

# UIC Colleges (Business Administration, Engineering and Urban Planning and Public Affairs) Hiring Process Improvement (UIC)

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## Business Case

The hiring process at the colleges of Business (CBA), Engineering (COE), and Urban Planning and Public Affairs (CUPPA) at UIC is inefficient, prone to error and involves excessive waiting on the part of HR staff and hiring managers. Furthermore, hiring managers are often unsure of what information is required, what forms must be filled out, and in a few instances, Graduate Assistant class employees were hired and started work prior to HR involvement.

While the three colleges have dissimilar processes as a result of their structure, they face many of the same issues and are interested in collaborating in order to gain efficiencies and become more effective, both as individual organizations and as part of the campus community.

## Goal

Develop a streamlined college/department appointment process for Graduate Assistant, Academic Professional and Faculty class employees, from the point of initial contact of the department-level HR representative to the point where the record is routed to Central HR.

## Approach

Working sessions were held to discuss and understand the as-is hiring process at each college. The appointment process at each college was documented using Blueworks. Additional review and discussion sessions were held to edit and verify the process flow diagrams due to their complexity. A waste walk was conducted with each college to identify areas of waste in their processes. Each college project team brainstormed potential solutions. The potential solutions were categorized, prioritized, scheduled, and assigned resources. The three college project teams were brought back together as a large group to share findings and collaborate on process similarities, and to determine if efficiencies could be gained by working together.

## Outcome

Identified 24 recommendations split between each of the colleges, Faculty Affairs and UIC HR. Updated templates, job aides and adjusted staff work duties in an effort to streamline processing. College representatives shared issues and best practices and discussed desired improvements for Faculty Affairs and UIC HR. Although their processes are significantly different, CBA, COE, and CUPPA benefited from collaborating on this project. As the three college sponsors met to review the combined list of prioritized solutions, they learned that many of their difficulties exist in other colleges and they can leverage work done by their peers to improve the process in their college. Additionally, campus wide improvements will be recommended to Faculty Affairs and Central HR that will benefit all colleges at UIC.

## Key Findings

1. **Job description creation and analysis is a lengthy process, causing significant delays and wait time for department HR staff and hiring managers.**
2. **Transactional errors are exasperated as they flow through the hiring process at each level (i.e., department, college and campus), further delaying the process and increasing the amount of work for staff.**
3. **Communication and training on templates, due dates and current or upcoming changes to the process is missed, insufficient or non-existent, causing inconsistencies, missed deadlines, errors and/or rework.**

## Short-term Improvement Recommendations

### College of Business Administration

1. **Improve the tracking and communication of HR transactions within the departments and throughout the college – increase visibility and productivity by communicating better at all levels.**
2. **Enhance SharePoint to be a central repository for the college's documents and processing information – ensure everyone knows the location of important information and documentation.**
3. **Update existing templates to include appropriate dates and required information – reduce rework caused by a common issue and the resulting wait time.**
4. **Change the process so CV's are attached by departments rather than by College HR – simplify the process, removing unnecessary steps and assigning responsibility to the appropriate levels.**
5. **Hold meetings prior to busy processing times to review the dates, salary minimums, and salary maximums that should be used – reduce confusion, errors and ensure consistent approach throughout college.**

### College of Engineering

1. **Provide transaction due dates to departments so they are aware of when transactions must be submitted – reduce confusion and last minute work as a result of unknown deadlines.**
2. **Communicate and promote the use of existing templates, cheat sheets, job aides, and webinars to enhance HR staff knowledge and understanding of the processes for each transaction type – increase productivity and consistency through education and information sharing.**
3. **Create an easy-to-use web form for all hire requests to be used by hiring managers to initiate the process – provides a common, consistent approach to initiating the process while ensuring all required information is communicated to HR.**

### College of Urban Planning and Public Affairs

1. **Implement the CUPPA HR Database – provides a common source for information and processing, reducing errors and resulting rework.**
2. **Implement electronic signatures wherever signatures are required – reduce paper usage, number of manual steps and amount of time spent waiting for approval signatures.**

## Long-term Improvement Recommendations

- 1. Work with Central HR and Faculty Affairs to create electronic rehire retiree and overcompensation forms.**
- 2. Analyze the processing of grant funded positions within CUPPA to determine ways to improve the process.**
- 3. Conduct training on a regular basis, ensure due dates well known at all levels, and maintain documentation and templates.**
- 4. Enhance central HR website so that accurate and up-to-date information is easy to find; remove all obsolete forms and information.**

## Implementation of Recommended Improvements

Discussions on implementation plans have begun with each college sponsor; Jennifer Pietka (CUPPA), Dianne Coleman (CBA), Jovita Banks (COE). Each college sponsor is working closing with their project team to define tasks and timelines for the implementation plans of the recommended improvements. BPI Shared Service will meet with Central HR and Faculty Affairs to discuss improvements that can be made to benefit all colleges at UIC.