**Business Process Improvement Workgroup Summary**

**Summary of Recommendations**

A highly engaged group of cross campus representatives met for an all-day brainstorming session regarding current UMBC business processes related to hiring and payroll. (Please see the posted Membership List for specific group members). The group began by examining and charting current processes and work flow, identifying areas of concern/bottlenecks and identifying key issues. The group then quickly transitioned to identifying and mapping out recommendations to address the key issues and bottlenecks. Much was accomplished in a short period of time. The retreat was described by participants as (amongst many comments received), “encouraging”, “productive”, “exciting”, and “a great opportunity to share.”

The following is a summary of findings presenting conclusions of the full day retreat. These ideas were subsequently discussed with and approved by process owners. Feedback from the campus and the players involved will inform a process of prioritization and feasibility. These reviews will take place over the next two to three months after which we will update for any changes.

The recommendations are divided into two groups. “Quick hits” are those ideas that we believe can be implemented in the near future (1-3 month time frame). Longer-term recommendations are those that will take more than 3 months to implement. The results are summarized in the chart below.

**Five major categories for improvements:**

* Training
* Communication
* Reduction of paper forms
* Workflow for approvals
* Standardization of process across campus

**Hiring/Payroll BPI Retreat Summary 8/28/2013**

**Hiring WorkGroup Summary**

The hiring group reviewed seven major steps:

1.0 Identify Need to Hire

2.0 Required Paperwork

3.0 Post Job

7.0 Prepare for New Hire

4.0 Review Resumes

5.0 Interview

6.0 Select/ Offer

Hiring

1. Identifying the need to hire
2. Completing required paper
3. Posting job
4. Reviewing Resumes
5. Interviewing candidates
6. Select/Offer
7. Prepare for New Hire

**Hiring Recommendations**

**Quick Hits**

|  |  |  |
| --- | --- | --- |
| Recommendation | Notes | “Players” |
| Evaluate approval signatures | Review required signatures at the department/divisional level for each type of position.   | * Departments
 |
| HR liaison training and hiring workshops | Identify roles and responsibilities of HR liaisonIdentify areas to be coveredCertification Program | * Human Resources
 |
| Communication Plan | MyUMBC; Email; Insights | * Human Resources
* Departments
 |
| Post guidelines on Record Retention | HR website | * Human Resources
 |
| Each department appoints an HR liaison | Communication link between the HR and the department | * Human Resources
* Departments
 |
| HR checklists  | Pre-hire, reclassification/new position, departmental hiring, interviewing guidelines, select/offer | * Human Resources
 |
| Communicate Institutional Ad Subscriptions | Notify departments of advertising options | * Human Resources
 |

**Long Term**

|  |  |  |
| --- | --- | --- |
| Recommendation | Notes | “Players” |
| Develop checklist for department to use | Each department determines who does what | * Human Resources
 |
| Hire another classification/comp person  | Reduce wait time for reclassification/new approvals | * Human Resources
 |
| Electronic Workflow System | Assist with locating where paperwork is in the process | * Human Resources
* DoIT
* Departments
 |
| Electronic System/Portal | Applicants and New Hire  | * Human Resources
* DoIT
* Departments
 |
| Develop Storage Plan | BOX technology | * Human Resources
* DoIT
* Departments
 |

**Payroll WorkGroup Summary**

The payroll group reviewed seven major steps:

1.0 Position Accepted

2.0 Required Paperwork/Approvals

3.0 Data Entry to PS/CPB

7.0 Paychecks Recon/Distributed

4.0 Timesheets and Time Entry

5.0 Approvals/ Adjustments

6.0 CPB -Central Payroll Processing

Payroll

The payroll group reviewed seven major steps:

1. Position accepted
2. Required paperwork and approvals
3. Data entry to PeopleSoft and the State Central Payroll Bureau (CPB)
4. Timesheets and time entry
5. Approvals and adjustments
6. CPB processing
7. Paychecks reconciled and distributed

**Payroll Recommendations**

**Quick Hits**

|  |  |  |
| --- | --- | --- |
| Recommendation | Notes | “Players” |
| List of issues and who to contact | Develop list of issues.Determine contacts. | * Payroll staff
* Implementation Team
 |
| Glossary of reports – what to run for each issue | Match reports to issuesDevelop glossary | * Payroll staff
* Implementation Team
 |
| Limit action/ reasons for change PAR | Establish target dateCross-divisional coordination & training | * Payroll
* End-users
 |
| Retirement/new hire paper flow | Develop documents and new flowTraining | * Implementation Team
* Payroll
 |

**Long Term**

|  |  |  |
| --- | --- | --- |
| Recommendation | Notes | “Players” |
| Electronic timesheets | In processTraining | * Payroll
* DoIT
* Trainers
 |
| Electronic change PAR  | Eliminate paperEnable electronic approval & tracking | * Payroll
* DoIT
 |
| Eliminate default carry-forward of prior chartstring. DBE verification required prior to pay for all new hires. | Prevents errors | * Payroll
* DoIT
 |
| E-forms | Improve workflowSource for status | * Payroll
* DoIT
* End-users
 |
| Automate processing of I-9, W-4, & NRA forms. | Possible E-forms orPeopleSoft workflow | * Payroll
* DoIT
 |
| Standardize payroll issues communication method | Streamlines process and makes communication timely | * Payroll
* End-users
 |

**Other Hiring/Payroll Summary**

The group spent additional time reviewing unique situations beyond full time exempt, non-exempt, and faculty employees. These include:

* Contractual faculty
* Grad assistants
* Contingent I employees
* Students
* Flat & one-time pay
* Stipends

Solutions suggested for these situations that are not covered above include:

* GAs
	+ Standardize agreement letters and reciprocal
	+ Required semester/9-month/12-month GA template
* Contractual Faculty
	+ Auto termination and easier rehire
	+ Standardize contracts and payment process for payment of contractual faculty
	+ Clarify definitions of pay date vs. contract date
* Contingent 1
	+ Adapt PS to show zero comp pay rate and category of Contingent 1
* Students
	+ Develop standard procedures to hire a student
* One Pay (Single Pay Cycle)
	+ Automate the termination process
* Flat Pay/Stipends
	+ System should monitor and/or override additional pay beyond 133.33%