

# UIC HR Appointment Process Improvement [UIC]

## Executive Summary

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### Business Case

The UIC HR Service Center reviews, processes and applies employee appointments for all colleges and departments across the UIC campus into Banner. Once the record is in the Banner system, an employee can be paid and receive additional services required to begin working at the University.

For the last several months there has been an effort to integrate certain UIC Faculty Affairs HR functions within the UIC HR Service Center; the appointment process being one of those functions. Through this engagement, the sponsor hopes to create a streamlined workflow between the point where an appointment is routed to the UIC HR Service Center to the point where the appointment was successfully loaded into Banner and ready for the payroll calculation process. There is an overall desire to standardize the process and ensure that all parties, including college/departmental HR units, understand their role and requirements of the process. Currently the appointment process involves coordination between many different groups and often information is incomplete or incorrect when it is routed to the UIC HR Service Center. Additionally, it is believed turnover within departmental HR units makes it difficult to ensure the proper knowledge and training is consistent across units.

### Goal

Improve the frequency of appointments being processed in Banner in a timeframe that allows UIC employees to have a correct paycheck for the first payroll calculation cycle after their start date and access to appropriate University services before or on first day of employment

### Approach

Documented process maps for Reappointment and New Hire process from the time a transaction is routed to the UIC HR Service Center to the time it is applied in Banner. Conducted a survey that was sent to all college and department HR customers to gather feedback on the new hire process, the service provided by the UIC HR Service Center, and areas for improvements. Conducted interviews with six different units to gather more detailed feedback on the new hire process and the service provided by the UIC HR Service Center. Performed a waste walk of the new hire appointment process which resulted in the identification and categorization of 87 pain points and issues identified by the UIC HR Service Center. Documented current and future state timing information. Reviewed and categorized data and comments resulting from the customer survey and interviews and developed a list of 39 identified issues. Combined and analyzed the 87 issues from the waste walk and 39 issues identified in survey and interview feedback which resulted in 192 potential solution action items. Owner(s) were identified for all issues and a prioritization was given to each item based on impact and ease of implementation.

### Outcome

Identified issues fell into four main categories: Training/Documentation/Website, Communication, Policy/Procedure and System. Based on categorization and prioritization of solution action items, 16 items were identified as high impact tasks that that the UIC HR Service Center can work towards implementing and one of these items has already been completed. Team estimated a total of 595 hours saved annually at UIC HR, with more potential savings at the department level.

## Key Findings

- **Lack of fully documented processes and job aids that outline the complete Academic Professional and Faculty hiring process.**
- **No clear understanding of what group should provide guidance on policy and procedure questions and there is no centralized location of all HR policy documentation.**
- **Inconsistent and inefficient process for updating the UIC HR Service Center website.**
- **Units/Colleges do not readily understand or can't find the status of a transaction.**
- **Coordination of cross-college transactions is lacking resulting in delays in response times.**

## Process Improvement Recommendations

- 1. Document and publish end-to-end hiring process including roles and responsibilities for all units involved in the process** – Reduces confusion, provides process consistency for units and colleges that are initiating and approving HR transactions.
- 2. Develop comprehensive training materials and job aids targeted to new HR employees** – Provides a foundation of knowledge for employees new to the HR role and reduces errors in submitted transactions
- 3. Create a single location that houses or links to all HR policy documentation and ensure distribution lists for all communication on key policy and procedure changes are accurate and maintained** – Reduces confusion and provides HR clients with accurate and consistent policy information
- 4. Develop a process for submitting new content for display on the UIC HR website that has buy-in by appropriate stakeholders** – Allows UIC HR Service Center to provide up to date information and training documentation to units and colleges
- 5. Provide enhanced documentation and training on utilizing the HRFE audit trail** – Reduces the amount of inquiries to the UIC HR Service Center on transaction status and allows units and colleges to better understand status information
- 6. Identify key performance indicators and communicate to units and colleges on a regular basis** – Allows UIC HR Service Center to develop performance goals and strategies in conjunction with units and colleges.

## Implementation of Recommended Improvements

Of the 16 action items identified as high impact, one has been implemented and 15 are estimated to be completed in a six month to a year timeframe. Status updates for the implementation of recommendations will be requested at 6 month intervals through March 2016.