

PPMO-0069 College of Nursing HR Faculty Hire Process Improvement [UIC] Executive Summary

Business Case

The College of Nursing is transitioning to an all-professorial faculty (transition to doctorate as minimum requirement). The transition has brought to light issues related to hiring faculty at the regional campuses that historically hired non-professorial faculty, including inconsistent hiring approaches, challenges with Faculty course coverage, issues with staff coverage for individuals leaving the College of Nursing, hiring and processing delays, and low morale due to lack of structured path for career growth.

Goal

Create a single Faculty hiring process executed consistently by all UIC College of Nursing departments and regional campuses and takes into account the new hiring requirement to all doctoral professors as a minimum requirement and faculty workloads across all departments and regions. An additional goal is to establish more efficient workflows for HR support processes (with oversight) provided by a team of cross-trained functional experts across all units within the College of Nursing.

Approach

Mapped the College of Nursing HR Faculty Hiring process. Conducted focus groups with Regional Directors and Department Heads to identify issues. Discussed issues and causes with Core Team, Regional Directors and Department Heads. Identified opportunities for improvement and brainstormed potential solutions. Developed transition action plan to prioritize potential solutions, assign owners to tasks, and establish an implementation timeline.

Outcome

Identified five short-term recommendations, focusing heavily on increased and improved communications and training between all College of Nursing HR Staff, Regional Directors and Department Heads. Implementation is anticipated by May 2018. Identified two long-term recommendations that will target improvements in the functionality and efficiency of HR systems as well as establish a culture that encourages questions and the exchange of information to improve performance. Long-term recommendations are expected to be complete by December 2018.

Key Findings

- **Need more visibility and collaboration at all levels of the College of Nursing HR to better identify where there is a hiring need and to avoid silos, breakdowns and bottlenecks.**
- **There is a need to share more consistently, information about Faculty hires, among the HR staff.**
- **Need for standardization in Faculty hire processing, faster approvals and elimination of duplicate efforts.**
- **Difficulty in finding and hiring doctoral faculty creating vacancies in professorial roles throughout all of the College of Nursing locations, including Chicago, Springfield, Urbana and other regional locations.**
- **The requirement of using multiple HR systems slows down processing and creates inconsistencies in the Faculty hire information.**
- **The HireTouch system requires duplicate inputs, considerably slowing down job processing and there are system options that are not activated that would save time.**
- **There are no specific training plans in place for departmental HR Associates to refer to for answers or guidelines.**

Short-term Improvement Recommendations

- 1. Improve and enhance communication amongst all College of Nursing HR Staff throughout the HR Faculty Hiring Process.** *Do this via meetings to cascade information, share best practices, remove silos and encourage collaboration.*
- 2. Improve HR Faculty hire process.** *Standardizing workflows, removing approval bottlenecks via SLA's and eliminating duplicate efforts will significantly streamline the process.*
- 3. Improve incentives for doctoral faculty.** *This will make Faculty roles at all locations at University of Illinois more attractive and bring in and retain more qualified candidates.*
- 4. Create and cascade comprehensive training materials for all HR staff job roles.** *This would include enhancing and adding job aids and a central resource to answer questions which would better equip HR staff to process faster and remove bottlenecks.*
- 5. Design and implement an internal "HR Shared Services" model.** *Redesign of the current HR staffing structure would enable increased standardization of materials and tasks, increase efficiency, transparency and processing time, and encourage HR staff specialization and professional development, thereby increasing morale.*

Long-term Improvement Recommendations

- 1. Streamline HR systems to enable them to "speak to each other".** *This would include backfilling information already captured, removing duplication and activating system options to maximize efficiency.*
- 2. Establish a culture where questions are encouraged, in the spirit of doing things correctly.** *This would greatly increase collaboration, increase morale and increase accuracy of processing the first time.*

Implementation of Recommended Improvements

Short-term recommendations are currently being implemented with most activities scheduled for completion in May 2018. All other activities are scheduled for completion by December 2018.