

# Employee Off-boarding Procedures Process Improvement [UIUC]

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## Business Case

Revoking access to critical enterprise applications following the separation of an employee from a unit at the University is often not done in a timely manner. External audit findings in 2011 (Federal A-133 Audit Reports), 2012 (University of Illinois compliance Examination in accordance with the Single Audit Act and OMB Circular a-133), 2013, 2014, and 2015 have found that the University failed to provide timely removal of access for terminated employees. In addition, there are issues of overpayments after employees are terminated, which exposes the University to financial risks. While procedures for off-boarding employees are established, they involve a lot of manual interactions and responsibilities for steps are distributed to a large populations of employees.

## Goal

Create an effective off-boarding process that terminates enterprise access and stops payroll in a timely manner following an employee's separations from the University. The target is to reduce the number of occurrences where the University fails to provide timely removal of access when an employee separates from the University or transfers to another unit within the University to 5% up to 90 days and 0% for greater than 90 days.

## Approach

Reviewed the current state, including mapping the current process, analyze data information on termination requests and overpayments. Focus Group meetings were held at each University to learn the process departments perform to off-board an employee and the policies surrounding separation. The Focus Group Summary Report was presented to the team and updates were incorporated into the process map. The team identified opportunities for improvement and brainstormed potential solutions. Potential recommendation were presented during additional Focus Group meetings at each University. The Focus Group Summary Report was presented to the team, and final recommendations for improvement were completed. Recommendations were presented to the project sponsors, a solution action plan was created, and owners were assigned to the tasks, and established a timeline.

## Outcome

Identified 9 short term recommendations, expected results are a reduction in the amount of time it takes to terminate enterprise access, and reduce the number of overpayments due to separation timeline issues. Recommended the creation of an official University Policy, Guideline, or Standard Operating Procedures for the terminations of access to enterprise systems at the University of Illinois following the separations of an employee to guide the process. Recommended an automated process to trigger a termination request to be sent to the appropriate Unit Security Contract when the employee separation is applied in HRFE to begin the separation process. The planning began in November 2016, with implementation beginning January 2017 – July 2017.

### Key Findings

- **Central processing units receive incomplete information in requests from unit of employee separating**

## Key Findings

- **Delay submission of separation details into HR System (i.e. HRFE) due to incomplete information from separating employee or unit-based processing/approval procedure, resulting in missed payroll calc deadlines**
- **Lack of visibility of jobs that have a pre-defined end date (e.g. visiting positions, non-reappointments, etc.)**
- **Separation involving shared appointments are difficult to see and understand in current systems**
- **Unbalanced workload throughout the year, high volume of various types of transactions during key academic time periods, resulting in delays, errors, and backdating of transactions**
- **Process and downstream effects are not clear to those involved**
- **Access is kept intact for known reasons (e.g. copy to access to another employee, employee returns to work, employee agrees to support unit on temporary basis)**

## Short-term Improvement Recommendations

- 1. Create an official University Policy, Guideline, or Standard Operating Procedure for terminating University of Illinois enterprise systems access following the separation of an employee.**  
*Provides guidance on the specific details to terminate access to enterprise systems when an employee is separated from the University.*
- 2. Develop a self-service Employee Off-boarding workflow application for employees or their manager to initiate separation processes, ensuring sufficient notification occurs, and all required information is provided to the appropriate target.**  
*Provides an automated workflow to aid in the notification process when there is a separation of employment of an employee from the University.*
- 3. Create an automated process to trigger a termination request notification to the appropriate Unit Security Contact when an employee separation is applied in HRFE.**  
*Begins the notification process based on employee separation data entered in the HR application, HRFE to begin the timely remove of access.*
- 4. Enhance the Security Application (SecApp) to address issues with current separation process and alleviate common concerns that result in prolonged access after termination.**  
*Provides the ease of use and additional functionality in the Security application to reinstate access once access has been removed from an employee.*
- 5. Enhance HR systems and reporting to provide more visibility to transaction and a clearer picture of the separation in-process.**  
*Provide functionality to the Universities' department to view the progress on separating an employee from the University.*
- 6. Develop a communication protocol, establishing guidelines for communication during the employee separation process, ensuring both Unit Security Contacts and HR representatives receive notification when an employee separates from the University.**  
*Provides guidance to ensure each party receives notification of a separation timely.*
- 7. Document the complete employee separation process to establish a shared understanding of process, applicable policies and guidelines, important deadlines, and alternate or exception-base processes.**  
*Provides staff with current process information applicable to the duties being performed.*
- 8. Create an off-boarding training program and supporting job aides to inform Unit Security Contacts and HR representative about key separation process activities, deadlines, and impact**

## Short-term Improvement Recommendations

**delays.**

*Ensures that all staff have necessary information, especially about process activities, and deadlines they need.*

**9. Develop a communication plan for ensuring campus units are familiar with the off-boarding process, applicable policies, deadlines, and changes.**

*Ensures that all employees have the necessary information regarding the off-boarding process in its entirety.*

## Implementation of Recommended Improvements

Short term recommendations are currently being implemented with most activities scheduled to be completed by July 2017. The new policy, Ending University of Illinois Enterprise System Access upon Employee Separation, is in draft being reviewed with implementation to be determined.