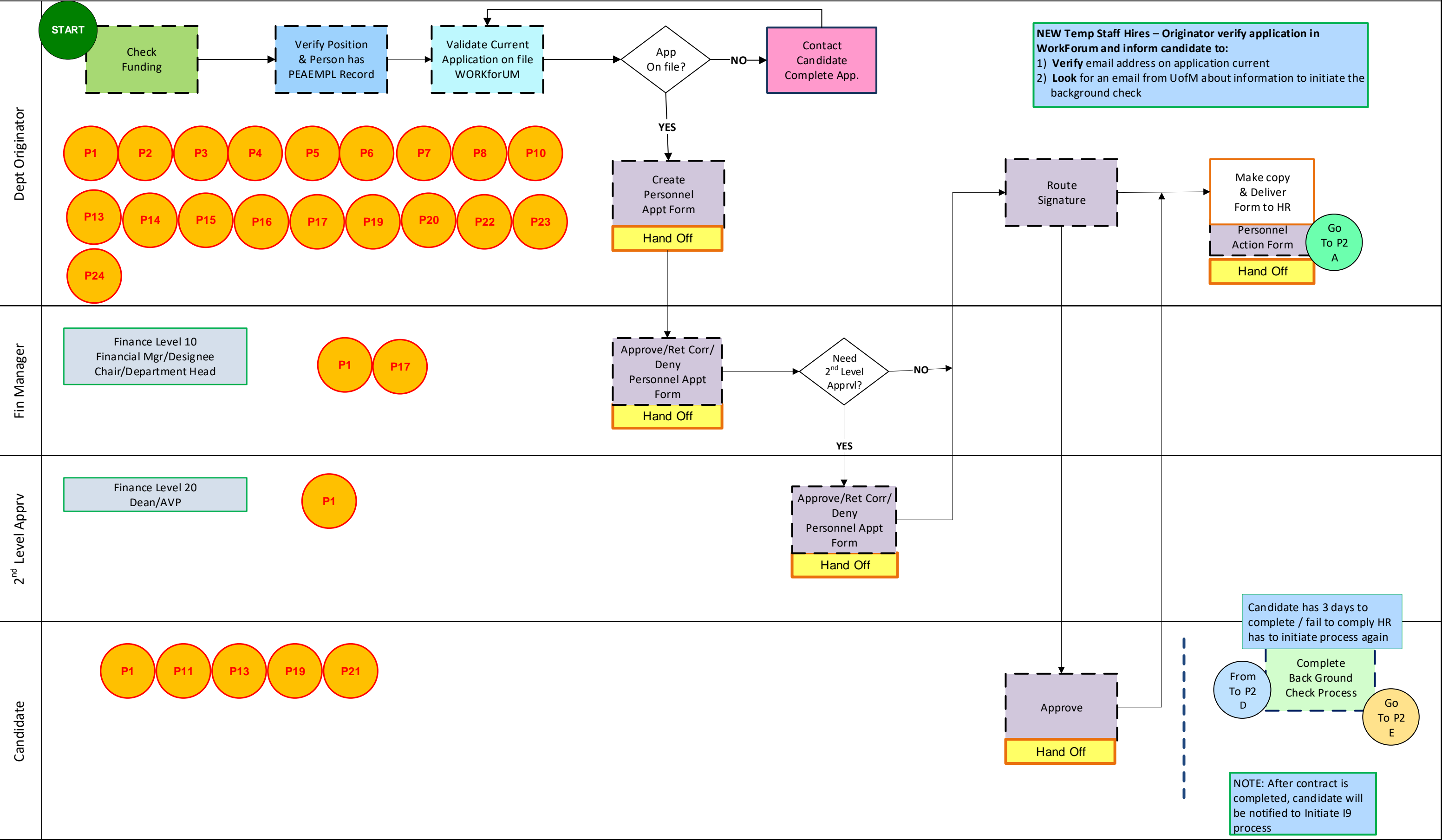


Temporary Appointment Process – ‘AS IS’

P1 Mar 9, 2020



HR Service Center

HR Service Center

From P1 A

Review Personnel Appt Form

Log Appointment Form Received

Validate Have Application WORKforUM

Application On file?

YES

Validate Candidate Information HR Banner

Conflicting Job Records?

NO

NO

Backgrd Check Needed?

YES

Initiate & Call Back Ground Check Process

Auto Notification To Candidate

Go To P1 D

From P1 E

Login Validate Back Ground Check

Passed BkGrd Check?

NO

Email Originator

Go To P4 F

YES

Deliver Form to HR Partner

Personnel Action Form

Hand Off

Go To P3 C

Cancel?

YES

Go To P4 B

NO

Email Originator to contact Candidate

Shred appt form if cancel

Service Center Logs into Banner to Validate:
Position Number
Look for current & previous job records
Conflicting eClass
Look up department org & write on form

Note:
Temp employees' can only hold multiple temporary assignments and or a part-time faculty assignments. Emp employee can only be a TH, TE or PF e-class.

From To P3 H

Review Start Date Personnel Action Form

Call Candidate To confirm start date & if they accept the appointment

Accepted?

YES

Email Originator Start Date

NO

Shred Appointment Form

Email Originator

Go To P4 I

New Hire

Make Copy of Appt Form

Deliver Orig Form Data Mgmnt

Personnel Action Form

Hand Off

Go To P4 J

Email Candidate Orientation Information

Deliver Copy Form to HR Partner

Personnel Appt Form (copy)

Hand Off

Go To P3 K

Include information on I9 certification and documents needed

From To P3 L

Personnel Appt Form (copy)

Create Folder with Candidate documents for Oreintation - hand off to HR Trainer

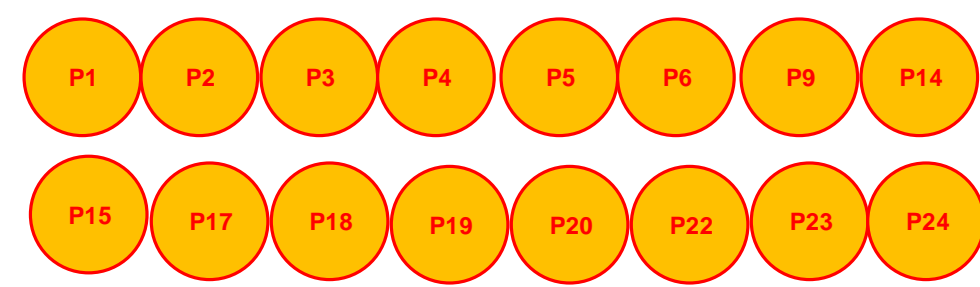
Hand Off

Go To P4 M

P2 Mar

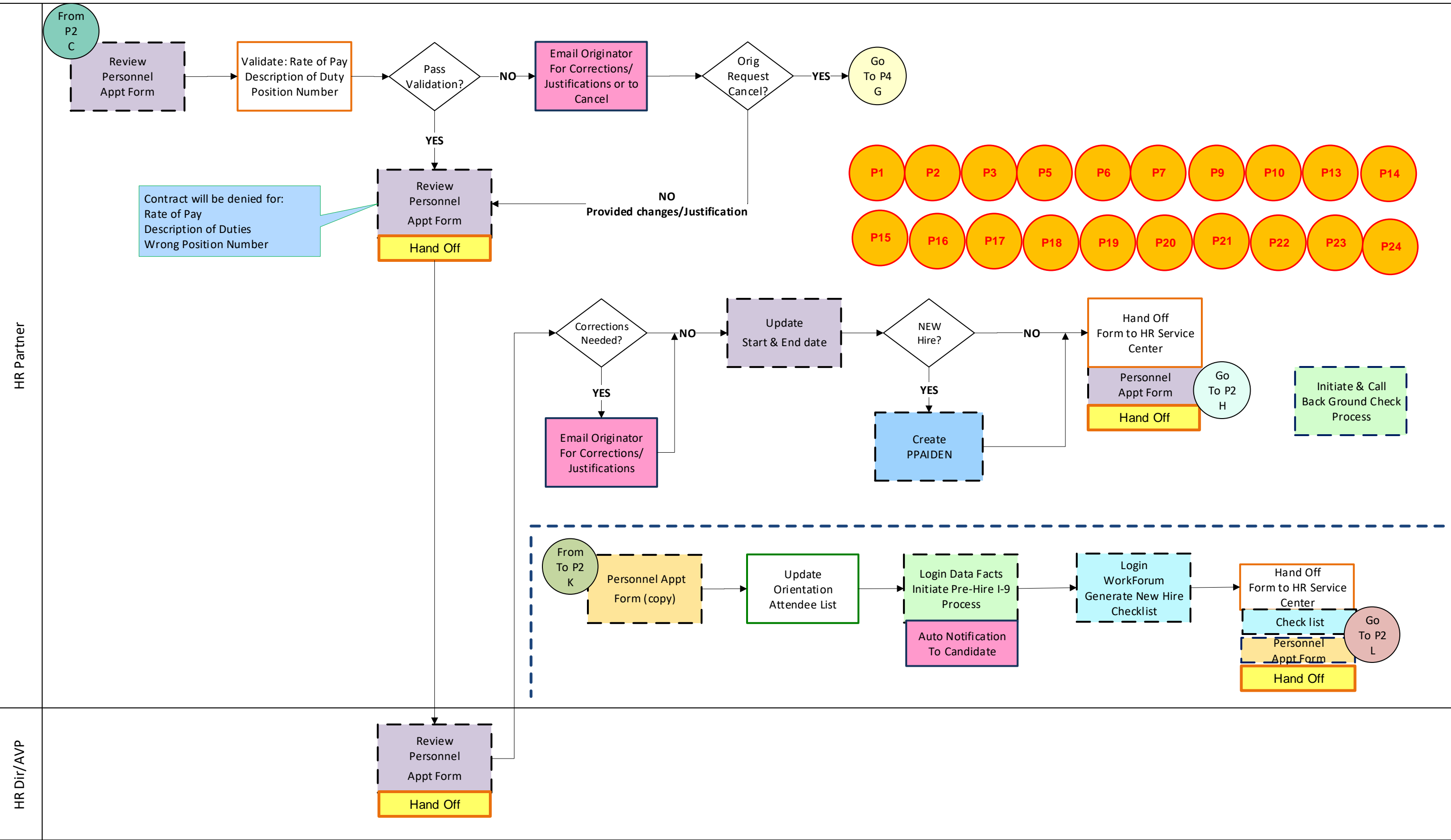
P1 P2 P3 P4 P5 P6 P9 P14

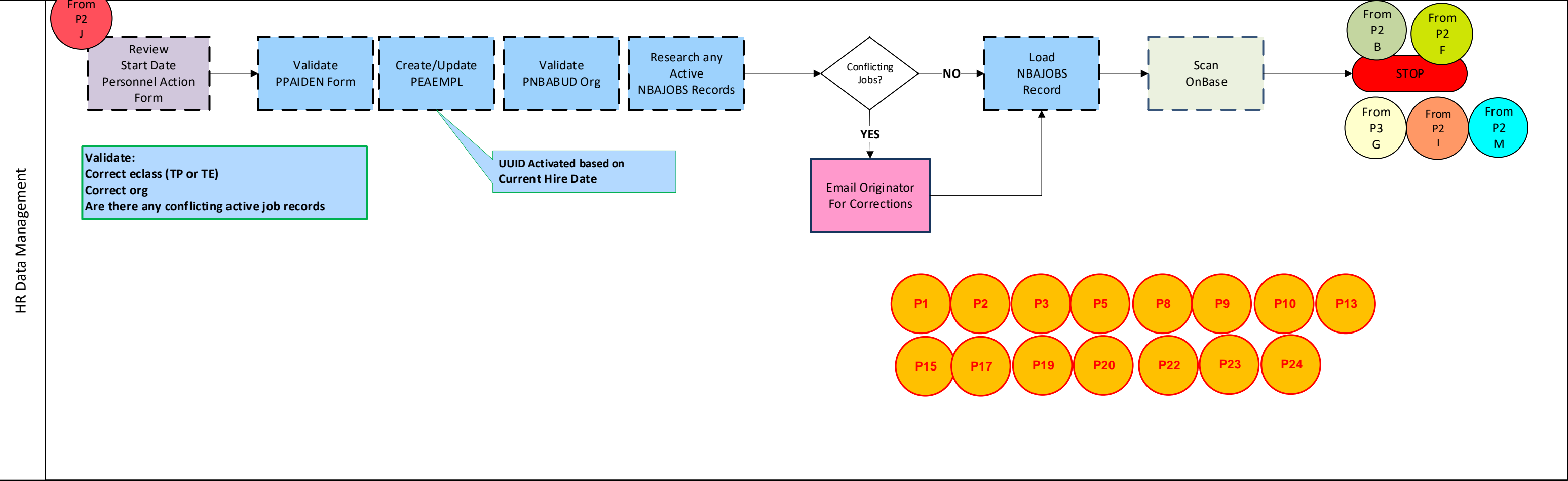
P15 P17 P18 P19 P20 P22 P23 P24



Temporary Appointment Process – ‘AS IS’

P3 Mar 9, 2020





Pains & Issues:

Please Read First:

The issues and pain points identified during the As Is Process Mapping workshop and the Analysis workshop are noted below. The Issue is numbered and its Root Cause Analysis is in red text, preceded by RCA prefix.

1. Process is paper.
RCA: No electronic process in place.
2. Review/validating the appointment forms.
RCA: Task is time consuming for HR Service Center, HR Partner and HR Data Management.
3. Department unaware location of form during process. Paper forms lost, therefore process has to start over.
RCA: There isn't a shared tracking process in place.
4. Departments use excel log sheets to track appointment form.
RCA: There isn't a central tracking system.
5. Appointment form has incorrect or missing information: ex: position number, job description or SOC code.
RCA: Paper process, rely on originators to validate information before submission.
6. One Time Pay appointments, currently following the appointment process for temporary employees.
RCA: Lack of departmental standardized procedures for one time pay.
7. Several active appointments from multiple departments. Manual monitoring by HR to determine if employee is insurance eligible.
RCA: There isn't a centralized system for tracking contracts.
8. Multiple contracts for single position, each one has different pay rate, with multiple timesheets, can create incorrect payments.
RCA: This is a common procedure, requires a payroll adjustment timesheet.
9. Several handoff (13).
RCA: Form is processed multiple times by HR departments.
10. Timesheet not available first day of work (new and reappointments) departments not aware when timesheet is available.
RCA: Timing between contract fully executed and job record created.
11. TN retirees are not always indicate correctly on the appointment form.
RCA: Appointee does not indicate to originator.
12. Editing Longevity date to 01-01-1999, not a recommended best practice to use baseline fields for other purposes.
RCA: Data Management using the field for other auditing objectives.
13. Candidates starts prior to approval dates on contract.
RCA: Department do not wait for official notification ready to work, university out of Federal compliance.
14. Non standard job descriptions..
RCA: Departments allowed to create own job descriptions.

15. Manual email notifications.
RCA: There isn't an electronic contract.
16. Departments maintain copies in their offices, against HR procedures.
RCA: There isn't electronic contract.
17. Temporary employee becomes benefit eligible. Original contracts imitated with incorrect eclass.
RCA: Data is not easily accessible to departments.
18. HR departments use excel log sheets to track appointment form.
RCA: There isn't a central tracking system.
19. Departments unaware candidate has current eclass appointment and submit a student or temp appointment form.
RCA: Employee cannot have an active student and temporary eclass jobs.
20. Department originators understanding of payroll vs service dates (personnel date in Banner) when creating contracts.
RCA: Lack of reviewing of training materials.
21. Candidate does not review terms of contract prior to employee orientation.
RCA: Information provided prior to orientation is reviewed or followed.
22. Late submission of contracts causing frustrations with process.
RCA: Departments request immediate hires. Cut off dates are not enforced.
23. Contract is not fully vetted until received in HR Data Management office.
RCA: Early error detections are not in place, ex: eclass, org, position, org.
24. Retro payments.
RCA: Departments not meeting payroll cutoff dates.

Analysis of the ‘AS IS’ process

- 1. Are all roles essential? What roles could be considered to be eliminated? **HR Director/AVP approval**
- 2. What is the number of hand-offs? **13**
- 3. Are any steps automated? **No**
- 4. What steps can be eliminated or automated? Automate approvals by creating an electronic approval workflow process
- 5. What tasks consume the greatest amount of time? **Validating Banner data ex: position, FOPAL, job records**
- 6. Does each task add value? **Yes, but needs to be streamlined**
- 7. What steps/process should be added? **None**
- 8. Iterations (how many times is process repeated in a timeframe)? **Daily**
- 9. Percentage of errors (forms returned, corrected, contacted person for corrections, etc.) **15-20%**
- 10. % FTE and/or estimate time takes for each key role in the process.
Service Ctr – 40% HR Partner – 40% HR Data Management – 15% HR Dir/AVP – 2 hours week
- 11. Metrics – identify measurable outcomes (estimate time for manual steps, making copies, tracking, communications (email & calling), Banner review, walk form dept to dept, approvals, return for correction).
Identify current time spent on task for roles: **estimated 1,066 forms processed 2019** (estimated annual hours worked 1950 hours – 13 holidays – average 3 weeks vac = 1740 work hours)

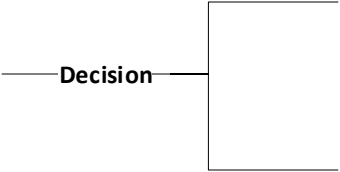
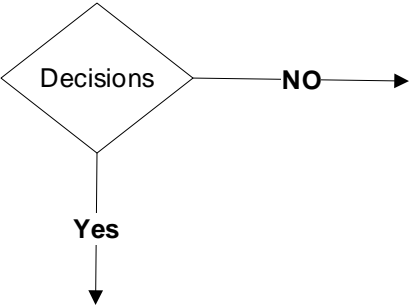
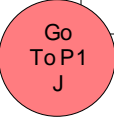
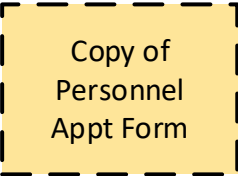
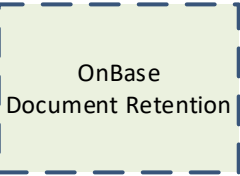
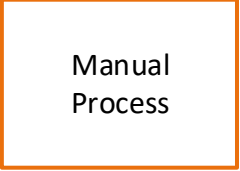
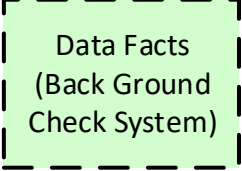
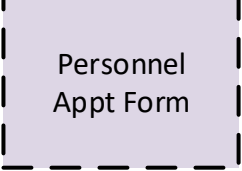
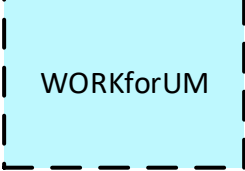
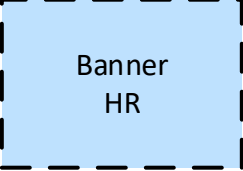
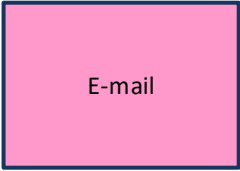
Originator – Communications, completing forms, follow-up, tracking – **1.5 hours @ 1066 = 1,599 hours annually**
Service Center – 1740 work hours @ 40% = **696 hours annually**
HR Partner – 1740 work hours @ 40% = **696 hours annually**
HR/AVP - 2 hours a week @ 52 = **104 hours annually**
HR Data Management – 1740 work hours @ 15% = **160 hours annually**

Total estimated staff hours for temporary employee appointment process = **3,255 hours**



Legends

Process begins after the Interview process and section to hire has been made



Penultimate Semester: Contact faculty advisor for names of honors students

Consider for Phase 2 implementation
- Put on hold if waiting on Confirmation of final semester enrollment

Text Box

Consider for Phase 2 implementation
- Put on hold if waiting on Confirmation of final semester enrollment

Consider for Phase 2 implementation
- Put on hold if waiting on Confirmation of final semester enrollment

Note: On revisions some departments do not send form back to faculty for signature