Temporary Appointment Process – ‘AS IS’

START

Check Funding

Validate Current Application on file WORKFORUM

App On file?

YES

Contact Candidate Complete App.

NO

Create Personnel Appt Form

Hand Off

Hand Off

Route Signature

Make copy & Deliver Form to HR

Personnel Action Form

Finance Level 10
Financial Mgr/Designee
Chair/Department Head

P1

P17

Finance Level 20
Dean/AVP

P1

Approve/Ret Corr/ Deny Personnel Appt Form

Hand Off

Approve/Ret Corr/ Deny Personnel Appt Form

Hand Off

Approve

Hand Off

Hand Off

NOTE: After contract is completed, candidate will be notified to Initiate I9 process

NEW Temp Staff Hires – Originator verify application in WorkForum and inform candidate to:
1) Verify email address on application current
2) Look for an email from UofM about information to initiate the background check

Candidate has 3 days to complete / fail to comply HR has to initiate process again

NOTE: After contract is completed, candidate will be notified to Initiate I9 process

Complete Background Check Process

From To P2 D

Go To P2 E

P1 Mar 9, 2020

P1 P2 P3 P4 P5 P6 P7 P8 P10

P13 P14 P15 P16 P17 P19 P20 P22 P23

P24

Dept Originator

Fin Manager

2nd Level Apprv

Candidate
Temporary Appointment Process – ‘AS IS’

Service Center Logs into Banner to Validate:
- Position Number
- Look for current & previous job records
- Conflicting eClass
- Look up department org & write on form

Note:
- Temp employees can only hold multiple temporary assignments and or a part-time faculty assignments. Emp employee can only be a TH, TE or PF e-class.

Create Folder with Candidate documents for Orientation - hand off to HR Trainer

Make Copy of Appt Form

Personnel Action Form (copy)

M

NEW HIRE

Include information on I9 certification and documents needed

Deliver Orig Form Data Mgmt

Personnel Action Form (copy)

Temporary Appointment Process – ‘AS IS’

- Review Personnel Appt Form
- Validate: Rate of Pay, Description of Duty, Position Number
- Pass Validation?
  - NO: Email Originator For Corrections/Justifications or to Cancel
  - YES: Go To P4

- Review Personnel Appt Form
- Provided changes/Justification
  - NO: Hand Off
  - YES: Provided changes/Justification

- Correction Needed?
  - NO: Hand Off
  - YES: Email Originator For Corrections/Justifications

- Update Start & End date
- NEW Hire?
  - NO: Hand Off Form to HR Service Center
  - YES: Create PAIDEN

- Personnel Appt Form (copy)
- Update Orientation Attendee List
- Login Data Facts
- Auto Notification To Candidate
- Login WorkForum
- Generate New Hire Checklist
- Hand Off Form to HR Service Center
- Go To P2

- Hand Off

Contract will be denied for:
- Rate of Pay
- Description of Duties
- Wrong Position Number
Temporary Appointment Process – ‘AS IS’

1. From P2
   - Review Start Date Personnel Action Form
2. Validate PPAIDEN Form
3. Create/Update PEAEMPL
4. Validate PNBABUD Org
5. Research any Active NBAJOBS Records
6. Conflicting Jobs?
   - NO
     - Load NBAJOBS Record
     - Scan OnBase
   - YES
     - UUID Activated based on Current Hire Date
     - Email Originator For Corrections
9. For Corrections
   - YES
   - Email Originator For Corrections
   - NO
   - From P2
   - From P3
   - From P2
   - From P3
   - From P3

Validate:
- Correct class (TP or TE)
- Correct org
- Are there any conflicting active job records
Pains & Issues:

Please Read First:
The issues and pain points identified during the As Is Process Mapping workshop and the Analysis workshop are noted below. The issue is numbered and its Root Cause Analysis is in red text, preceded by RCA prefix.

1. Process is paper.
RCA: No electronic process in place.

2. Review/validating the appointment forms.
RCA: Task is time consuming for HR Service Center, HR Partner and HR Data Management.

3. Department unaware location of form during process. Paper forms lost, therefore process has to start over.
RCA: There isn't a shared tracking process in place.

4. Departments use excel log sheets to track appointment form.
RCA: There isn't a central tracking system.

5. Appointment form has incorrect or missing information: ex: position number, job description or SOC code.
RCA: Paper process, rely on originators to validate information before submission.

6. One Time Pay appointments, currently following the appointment process for temporary employees.
RCA: Lack of departmental standardized procedures for one time pay.

7. Several active appointments from multiple departments. Manual monitoring by HR to determine if employee is insurance eligible.
RCA: There isn't a centralized system for tracking contracts.

8. Multiple contracts for single position, each one has different pay rate, with multiple timesheets, can create incorrect payments.
RCA: This is a common procedure, requires a payroll adjustment timesheet.

9. Several handoff (13).
RCA: Form is processed multiple times by HR departments.

10. Timesheet not available first day of work (new and reappointments) departments not aware when timesheet is available.
RCA: Timing between contract fully executed and job record created.

11. TN retirees are not always indicate correctly on the appointment form.
RCA: Appointee does not indicate to originator.

12. Editing Longevity date to 01-01-1999, not a recommended best practice to use baseline fields for other purposes.
RCA: Data Management using the field for other auditing objectives.

13. Candidates starts prior to approval dates on contract.
RCA: Department do not wait for official notification ready to work, university out of Federal compliance.

RCA: Departments allowed to create own job descriptions.
RCA: There isn’t an electronic contract.

16. Departments maintain copies in their offices, against HR procedures.
RCA: There isn’t an electronic contract.

17. Temporary employee becomes benefit eligible. Original contracts imitated with incorrect eclass.
RCA: Data is not easily accessible to departments.

18. HR departments use excel log sheets to track appointment form.
RCA: There isn’t a central tracking system.

19. Departments unaware candidate has current eclass appointment and submit a student or temp appointment form.
RCA: Employee cannot have an active student and temporary eclass jobs.

20. Department originators understanding of payroll vs service dates (personnel date in Banner) when creating contracts.
RCA: Lack of reviewing of training materials.

21. Candidate does not review terms of contract prior to employee orientation.
RCA: Information provided prior to orientation is reviewed or followed.

22. Late submission of contracts causing frustrations with process.
RCA: Departments request immediate hires. Cut off dates are not enforced.

23. Contract is not fully vetted until received in HR Data Management office.
RCA: Early error detections are not in place, ex: eclass, org, position, org.

24. Retro payments.
RCA: Departments not meeting payroll cutoff dates.
Analysis of the ‘AS IS’ process

1. Are all roles essential? What roles could be considered to be eliminated? HR Director/AVP approval

2. What is the number of hand-offs? 13

3. Are any steps automated? No

4. What steps can be eliminated or automated? Automate approvals by creating an electronic approval workflow process

5. What tasks consume the greatest amount of time? Validating Banner data ex: position, FOPAL, job records

6. Does each task add value? Yes, but needs to be streamlined

7. What steps/process should be added? None

8. Iterations (how many times is process repeated in a timeframe)? Daily

9. Percentage of errors (forms returned, corrected, contacted person for corrections, etc.) 15-20%

10. % FTE and/or estimate time takes for each key role in the process.
    Service Ctr – 40%  HR Partner – 40%  HR Data Management – 15%  HR Dir/AVP – 2 hours week

11. Metrics – identify measurable outcomes (estimate time for manual steps, making copies, tracking, communications (email & calling), Banner review, walk form dept to dept, approvals, return for correction).
    Identify current time spent on task for roles: estimated 1,066 forms processed 2019 (estimated annual hours worked 1950 hours – 13 holidays – average 3 weeks vac = 1740 work hours)
    Originator – Communications, completing forms, follow-up, tracking – 1.5 hours @ 1066 = 1,599 hours annually
    Service Center – 1740 work hours @ 40% = 696 hours annually
    HR Partner – 1740 work hours @ 40% = 696 hours annually
    HR/AVP - 2 hours a week @ 52 = 104 hours annually
    HR Data Management – 1740 work hours @ 15% = 160 hours annually

Total estimated staff hours for temporary employee appointment process = 3,255 hours
Note: On revisions some departments do not send form back to faculty for signature.