Functions, 3rd Edition*, South Carolina is only one of sixteen states offering the CPM program. The OHR should be lauded for their efforts in instituting and maintaining the CPM and APM programs.

Decisions regarding training budgets and the development and execution of training policies, including required courses for employees and courses agencies will contract for with vendors, are made at the agency level.

There is no central consolidation point for historical data on training or an overall statewide training assessment or plan.

Finding: *Comprehensive training data is not available.*

Through interviews and surveys, KPMG discovered that training information was often incomplete and tracked in an inconsistent manner in various agencies. This makes analysis, comparisons, and tracking difficult. Of the ten agencies providing data, seven could provide dollar amounts spent on training, five could provide the number of training

³ *Minnesota Commission on Reform and Efficiency*, page 14.

⁴ *Ibid.*

hours received by agency staff, and six could provide the number of employees participating in training. The other agencies were unable to provide similar information.

No centralized system presently exists for tracking agency training. Furthermore, of those agencies responding to KPMG's agency human resources manager and agency director survey, only 58% of human resources managers and 43% of agency directors indicated having automated training records. The lack of a centralized system makes it difficult for the state to determine the aggregate amount spent on training and/or the number of training hours employees received.

According to OHR staff, the Office does receive requests for statewide training activity, but is unable to address such questions. OHR's inability to do so stems from the limited availability of training data from agencies, the separate systems maintained by these agencies, and the inability to track training activity at a central level. OHR is currently in the process of contracting with a vendor to automate CEQA's training records. This automation process will only include information pertaining to the courses delivered by CEQA.

Recommendation: Develop a statewide records management system to track all training activities.

Information on training should be readily available to allow the state the opportunity to have more accurate and useful information and control over training expenditures.

Options for maintaining training records include: adding fields to the current Human Resource Information System (HRIS) system; or developing or purchasing a separate training database. If a separate database is selected, OHR should ensure the system purchased or designed is capable of maintaining records for all state employees.

The current HRIS incorporates a select number of fields for the entry of training data; however, the fields are not mandatory for agencies. If the HRIS is used as the system to maintain training activity, agencies should be required to maintain these fields for information collection.

Suggested information to maintain regarding training includes:

- Documentation of all requests for training
- Type of training course
- Hours of training provided
- Cost of the training course

- Vendor providing the training
- Effectiveness rating of the training program

Having training information available on a statewide basis will create the opportunity for OHR to review and evaluate training activity. OHR can serve as a repository of this training information. Analysis of training data could identify gaps in skills and/or knowledge that needs improvement. Having such information would assist the Office in fulfilling its consulting role.

Finding: Training access, commitment, and availability varies across agencies.

Currently a broad spectrum of training programs exists across agencies. These training programs range from those that are extensive and thorough to others that are almost non-existent. The location in an agency's organizational structure of the office responsible for training also varies among agencies. Of the ten agencies surveyed, only 40% indicated their agency's Human Resources Office was responsible for training.

Exhibit 3-19 on the following page highlights the discrepancies prevalent between the ten responding agencies' training programs.

**UNABLE TO PUT IN THIS REPORT BECAUSE THE TABLE IS IN
LANDSCAPE FORMAT.
INSERT CHART WITH COMPARISON**

Chart contained in file TABLE.DOC