

SERVICE LEVEL AGREEMENT

**SERVICE PROVIDER: DEPARTMENT OF
ADMINISTRATION,
DIVISION OF HUMAN RESOURCES**

**CLIENT AGENCY: DEPARTMENT OF ENVIRONMENTAL
MANAGEMENT**

SEPTEMBER 5, 2017

Table of Contents

GLOSSARY OF TERMS	2
Section I - Introduction.....	3
Section II – Recruitment Process.....	7
Section III – Classification/Compensation Public Hearing Process.....	10
Section IV – Reclassification Request- Desk Audit Process.....	13
Section V – Discipline Process.....	15
Section VI – Grievance Process.....	18
Section VI – Disability Management Process.....	21
Authorized Signatures.....	23

GLOSSARY OF TERMS

Business Days – Days on which State of Rhode Island conducts business.

Calendar Days – All days in a month, including weekends and holidays.

Days – Calendar days, unless otherwise specified.

Client Agency – The State Department party to the Service Level Agreement.

Key Performance Indicator (KPI) – A business metric used to evaluate factors that are crucial to the success of an organization.

Service Delivery – To furnish professional service.

Service Level Agreement (SLA) – Documented agreement between the Service Provider and Client Agency that formally defines services and service level objectives.

SLA Manager – The point of contact for all SLA-related matters within the Client Agency or within the Service Provider.

Service Level Metric – A standard of measurement that defines the level of service expected by a customer and demonstrates the performance of the service provider, laying out the metrics by which that service is measured, and the remedies or penalties, if any, should the agreed-upon levels not be achieved.

Service Provider – The Department of Administration, Division of Human Resources.

Special Purpose Agreement – Written agreement between the State and the Union that is specific to an individual employee or groups of employees and therefore does not set precedent for overall policy for employees in general.

SECTION I: INTRODUCTION

Term of this Agreement:

This SLA will commence upon the effective date and continue in full force and remain in effect until terminated by the Service Provider (Human Resources) and/or the Client Agency (DEM).

1. Overview:

The purpose of this SLA is to create a framework for professional services that the Service Provider is committed to delivering to the Client Agency.

This document is intended to:

- Outline the level of Service Delivery;
- Identify Agency and Service Provider tasks associated with Service Delivery; and
- Define the process for how the service delivery will be measured.

This SLA also defines the Roles and Responsibilities of each of the parties, how the Service Provider and Client Agency will collaborate to ensure communication is in place, and how the Service Provider will ensure that services are delivered promptly to the agreed upon standards.

2. Contact Information:

Client Agency – Department of Environmental Management

SLA Manager: Rayna Maguire, Assistant to the Director

Email: rayna.maguire@dem.ri.gov

Telephone: 401/222-4700 x 2409

Cell: 401/952-2979

Grievance Authorized Contact (Administration): Rayna Maguire, Assistant to the Director

Email: rayna.maguire@dem.ri.gov

Telephone: 401/222-4700 x 2409

Cell: 401/952-2979

Grievance Authorized Contact (Environmental Protection):

Terrence Gray, Associate Director for Environmental Protection

Email: terry.gray@dem.ri.gov

Telephone: 401/222-4700 x 7100

Cell: 401/255-6267

Grievance Authorized Contact (Natural Resources)

Larry Mouradjian, Associate Director for Natural Resources

Email: larry.mouradjian@dem.ri.gov

Telephone: 401/222-4700 x 2414

Cell: 401/639-3296

Public Hearing, Desk Audit, Hiring Authorized Contact: Rayna Maguire, Assistant to the Director

Email: rayna.maguire@dem.ri.gov

Telephone: 401/222-4700 x 2409

Cell: 401/952-2979

Discipline Authorized Contact (Administration): Rayna Maguire, Assistant to the Director

Email: rayna.maguire@dem.ri.gov

Telephone: 401/222-4700 x 2409

Cell: 401/952-2979

Discipline Authorized Contact (Environmental Protection):

Terrence Gray, Associate Director for Environmental Protection

Email: terry.gray@dem.ri.gov

Telephone: 401/222-4700 x 7100

Cell: 401/255-6267

Discipline Authorized Contact (Natural Resources)

Larry Mouradjian, Associate Director for Natural Resources

Email: larry.mouradjian@dem.ri.gov

Telephone: 401/222-4700 x 2414

Cell: 401/639-3296

Service Provider – DOA HR

SLA Manager: Michelle Fournier, Human Resources Program Administrator

Email: michelle.fournier@hr.ri.gov

Telephone: 401/222-6880

Cell: 401/430-0546

Designated HR Liaison: Karen Quinlan, Human Resources Analyst III

Email: karen.quinlan@hr.ri.gov

Telephone: 401/222-4700 x 4601

Cell: 401/447-0300

Grievance Authorized Contact: Karen Quinlan, Human Resources Analyst III

Email: karen.quinlan@hr.ri.gov

Telephone: 401/222-4700 x 4601

Cell: 401/447-0300

Public Hearing Authorized Contact: Lisa Middleton, Deputy Personnel Administrator

Email: lisa.middleton@hr.ri.gov

Telephone: 401/222-2180

Cell: 401/378-4260

Desk Audit Authorized Contact: Lisa Middleton, Deputy Personnel Administrator

Email: lisa.middleton@hr.ri.gov

Telephone: 401/222-2180

Cell: 401/378-4260

Recruitment Authorized Contact: Cheryl Wilkes, Human Resources Coordinator

Email: cheryl.wilkes@dot.ri.gov

Telephone: 401/222-2572 x 4614

Discipline Authorized Contact: Karen Quinlan, Human Resources Analyst III

Email: karen.quinlan@hr.ri.gov

Telephone: 401/222-4700 x 4601

Cell: 401/447-0300

Disability Management Authorized Contact: Kathy Sherman, Human Resource Prog. Administrator
Email: kathy.sherman@hr.ri.gov
Telephone: 401/462-5336
Cell: 401/261-1622

Leave Approval Authorized Contact: Karen Zambarano, Human Resources Analyst III
Email: karen.zambarano@hr.ri.gov
Telephone: 401/462-0071

Other Related Contacts:

Payroll Authorized Contact: Joan Kelley, Human Resources Technician
Email: joan.kelley@hr.ri.gov
Telephone: 401/574-9326

Training and Development Contact: Kathy Sisson, Chief Learning Officer
Email: kathleen.sisson@hr.ri.gov
Telephone: 401/222-2918

Recruitment Authorized Contact: Cheryl Wilkes, Human Resources Coordinator
Email: cheryl.wilkes@dot.ri.gov
Telephone: 401/222-2572 x 4614

Retirement Contact: Employees' Retirement System of RI
website: www.ersri@ri.gov
Telephone: 401/462-7600

Employee Benefits Contact: Paula Cofone or Michael Sligar
website: www.employeebenefits.ri.gov
Telephone: 401/574-8515

State Employee's Workers' Compensation Contact: Kathy Sherman, Human Resource Prog. Administrator
Telephone: 401/574-8500
Cell phone: 401/261-1622

Outreach & Diversity Contact: Cheryl Burrell, Associate Director
website: <http://odeo.ri.gov>
Telephone: 401/484-4094

Performance Development Contact: Lisa Middleton, Deputy Personnel Administrator
Email: DOA.PerformanceDev@hr.ri.gov
Telephone: 401/222-2160

Labor Relations Union Contracts: Jacqueline Kelley (cell phone: 401/265-0121) or Dan Ballirano
Website: www.hr.ri.gov
Menu: Labor Relations Center

Adverse Weather/Other Circumstances
Website: www.hr.ri.gov

3. Library of Forms

All forms referenced herein can be found at <http://www.hr.ri.gov/forms-library/>.

4. Communication and Review Protocol:

This SLA is subject to annual review as well as more frequent review upon request, and may be adjusted accordingly per mutual agreement of the Service Provider and the Client Agency to take account of:

- Process improvement
- Client agency expectations and needs
- Changes in workloads
- Whether measurement tools and processes meet Client's needs

5. Sunset Date - January 1, 2019

6. Conflict Resolution:

Conflict resolution may be needed if either the Service Provider or the Client Agency feels that the other party is not sufficiently abiding by the terms of this document. In the event that the issue cannot be resolved by the Authorized Contact individuals, then a meeting will be arranged between the Service Provider and the Client Agency's SLA Managers to attempt to resolve the issue as soon as possible. If such meeting is not successful, the issue(s) should be referred to the Agency Director level for review and resolution. The intent is to ensure a thorough, timely and open resolution of all such issues.

7. Continual Improvement Process and Quarterly Reviews:

The success of the SLA depends fundamentally on the execution of services and the ability to accurately measure performance so that credible and reliable information can be provided to both the Service Provider and the Client Agency. This Continual Improvement Process includes quarterly submissions of Key Performance Indicators (KPIs) and Customer Satisfaction Service Level Metrics to ensure that the delivery of maintenance services meets desired expectations and standards. Metric reviews and reporting may be done in collaboration with Performance Management.

KPIs must be meaningful, measurable and monitored consistently to meet the agreed upon target levels. In the event of a discrepancy between actual and targeted service levels, all parties agree to identify and resolve the reason(s) for the discrepancies in close cooperation with each other. Service level monitoring for response times and other commitments will be performed by both the Service Provider and the Client Agency.

SECTION II: RECRUITMENT PROCESS

1. Contact:

Client Agency: Department of Environmental Management
Authorized Contact Person: Rayna Maguire, Assistant to the Director
Address: 235 Promenade Street, Suite 425, Providence, RI 02908
Email: rayna.maguire@dem.ri.gov
Telephone: 401/222-4700 x 2409
Cell: 401/952-2979

HR/Agency Liaison: Karen Quinlan, Human Resources Analyst III
Address: 235 Promenade Street, Providence, RI 02908
Email: karen.quinlan@hr.ri.gov
Telephone: 401/222-4700 x 4601
Cell: 401/447-0300

Service Provider: Human Resources
Authorized Contact Person: Cheryl Wilkes, Human Resources
Address: Two Capitol Hill, Providence, RI 02908
Email: cheryl.wilkes@dot.ri.gov
Telephone: 401/222-2572 ext. 4614
Recruitment Assigned Staff Member: Irene Godin, Human Resources
Address: One Capitol Hill, Providence, RI 02908
Email: irene.godin@dem.ri.gov
Telephone: 401/222-2774 ext. 4607

2. Overview:

When an agency needs to fill an existing position, the agency and HR must work closely together to successfully recruit, hire, and onboard (prepare all personnel and payroll forms, benefit selections, and briefings on agency policies) for the role.

3. Core Expectations of the Client Agency:

The Client Agency (DEM) agrees to hold responsibility for service delivery of the following in collaboration with the Service Provider (HR – Recruitment):

- Identify vacancy and appropriate job title.
- Fill out Personnel Action Request Form (PAR) online to begin the recruitment process.
- Assure the PAR receives all required approvals at agency/ director/secretariat level.
- Review all applications and make selections for interviews.
- Conduct all interviews and recommend a hiring selection to HR Recruitment.
- Once approved by HR Recruitment, offer the position and available start dates to candidate.
- Notify HR recruitment when the offer is accepted.
- Seasonal Program: Mandatory meeting in February to review the protocol, including commitment by Human Resources, for on-site personnel for onboarding employees each spring and summer.

4. Core Expectations of the Service Provider:

The Service Provider (HR Recruitment) agrees to hold responsibility for service delivery of the following in collaboration with the Client Agency (DEM):

- Process approved of the agency’s requested PAR after received all agency/director/secretariat approvals.
- Once approved, HR Recruitment shall prepare posting.
- Develop an outreach for technical positions to be sent to colleges, universities, technical schools, etc.
- Filter all applications and refer candidates to the hiring manager(s) based on union contract (where applicable).
- Review for minimum qualifications and approve or reject selection, notify the Hiring Manager of approval or rejection to hire, and supply the Hiring Manager with available start dates, if applicable.
- Schedule and conduct orientation and other on-boarding activities.
- Seasonal Program: Human Resources personnel will be on-site at the Department of Environmental Management’s Headquarters, 235 Promenade Street, Providence from March to July.

Please see Appendix A & B: Recruitment Process Map for complete list of responsibilities.

5. KPIs:

The Service Partner and Client Agency agree to the following service commitments, measures and targets:

The KPIs listed below are tracked through NEO GOV and Personnel Request Form (PAR) systems within the Division of Human Resources, Recruitment Unit. Note: the last three (3) KPIs listed below are not tracked by the previously mentioned systems and will be furnished through other data collection methods.

Owner	Area of Work	Measure	Target
HR/Agency	Reasonable time to hire	Median # of days from PAR Submission to Offer Letter	45 days from Submission of PAR
Agency	Clearance of PAR	Assure PAR receives approvals at agency/director/secretariat level	5 days from Submission of PAR
HR	Initial Applicant Clearance/Screening and Referral	Days after close of position to Submit resume(s) of qualified applicants to Hiring Manager	3 business days from close of posting
Agency	Review Resumes	Select candidates from pool	5 bus. days from referral
Agency	Interviews	Schedule and conduct interviews	14 days from referral
Agency	Candidate Selection	(PAR) RP-5 form w/ candidate submitted to HR for approval	3 business days from last interview
HR	Hiring	Offering position and schedule start date and on-boarding	3 business days from RP-5 approval
Agency	Probationary Reports	Conduct at 2, 4 and 6 mo. from start date, assess employee performance for civil service/ non-competitive jobs	90% completed in a timely fashion for each 2 mo. interval

HR	Interview Question Bank/Interview Scripts	# of job categories with up-to-date scripts & questions for Client Agency's selection/ Client Agency Director Office signoff	4 categories: management, general, clerical, customer service
Agency	Attracting Qualified Candidates	Assessment performance of new nonunion employees	75% of hires rated M (Meets Expectations) or E (Exceeds Expectations) in 1 year

6. Service Level Metrics – Customer Satisfaction:

	Service Commitment Target	Actual Rating A, M or U*	Comments
Customer Relations	A		
Resource Availability	A		
Response Time	A		
*Ratings A=Acceptable, M=Marginal, U=Unsatisfactory			

SECTION III: CLASSIFICATION/COMPENSATION PUBLIC HEARING PROCESS

1. Contacts:

Client Agency: Department of Environmental Management
Authorized Contact Person: Rayna Maguire, Assistant to the Director
Address: 235 Promenade Street, Suite 425, Providence, RI 02908
Email: rayna.maguire@dem.ri.gov
Telephone: 401/222-4700 x 2409
Cell: 401/952-2979

HR/Agency Liaison: Karen Quinlan, Human Resources Analyst III
Address: 235 Promenade Street, Providence, RI 02908
Email: karen.quinlan@hr.ri.gov
Telephone: 401/222-4700 x 4601
Cell: 401/447-0300

Service Provider: Human Resources
Authorized Contact Person: Lisa Middleton, Deputy Personnel Administrator-
Address: One Capitol Hill, Providence, RI 02908
Email: lisa.middleton@hr.ri.gov
Telephone: 401/222-2180
Cell: 401/378-4260

2. Overview:

The Agency may submit a Public Hearing Request to propose changes to the Classified or Unclassified Pay Plans. Such changes may involve the establishment of new classification(s) / job description(s), changes to title, content and/or pay grade for existing classifications / job descriptions or abolishment of existing classifications / job descriptions.

3. Core Expectations of the Client Agency:

The Client Agency (DEM) agrees to hold responsibility for service delivery of the following in collaboration with the Service Provider (HR – Classification & Compensation):

- Initiate/authorize public hearing requests and notify the agency's designated HR liaison. Work with HR Liaison to complete public hearing packet found in online form library.
- Provide comparable salary information to the designated HR liaison as needed.
- Review job specification(s) for approval prior to public hearing.

4. Core Expectations of the Service Provider:

The Service Provider (HR – Classification & Compensation) agrees to hold responsibility for service delivery of the following:

- Coordinate union involvement and identify other impacted agencies.
- Review public hearing packet upon receipt from the Client Agency and assign an HR Analyst to conduct salary analysis.

- Approve final job description and place the public hearing request on the public hearing agenda for review by Director of Administration.
- Hold a public hearing for comment and obtain sign-off from the Governor's Office.
- Prepare Classification Notice and notify all appropriate parties.

Please see Appendix C: Public Hearing Process Map for complete list of responsibilities.

5. KPIs:

The Service Provider and Client Agency agree to the following service commitments, measures and targets:

The KPIs listed below are tracked through an internal public hearing data management system by the Division of Human Resources Classification/Compensation Unit.

Owner	Area of Work	Measure	Target
Agency	Public Hearing Packet submission approved at First level of review	Agency to submit all required documents in their entirety, to the classification email (doa.hrclass@hr.ri.gov)	90% of Submissions
HR	Initial Review by HR of packet proposal for completeness	Communicate feedback on any issues or questions back to the Agency on completed packet	10 Days from Submission
Agency	Complete packet and/or respond to HR comments	Completed packet and/or additional requested information	5 days from HR initial review
HR	Completed analysis	Complete packet review and inform agency	30 Days from the final completed packet
HR	Personnel Administrator formulates agenda and seeks approval	Formulate Agenda and Hold Public Hearing	30 Days from Completed Analysis
HR	Implementation after Hearing	Service provider implement payroll-related results of Public Hearing	14 Days from Hearing
Agency	Implementation after Hearing	Agency Implements duty-related results of Public Hearing	14 Days from Hearing

6. Service Level Metrics – Customer Satisfaction:

Key Performance Indicators	Service Commitment Target	Actual Rating A, M or U*	Comments
Customer Relations	A		
Resource Availability	A		
Response Time	A		
*Ratings A=Acceptable, M=Marginal, U=Unsatisfactory			

SECTION IV: RECLASSIFICATION REQUEST - DESK AUDIT PROCESS

1. Contacts:

Client Agency: Department of Environmental Management
Authorized Contact Person: Rayna Maguire, Assistant to the Director
Address: 235 Promenade Street, Suite 425, Providence, RI 02908
Email: rayna.maguire@dem.ri.gov
Telephone: 401/222-4700 x 2409
Cell: 401/952-2979

HR/Agency Liaison: Karen Quinlan, Human Resources Analyst III
Address: 235 Promenade Street, Providence, RI 02908
Email: karen.quinlan@hr.ri.gov
Telephone: 401/222-4700 x 4601
Cell: 401/447-0300

Service Provider: Human Resources
Authorized Contact Person: Lisa Middleton, Deputy Personnel Administrator
Address: One Capitol Hill, Providence, RI 02908
Email: lisa.middleton@hr.ri.gov
Telephone: 401/222-2180
Cell: 401/378-4260

2. Overview:

The desk audit process exists to evaluate the work performed by a state employee who believes his/her responsibilities more closely resemble the job description of another classified position rather than the one assigned, any employee asked to perform responsibilities out of their classification on a permanent basis, or any employee whose duties have been significantly changed to reflect duties required of a higher classification.

3. Core Expectations of the Client Agency:

The Client Agency (DEM) agrees to hold responsibility for service delivery of the following in collaboration with Service Provider (HR – Classification & Compensation):

- Direct supervisor and relevant Assistant Director to sign, comment, review, and send completed Classification questionnaire (CQ) to HR - Classification & Compensation.
- If an employee is found to be "Working Out of Classification" by HR – Classification & Compensation, exercise one of three options:
 - 1) Reallocate the position and employee to the more appropriate job classification,
 - 2) Issue a "cease and desist" notice to the employee directing them to stop performing duties other than those required of their current job classification, or
 - 3) If no accurate classification exists, request to create a classification which reflects the duties performed by the employee via public hearing or remove those duties which fall outside of the employee's current class.
- If applicable, attend appeal procedures. An appeal may be made to: a hearing officer, the Personnel Appeal Board (PAB), or Superior Court.

4. Core Expectations of the Service Provider:

The Service Provider (HR – Classification & Compensation) agrees to hold responsibility for service delivery of the following in collaboration with the Client Agency (DEM):

- Review the CQ, conduct an internal or on-site desk audit, and prepare a written assessment and recommendation in order to render an impartial independent decision.
- Send a decision letter to all appropriate parties, finding one of the following:
 - (1) Properly Classified - the employee is found to be performing duties consistent with their current job classification or,
 - (2) Working out of Classification - the employee is found to be performing the duties of a different job classification(s).
- If appropriate, ask HR Recruitment staff to prepare Personnel Action Request Form (PAR) to effectuate the change.
- If an agency employee appeals HR’s initial decision, schedule a hearing and present at the hearing.
- If the employee further appeals, serve as a witness at the Personnel Appeal Board (PAB) hearing to provide rationale for the decision.

Please see Appendix D: Desk Audit Process Map for complete list of responsibilities.

5. KPIs:

The Service Partner and Client Agency agree to the following service commitments, measures and targets:

The KPIs listed below are tracked through an internal desk audit data management system the Division of Human Resources Classification/Compensation Unit.

Owner	Area of Work	Measure	Target *
Agency	Classification Questionnaire	Number of days for supervisor to sign classification questionnaire and forward it to HR Classification	5 Days from Receipt from Employee
HR	Desk Audit	Number of days to complete Desk Audit	120 Days from Receipt at HR
Agency	Implementation	Number of days for agency to implement result <ul style="list-style-type: none"> • Reallocate, or • Cease/Desist 	30 Days from Issuance of Decision

* HR has set the above targets in order to improve performance. CBAs may require shorter turnaround time.

6. Service Level Metrics – Customer Satisfaction:

	Service Commitment Target	Actual Rating A, M or U*	Comments
Customer Relations	A		
Resource Availability	A		
Response Time	A		
*Ratings A =Acceptable, M =Marginal, U =Unsatisfactory			

SECTION V: DISCIPLINE PROCESS

1. Contact:

Client Agency: Department of Environmental Management
Authorized Contact Person: Rayna Maguire, Assistant to the Director
Address: 235 Promenade Street, Suite 425, Providence, RI 02908
Email: rayna.maguire@dem.ri.gov
Telephone: 401/222-4700 x 2409
Cell: 401/952-2979

HR/Agency Liaison: Karen Quinlan, Human Resources Analyst III
Address: 235 Promenade Street, Providence, RI 02908
Email: karen.quinlan@hr.ri.gov
Telephone: 401/222-4700 x 4601
Cell: 401/447-0300

Service Provider: Human Resources
Authorized Contact Person: Michelle Fournier, Human Resources Program Administrator
Address: One Capitol Hill, Providence, RI 02908
Email: michelle.fournier@hr.ri.gov
Telephone: 401/222-6880
Cell: 401/430-0546

2. Overview:

When the Service Provider (HR – Liaison) or the Client Agency (DEM) discovers that an employee's actions or inactions require intervention in the form of discipline, the Client Agency and HR –Liaison must work closely together in order to improve the employee's performance or terminate the employee.

3. Core Expectations of the Client Agency:

The Client Agency (DEM) agrees to hold responsibility for service delivery of the following in collaboration with the Service Provider (HR – Liaison):

- Identify and review alleged misconduct.
- Notify HR of alleged misconduct.
- Consult with HR and, as appropriate, the manager's superior regarding the alleged misconduct.
- Coordinate with HR and, as appropriate, the manager's superior before issuing discipline
- After the HR – Liaison investigation is completed, in conjunction with HR notify local union President (union member) of alleged misconduct.
- Meet with employee, the union (as appropriate), manager/senior staff and HR as appropriate to discuss the alleged matter and next steps.
- Manager delivers appropriate discipline or corrective action plan/performance improvement plan and all necessary follow up.
- Attend hearing(s), with HR as support, as needed.
- In conjunction with HR, implement consequences of disciplines; which may include submitting supporting documents to HR for the processing of suspensions and terminations and/or providing HR with a written copy of the discipline taken.

4. Core Expectations of the Service Provider:

The Service Provider (HR – Liaison) agrees to hold responsibility for service delivery of the following in collaboration with the Client Agency (DEM):

- Provide guidance to the agency on all discipline and conduct investigations as appropriate for high priority discipline matters.
- Consult and coordinate with agency on discipline matters.
- Negotiate potential resolutions (at various stages throughout the process) in partnership with Agency.
- Coordinate and conduct pre-discipline hearings in partnership with Agency.
- Issue the official high priority discipline(s) for suspension(s) and termination(s).
- Document discipline in the employee’s personnel file and make appropriate adjustments to payroll as applicable.

Please see Appendix E: Disciplinary Process Map for complete list of responsibilities.

5. KPIs:

The Service Partner and Client Agency agree to the following service commitments, measures and targets:

Owner	Area of Work	Measure	Target
Agency	Notification	Number of days for the agency to notify HR - Liaison	2 Business Days from discovery
Agency	Internal Assessment	Assessment conducted and concluded by agency supplied to HR – Liaison	5 business days from day of discovery
HR	Investigation	Investigation conducted and concluded by HR – Liaison and supplied to Agency	10 business days from notification
HR	HR consideration and recommendation	HR – Liaison recommendation regarding results of investigation	7 days from completion of investigation
Agency	Reviews findings and HR rec.	Decides course of action	5 business from HR recommendation
Agency	Implementation of Decision done in Consultation with HR	Implementation of Decision (i.e. processing of supporting documents, suspension or termination, or filing copies of discipline action into official personnel file).	22 days from notification to HR
HR	Full Process	Number of Days from Agency-HR notification to issuance of the discipline	30 days from notification to HR
Agency	Follow-up	60 day and 120 day check-ins on impact of discipline	75% completion

*Administrative Leave may occur concurrently with the Investigation.

6. Service Level Metrics – Customer Satisfaction:

	Service Commitment Target	Actual Rating A, M or U*	Comments
Customer Relations	A		
Resource Availability	A		
Response Time	A		
*Ratings A =Acceptable, M =Marginal, U =Unsatisfactory			

SECTION VI: GRIEVANCE PROCESS

1. Contacts:

Client Agency:	Department of Environmental Management
Authorized Contact Person (Administration)	Rayna Maguire, Assistant to the Director
Address:	235 Promenade Street, Suite 425, Providence, RI 02908
Email:	rayna.maguire@dem.ri.gov
Telephone:	401/222-4700 x 2409
Cell:	401/952-2979
 (Environmental Protection)	 Terrence Gray, Associate Director
Address:	235 Promenade Street, Suite 425, Providence, RI 02908
Email:	terry.gray@dem.ri.gov
Telephone:	401/222-4700 x 7100
Cell:	401/255-6267
 (Natural Resources)	 Larry Mouradjian, Associate Director
Address:	235 Promenade Street, Suite 425, Providence, RI 02908
Email:	larry.mouradjian@dem.ri.gov
Telephone:	401/222-4700 x 2414
Cell:	401/639-3296

HR/Agency Liaison:	Karen Quinlan, Human Resources Analyst III
Address:	235 Promenade Street, Providence, RI 02908
Email:	karen.quinlan@hr.ri.gov
Telephone:	401/222-4700 x 4601
Cell:	401/447-0300

Service Provider:	Human Resources
Authorized Contact Person:	Karen Quinlan, Human Resources Analyst III
Address:	235 Promenade Street, Providence, RI 02908
Email:	karen.quinlan@hr.ri.gov
Telephone:	401/222-4700 x 4601
Cell:	401/447-0300

2. Overview:

Union members have the right to grieve against the State when they feel their contractual rights under the terms of their Collective Bargaining Agreement (CBA) have been violated. A grievance is any difference or dispute between the State and the Union or between the State and any employee. When a grievance is filed, the agency and HR Labor Relations must work closely together in an effort to amicably resolve the matter and if unresolved allow the matter to proceed to a timely and independent hearing on the matter.

3. Core Expectations of the Client Agency:

The Client Agency (DEM) agrees to hold responsibility for service delivery of the following in collaboration with Service Provider (HR – Labor Relations):

- Conduct a Step 1 informal hearing which consists of a discussion to resolve the issue and consult with the HR Liaison if the grievance is not resolved in a Step 1 Hearing.

- Maintain communication with the Union regarding ongoing attempts to resolve the grievance, as appropriate throughout the process.
- Attend a Step 2 grievance hearing, prepared with witnesses and any necessary evidence.
- Comply with findings and implement any decision of the Hearing Officer.

Please see Appendix F: Grievance Process Map for complete list of responsibilities.

4. Core Expectations of the Service Provider:

The Service Provider (HR – Labor Relations) agrees to hold responsibility for service delivery of the following in collaboration with the Client Agency (DEM):

- Upon receipt of grievance, assign a non-redundant grievance number.
- Send a notification of the grievance to both State and Union.
- If grievance is not resolved in Step2, schedule and hold a Step 2 hearing conducted by an impartial Labor Relations Hearing Officer about the facts or merits of the grievance.
- Post hearing, render and disseminate a written decision to the involved parties.

Please see Appendix F: Grievance Process Map for complete list of responsibilities.

5. KPIs:

The Service Partner and Client Agency agree to the following service commitments, measures and targets:

The KPIs listed below are tracked through an internal grievance hearing data management system the Division of Human Resources, Labor Relations Unit.

Owner	Area of Work	Measure	Target *
Agency	Step 1 Informal Hearing	Timely Turnaround by Agency	1 to 5 business days after issue identified
HR	Triage and set up Step 2 Hearing	Schedule Hearing prioritized by impact Level	High Priority: 30 days after Step 1 Hearing Lesser Priority: 60 days after Step 1 Hearing
HR	Decision Issued	Number of Days for Issuance	30 days after Step 2 Hearing
Agency	Implementation of Decision	Number of Days for Completed Implementation	Within 14 days of Decision

* HR has set the above targets in order to improve performance. CBA's may require shorter turnaround time.

6. Service Level Metrics – Customer Satisfaction:

	Service Commitment Target	Actual Rating A, M or U*		Comments
Customer Relations	A			
Resource Availability	A			
Customer Demand	A			
*Ratings A=Acceptable, M=Marginal, U=Unsatisfactory				

SECTION VII: DISABILITY MANAGEMENT PROCESS

1. Contacts:

Client Agency: Department of Environmental Management
Authorized Contact Person: Rayna Maguire, Assistant to the Director
Address: 235 Promenade Street, Suite 425, Providence, RI 02908
Email: rayna.maguire@dem.ri.gov
Telephone: 401/222-4700 x 2409
Cell: 401/952-2979

HR/Agency Liaison: Karen Quinlan, Human Resources Analyst III
Address: 235 Promenade Street, Providence, RI 02908
Email: karen.quinlan@hr.ri.gov
Telephone: 401/222-4700 x 4601
Cell: 401/447-0300

Service Provider: Human Resources
Authorized Contact Person: Kathy Sherman, Human Resource Prog. Administrator
Email: Kathy.sherman@hr.ri.gov
Telephone: 401/462-5336
Cell: 401/261-1622

2. Overview:

The Disability Management Unit is responsible for the administration of programs relating to the Family and Medical Leave Act (FMLA), the Americans with Disabilities Act (ADA), job performance and behavior problems in the workplace which are related to and employee disability, and to ensure compliance with the many state and federal laws, regulations and union contracts which govern disability and employment.

3. Core Expectations of the Client Agency:

The Client Agency (DEM) agrees to hold responsibility for service delivery of the following in collaboration with the Service Provider (HR – Disability Management):

- Employee requests Disability Leave or employee provides general notice to employer regarding need for leave.
- Employee provides Medical Certification within 15 business days from HR - DMU's letter/notice of leave eligibility.
- Employee is granted or denied leave. Employee may appeal denial of leave, agency requires further medical documentation involving independent medical exam.
- If leave is then granted, employee, supervisor and HR monitor employee's leave.
- When employee is ready to return to work agency makes all necessary accommodations, re-training, etc.

4. Core Expectations of the Service Provider:

The Service Provider (HR – Disability Management) agrees to hold responsibility for service delivery of the following:

- HR – Disability Management (DMU) determines if employee meets eligibility requirements for disability leave in accordance with governing rules, policies and procedures.

- HR – DMU provides proper notification to employee regarding approval or denial of leave and works with employee and agency to properly ensure all measures have been appropriately taken in assessing the leave request.
- HR – DMU reviews all medical reports and documentation for each leave request.
- HR – DMU works closely with agency to monitor employee leave, return to work status and coordinates any accommodations necessary. Ensures all personnel and payroll documents have been completed for the employee to return to work.

Please see Appendix G: Disability Management Process Map for complete list of responsibilities:

5. KPIs:

The Service Provider and Client Agency agree to the following service commitments, measures and targets:

Owner	Area of Work	Measure	Target
Agency/Employee	Leave - Notification to HR/DMU	Time from discovery to notification	2-3 business days
HR/DMU	Leave - Classification of and response to type of issue	Time from receipt of issue to response	10 business days
HR/DMU	Leave - FMLA determination	Time to make determination and notification of eligibility of FMLA	
HR/DMU	Leave - Quarterly updates to Agency of status	DMU sending timely updates to Agency	Quarterly
HR/DMU	Leave - Final action	DMU sending final action notices (return to work or termination of employee)	Within one year of initial eligibility

6. Service Level Metrics – Customer Satisfaction:

Key Performance Indicators	Service Commitment Target	Actual Rating A, M or U*	Comments
Customer Relations	A		
Resource Availability	A		
Response Time	A		
*Ratings A =Acceptable, M =Marginal, U =Unsatisfactory			

Service Level Agreement

Authorized Signatures

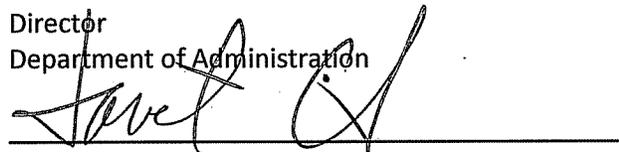
Witness the duly authorized signatures of the Department of Environmental Management and the Department of Administration, Human Resources on two counterparts of this SLA, each of which shall be considered an original upon delivery of a fully executed counterpart by the Department of Environmental Management to Department of Administration, Human Resources.

AGREED AND ACCEPTED



Michael DiBiase
Director
Department of Administration

Date 9/12/17



Janet Coit
Director
Department of Environmental Management

Date 9/5/17