

PPMO-0062: School of Public Health New Hire Procedures Process Improvement [UIC] Executive Summary

Business Case

The UIC School of Public Health (UIC SPH) is experiencing significant turnover in positions that support human resources functions at the unit level. This is seen as an opportunity to reassess how these services will be delivered in the school in the future given the continued decrease in internal SPH HR resources. Given the concerns expressed across various forums regarding the efficiency of HR processes, UIC SPH administrative leadership has placed priority on examining them for improvement opportunities. Based on a recent survey, the new hire processing and its related employment group sub-processes have been identified for examination.

Goal

The Sponsor hopes to achieve, through this process improvement effort of internal SPH HR new hire processing, accurate and on-time first paycheck and Faculty can hire requested resources in a timely manner for productivity and successful grant management.

Approach

Mapped the SPH HR processes for Job Description, Search and New Hire Processing for 3 Employment Groups; Academic Professionals, Civil Service and Faculty. Onboarding was determined as Out of Scope. Conducted focus groups with upstream and downstream critical stakeholders to identify issues. Discussed issues and causes with Core Team and the Focus Groups. Identified opportunities for improvement and brainstormed potential solutions. Developed transition action plan to prioritize potential solutions, assign owners to tasks, and establish a timeline.

Outcome

Identified seven long-term recommendations (9+ months for implementation), focusing heavily on increased and improved communications and training between all School of Public Health HR Staff and all other critical process stakeholders, including Central HR. Implementation for all recommendations is planned for between September 1st and no later than December 31st, 2018.

Key Findings

- Approvals are inconsistently applied, they take an excessive amount of time to complete, there is no consistency in the logic applied to approvals as well as no guidelines in place to follow, and there is little transparency around completed tasks.
- Communications issues relate to critical information not being cascaded to Units, slow response times, lack of standardized responses to identical requests and no real means for staff to have critical questions answered in a timely manner.
- Assignment of the correct employment group for the job being processed is unclear, resulting in lengthy rework loops as well as creating challenges to find qualified candidates to fill these positions.
- Unit HR staff are forced to go back to the Hiring Managers repeatedly to get all of the information required to properly begin the HR process, as it is typical that only pieces of information are provided.
- HR Policy is unclear, it is difficult to understand and implement and most HR staff are unaware of the policy requirements at SPH.
- SPH HR staff have no central resource for information and research, there is no established means to share best practices amongst HR staff and there are no established workflows.
- SPH HR has significant staff shortages that are ongoing while workloads increase.
- HR systems are slow, they do not "speak" to each other and there are too many systems that need manual, duplicate inputs.
- Due to the rate of staff turnover, many of the current HR Staff have little experience and knowledge, there are few training opportunities (beyond initial orientation) and there is a significant lack of supportive resources, including job aides, FAQ's and best practices.

Long-term Improvement Recommendations

- 1. Improve Communications internally at SPH HR as well as between Central HR and other HR organizations:** *Standardize documentation, identify roles and responsibilities (point-person) and clarify the communications plan for the Search Committee sub-process. Expand Communication between campus, college and administrative units.*
- 2. Review and reconsider internal HR Policies:** *Reevaluate clarity and effectiveness of current HR policies, identify where there is more influence over parts of the process and for Job Search policy updates, recommend that Hiring Manager not serve on Search Committee (conflict of interest). Briefly describe recommendation, making it clear for those who are not closely familiar with the project.*
- 3. Improve and Standardize Information Retrieval:** *Create standardized method of collecting requirements information and maintaining data.*
- 4. Improve overall SPH HR Process :** *Streamline HR processes by removing bottlenecks (establish SLAs) and rework loops, increase knowledge of and improve use of job search and diversity process, and better equip current staff with more resources and mentorship to more quickly answer questions and process faster.*
- 5. Establish Service Level Agreements:** *Establish formal service level agreements, internal tracking systems, guidelines and staff resources to expedite transactions, promote consistency across units and minimize errors first time through.*
- 6. Significantly expand and enhance SPH HR Training:** *Develop and deliver training to all stakeholders involved by creating job aids, checklists, expand the pool of templates and document examples, and update training with more process specifics, making it mandatory for all SPH HR personnel.*
- 7. Maximize Systems/Technical Options within HireTouch:** *Improve the functionality of the HireTouch system and create targeted reporting (i.e. "Failed Search" tracking) to help SPH HR personnel identify areas of improvement.*

Implementation of Recommended Improvements

Long-term recommendations are currently being implemented with most activities scheduled for completion in September 2018. All other activities are scheduled for completion by December 31, 2018.