Challenges
- Time consuming, inconsistent process
- Paper forms and manual processing
- Limited visibility in tracking status of requests

Solutions
- Streamlined and automated processes
- Electronic flow of information, approvals, and notifications
- Web-based forms for consistent and track-able information

Successes
- Time and cost savings across all processes
- Improved hiring practices for new state employees
- Greater responsiveness to citizens' concerns and questions

Background

The Commonwealth of Massachusetts consists of 11 major state departments, each of which is further separated into 4-16 more highly focused state agencies. Massachusetts strives to deliver excellence in keeping its residents and workforce informed with the latest news, opportunities, legislation, and recreational information.

However, with a population of more than 6 million people and a workforce numbering over 428,000 employees, this task can be more than cumbersome. The government is tasked with handling a large number of requests of various types from many different sources within the state including residents, businesses, visitors, and other government and state employees.

Processes

The Commonwealth of Massachusetts has successfully implemented three key processes to date. They are also embarking upon a major expansion project to build and implement new processes as well as extend the current processes into various other state departments.

Process: New Employee Hiring
Human Resources Department

Challenge: Limited transparency and manual approval method causing lengthy processing times

Success: Automate approval process and implement advanced tracking and notification system

With such a large number of state employees, the hiring process for the Commonwealth of Massachusetts is a never-ending and burdensome job. Due to the volume of new hires and associated paperwork, the employee hiring process was extremely time consuming and labor intensive. The process was completely manual and many requests were lost or caught in process bottlenecks. Moreover, the HR Department did not have easy access to employee hiring data which would help them to make informed decisions in negotiations with new hires.

Using the Ultimus Adaptive BPM Suite the Commonwealth of Massachusetts automated new employee hiring to provide greater visibility into the process and the entire HR department. By integrating with existing HR systems, hiring personnel can now compare the academic credentials and skills set of a prospective hire with those of the existing employee base, and extend credible offers to potential hires. Additionally, the department realized time and cost savings in the creation and storing of documents and the identification and elimination of bottlenecks.

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Processes:

New Employee Hiring

Email Hotline Tracking

IT Purchase Approval

Dept:

Human Resources

Consumer Services

IT Services

Process: Email Hotline Tracking
Consumer Services Department

Challenge: Limited visibility, accountability not clearly defined
Success: Web-based forms for consistent, reportable, and trackable information

Serving as the main information resource center for everything "Massachusetts related," from legislative and economic updates to education news and career opportunities, the Commonwealth of Massachusetts needed a solution to better manage its citizens' questions, concerns, and complaints. Prior to process automation they had no way to track the status of emails, whether they were being received by the appropriate departments, or who was even responding to the concerns if at all.

Implementing Ultimus' BPM Suite allowed the Commonwealth of Massachusetts to build web-based forms to capture pertinent information. The completed forms are then sent to the complaint hotline and filed electronically. A notification is forwarded to the appropriate party who is responsible for reviewing and handling customer complaints. The complaints or questions are then processed and an email response is being sent back to the customer. This automated process allows agency and department heads to report and track the number and status of complaints submitted by citizens and businesses to ensure that they are being accurately managed.

Process: Information Technology (IT) Purchase Approval
IT Department

Challenge: Inconsistent data and approval process
Success: Electronic online forms for consistent data and email notification system

In a state government with close to half a million employees, having the latest technology and security software is of the utmost importance to ensure everyday tasks can be carried out effectively. The Commonwealth of Massachusetts receives 10 to 15 IT purchase requests per month for new equipment and software. The paper requests were processed manually and often lacked important information and details that were necessary for approval. As a result the requests had to be returned to the issuer for further details before they could be approved, thus causing delays in obtaining new equipment.

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Processes:

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To facilitate the IT Purchase Approval process, the Commonwealth of Massachusetts used the Ultimus Adaptive BPM Suite to automate the process and implement electronic forms that are simple to use and accessible by employees online. The standardized forms require various details and information fields to be filled out in full before the request can be submitted. Since the process has been automated the cycle time for the approval process has greatly decreased and freed up time that historically has been spent tracking down issuers for further information.

Enterprise-Wide Implementation

Realizing they needed a Business Process Management solution to standardize processes and increase efficiencies within their state government, the Commonwealth of Massachusetts selected Ultimus as their BPM solution provider.

They implemented the Ultimus Adaptive BPM Suite several years ago to address their state-wide need to facilitate the transfer of information and documents between team members and across departments.

They chose Ultimus because of its simple-to-use, adaptive, drag-and-drop functionality and the ease with which they could manage their processes.

While collaborating with Ultimus to develop and launch their processes, the Commonwealth of Massachusetts found the Ultimus support team to be extremely knowledgeable and able to implement "best practices" they had seen through the thousands of processes Ultimus has deployed.

Processes have been successfully deployed in as short as two months, which has accelerated the success of ongoing BPM initiatives.
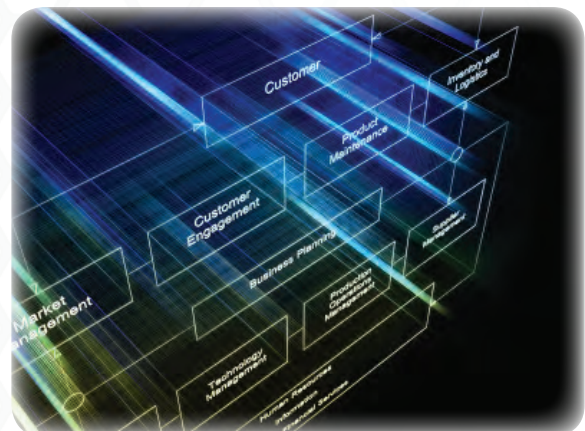
The Commonwealth of Massachusetts
Enterprise Solution

Processes:	Dept:
New Employee Hiring	Human Resources
Email Hotline Tracking	Consumer Services
IT Purchase Approval	IT Services

"Ultimus has a top-class support team, from sharing 'best practices' to troubleshooting that enabled rapid deployment in as short as two months."

Future Plans

Based on the positive feedback received from their state employees, the Commonwealth of Massachusetts has since developed and launched several more processes and now has plans to expand their process improvement initiatives across multiple state agencies and departments.

The expansion project will incorporate 20 state agencies and integrate various systems across functional areas and departments. It will provide the Commonwealth of Massachusetts with the tools to run an effective government and continuously improve their processes.

What this means to the citizens of Massachusetts is efficient, responsive government agencies that can spend more time working proactively for the people of the state.

About Ultimus

Ultimus has automated more business processes than any other Business Process Management (BPM) vendor worldwide. Ultimus Adaptive BPM Suite has enabled companies to accelerate their performance goals at every stage of corporate growth. Ultimus' award-winning technology seamlessly adapts to people, systems and change.

Utilized by more than 1,900 customers worldwide, Ultimus provides solutions to organizations such as Pfizer, ProHealth, Bausch & Lomb, Northrop Grumman, DHL, Microsoft, Daimler, Perdue Farms, Chevron, and Tulane University.

Ultimus is headquartered in North America, and has additional offices in Latin America, Europe, Asia, the Middle East and Australia.

For more information, visit www.ultimus.com

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