2015-2016
EFFICIENCY & EFFECTIVENESS
PROGRAM OFFICE

Final Report: Office of Human Resources, On-Boarding Process
Florida A&M University

Submitted by Dr. Carl Starling
April 13, 2015
Report Objectives and Scope:

The objective of this project was to conduct an in-depth evaluation of Office of Human Resources On-Boarding process at Florida A&M University, in an attempt to improve the efficiency and effectiveness of the processes and procedures. One of the most important elements of a successful organization is the ability to hire exceptional employees in a timely manner and retain those employees. Florida A&M University in the past appeared to be deficient regarding its on-boarding process. Potential employees are given formal offers, but do not begin employment for weeks. In partnership with the Office of Human Resources in the spirit of continuous improvement the Efficiency & Effectiveness Program Office is conducting an analysis to improve the “on-boarding” process.

This will be accomplished through administrative streamlining, while positively impacting employee satisfaction and reducing cost. Techniques of the Bacharach Leadership Group (BLG) Grounded Change Model were used during this exercise (See exhibit #1). The overall focus was on the processes and procedures, which directly affected “On-Boarding”. The on-boarding process will be considered from the time the department has made a selection to hire an applicant until the time the applicant employment starts. (Note: The Office of Human Resources is a full-service department that is responsible for providing a wide range of human resources and personnel related services to the University, such as classification & recruitment, employee benefits, payroll operations, attendance & leave, records management and workforce administration, however elements outside this scope will not be the focal point.)

Through additional research it was discovered that the manner after employees were separated from the university was inefficient and will be addressed, this process will be identified as “Off-Boarding”. Because of these inefficiencies terminated employees have to wait weeks to receive their terminated leave payment in some cases this amounts to thousands of dollars in annual or sick leave payment. The current process also poses potential safety problems for employees that have to physically sign the faculty/staff termination clearance form of sometimes disgruntled employees. Presently terminated employees have to carry part three, HR_TL-2(c) the termination clearance form to each of twelve areas throughout campus to obtain signatures (See exhibit #2). Often times the person authorized to sign the clearance form may not be available, delaying the process. By converting the three forms, Exist Survey Part A, B, and the Faculty/Staff Termination Clearance Form, to an electronic version the form can be completed online by employees and routed to each of the twelve departments for signatures, expediting the process exponentially. This is the recommendation.

Process Beginning:

The process began by contacting Ms. Joyce Ingram, assistant VP, Human Resources to provide a brief background of the Efficiency & Effectiveness Program Office. A meeting was requested and set up to discuss plans to evaluate the “On-Boarding” process. The meeting was held in the
office of Ms. Ingram and was attended by attorney Linda Barge Miles and myself. From this meeting Ms. Ingram stated that a recent new hire, of associate director Louis M. Palazesi would be our contact from this point.

A meeting between myself and Mr. Palazesi was held explaining our program and what we were attempting to accomplish. From this point a committee was established with stakeholders and key individuals that were involved in the departments hiring process. Two meetings were held in the office of Human Resources with the committee and feedback was provided. From these meetings a two day process improvement (PI) exercise was agreed upon and held January 12-13, 2015 at Administrative Services Assistance Program (ASAP) office.

**Process Improvement Exercise:**

A process improvement (PI) exercise was conducted on January 12 and 13, 2015 by Human Resources Department, the Efficiency & Effectiveness Program Office (EEPO) and on-boarding process stakeholders. The purpose of the exercise was to: develop and affirm a consistent workflow; diminish redundancies; and identify, resolve, or create strategies to resolve, issues that affect the on-boarding process at FAMU.

The exercise is part of an ongoing larger Human Resource (HR) initiative to map, lean, and improve the entire recruitment/onboarding workflow from posting a job (recruitment process) to the day the new employee starts. This includes:

- Implementing workflow and process that is standard and consistent; appropriate in terms of the responsible effort shared between the hiring manager, human resource staff, hiring department staff, approvers, and budget managers; and employs and leverages to the fullest the latest technology FAMU has available (ImageNow and PeopleSoft).
- Having all the essential tools a new employee needs to begin work on their first day.
- Reducing or eliminating redundant forms, processes and unnecessary approvals.
- Reducing the process time it takes to select, hire, and orient a new employee.
- Using process metrics as indicators of success and/or continuous improvement:

Prior to the exercise, stakeholders and frequent users across campus were identified and invited to participate and give input during two preliminary meetings (*See exhibit #3*). In the meetings the scope and approach to improving the on-boarding process and Process Improvement (PI) exercise dates were determined. Preliminary mapping was done by distributing process tables that included steps and stakeholder roles in the process. The tables were agreed upon using an iterative process among the participants to assure all roles, sub processes and steps were taken into consideration. Once the tables were finalized a current process map was created using a Visio mapping program (*See exhibit #4*). This map was also distributed to key process owners to confirm the accuracy of the workflow. The finalized map was used as a starting point for the
two day exercise representing the current state of the on-boarding process and up-coming work flow changes apparent with Image now.

After the mapping process had been finalized and agreed the (PI) team identified what was working in the process and what was not. The two primary areas for improvement were identified as accuracy, and cycle-time. Addressing these items would improve satisfaction and reduce cost.

Accuracy

One of the most important components of the on-boarding process begins once the department and hiring manager has selected the applicant to hire and have made a formal offer. It is solely the responsibility of the hiring manager to be well versed in the procedures and required documentation that is needed before the potential employee can begin work. Many times the employment appointment checklist is not filled out accurately and items are omitted, causing a delay in processing. The package will be returned to the hiring department unprocessed if it is incomplete.

Cycle Time:

- Cycle Time Reduction (CTR) is a concept related to Total Quality Management (TQM), re-engineering, and continuous improvement. Cycle time at FAMU is how long it takes from a formal offer until the employees first day of employment. The process improvement team agreed that the cycle time of the on-boarding process is inefficient and takes too long.

Satisfaction and Cost

- Upon implementing the proposed solutions employee satisfaction should improve immensely. An on-boarding satisfaction survey will be developed and provided to new employees a month after they have started to capture their experience with the on-boarding experience. In addition, a biannual survey will also be sent to process users to collect information on their satisfaction with the process, trending, and ideas for further improvement.
- By implementing an ePAF system, even more specially Gideon Taylor and GT eForms the cost saving would be realized immediately.

The results that followed the University of Florida’s implementation of ePAF™ have been remarkable. By implementing ePAF™ the University achieved the following in one year:

- Realized a savings of over $342,000 ($627,386.76 after 22 months)
- Reduced data entry time by 75% 
- Decreased the payroll error rate from 68% to 1%
• Improved the turn-around time of completed human resource transactions by 72%
• Increased productivity of staff entering and processing by 47%
• Reduced HR administrative transactional work load by 75%

Solutions and Recommendations

• The process in which documents are sent to the human resources department must be made standard. Currently when departments have completed all of the employment appointment checklist documents only the academic units submit documents through image now, all other departments not using Image now have to physically carry documents to the human resources department where they are scanned into the system. This process should be uniform requiring all departments to submit documents through Image now.

• Before any documentation is sent to the human resource department or submitted into the Image now system, it should be thoroughly check to ensure the funding source is accurate and the appropriate amount of funding dollars are available. The position number, job title, job code and salary grade should all be confirmed.

• The utilization of the Administrative Services Assistance Program (ASAP) provides assistance to FAMU's colleges/schools and administrative units in business processes. ASAP is the first line of response to resolving departmental fiscal and administrative issues and serves as liaison to the University's centralized units to include Human Resources, Controllers Office, Budget and Purchasing. Departments that do not have qualified personnel can contact ASAP for assistance in accurately completing all human resource documents. Employees within the hiring departments will be better trained on how to complete the hiring packages before sending to the HR department.

• After improving the accuracy of the information being submitted the cycle time will be reduced. The strategy is to create a user friendly electronic new employee sign-up checklist using Image now or other applications that allow a new employee to complete and sign needed paperwork electronically, then assigning the pre-appointed employee an identifier that can be easily converted to an employee identification number expediting appointment and in turn email and other essential tools needed on day one. Currently, the most time consuming aspect of the on-boarding process is the completion, submission and tracking of critical employment appointment checklist documents. The human resources department has entered into an agreement with the Office of Operations Analysis to have the major forms converted into electronic format via Image now. These forms include

1. Other Personal Service (OPS) Personnel Action Request form,
2. Regular Personnel Action Request form, for Administrative & Professional (A&P), and University Support Personnel System (USPS) position.

3. On boarding Sign Up package, including
   - New Employee Sign-Up Checklist
   - Collection of Employees’ SSN
   - Personal Information Sheet
   - Terms and Conditions of OPS Employment

The Office of Operations Analysis has started the development of each of the forms, however a date of completion has not been determined. By having the forms electronic will greatly reduce the cycle time because forms can be completed faster, routed to the appropriated areas and tracked. Another key element of reducing the cycle time was in the area of approvals. Time to approve in some departments and colleges may be extensive and involve numerous approvers. If one approver before the final approver is out of the office this can hold up the process exponentially. If the forms are electronic the approval will be notified through email, and could easily approve the document by logging into PeopleSoft from any computer and the process could continue.

A final and more permanent solution would be to invest in the electronic personnel action form (EPAF). This allows the University to process paperless personnel actions (Approval Categories). EPAF’s are simple, concise, and allow many values or data elements to default into the document without manual data entry. The forms enable the University to achieve goals to process personnel actions rapidly, through an electronic approval process, providing an audit trail of all approval/disapproval history. Unlike having Image Now create forms in electronic version, with (EPAF) the forms will also be electronic however the information will be populated directly within the PeopleSoft system. EPAF has workflow routing; native access to business logic defined in PeopleSoft, allowing for edit checks as data is entered and PeopleSoft’s native security architecture i.e. User IDs and passwords, ImageNow system will require interface.

Current universities within the State University System currently using the (EPAF) technology are:

- University of Florida
- University of Central Florida
- Florida State University
- Florida Gulf Coast University
- Florida Atlantic
- University of North Florida
- Florida Gulf Coast University
The Electronic Personnel Action Form (ePAF) was developed to streamline and simplify personnel action processing for employees. The paperless process allows for the rapid processing of personnel actions, intuitive workflow routing, and the ability of departments to check the status of ePAFs at any time.

After conducting additional research regarding (ePAF) dialog began with Mr. Scott Antin, VP Business Development with Gideon Taylor Consulting, PeopleSoft custom solutions provider for business, education and government organizations. GT’s vision is to help businesses create solutions that realize the full value of their ERP technology platform investments. A demo of the product was held on Friday April 10, 2015 and attended by myself along with Mark Palazesi, associate director of Human Resources, FAMU. The invitation was also extended to Interim CIO Michael James and other members of the FAMU human resources department. The presentation was extremely informative. Based on requested information by Gideon Taylor the following information was provided. For organizations of less than 3,000 employees, the GT eForms Enterprise License is $55,000. We offer a 10% discount for prompt payment (net15), which would bring the net license fee down to $49,500. This includes the complete GT eForms framework and toolset.

The Optional Annual Maintenance would be $9,900, and includes technical support, maintenance and enhancement updates, and full access to the GT eForm Library of form templates created by Gideon Taylor and our clients.

My next step will be to work with the Office of Human Resources to generate a cost analysis and potential return on investment (ROI) of implanting GT eForms at FAMU.
Exhibit #1

The diagram below is an overview of the process and the implementation timeline of the streamlining process, using the Bacharach Grounded Change Model. With this model, the projects are based on input received from surveys of faculty, staff, and students. This model also focuses on the importance of using those same constituent groups to recommend and implement needed change.
**FLORIDA A&M UNIVERSITY**

**FACULTY/STAFF TERMINATION CLEARANCE FORM**

<table>
<thead>
<tr>
<th>Employee’s Name</th>
<th>Employee ID#</th>
<th>Termination Date</th>
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<tbody>
<tr>
<td>College/School/Department</td>
<td>Supervisor’s Name (Print)</td>
<td></td>
</tr>
</tbody>
</table>

**General Instructions:**
Please contact each area listed below and ask for the individual responsible for clearing a terminating employee.

<table>
<thead>
<tr>
<th>AREA TO CLEAR</th>
<th>CLEARED-YES OR NO</th>
<th>DATE CLEARED</th>
<th>NAME OR PERSON GIVING CLEARANCE</th>
<th>COMMENTS</th>
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<tbody>
<tr>
<td>Library – Circulation (599-3376)</td>
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<td>Admin. Parking (561-2285)</td>
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<td>Controller’s Office-Student Accounts (599-3137) Fax 599-8618</td>
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<td>University Travel Office (561-2978)</td>
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<td>Property (599-3678)</td>
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<td>Purchasing Department (599-3203)</td>
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<td>Payroll (412-5564) Fax 412-5566</td>
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<td>School/College/Department Supervisor (department’s equipment)</td>
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<td>Enterprise Information Technology (EIT) Cancellation of computer logon</td>
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<td>I.D. numbers/passwords (599-3560)</td>
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<td>EIT-Token Key (599-3560) Fax 561-2292</td>
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<td>EIT-Security (412-7967) Fax 412-7960</td>
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<td>Key Bank - POM (561-2834) Fax 599-8040</td>
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Exhibit #3

On-boarding committee:

Carl Starling - Efficiency Program Office
Mark Palazesi, Human Resources
Krystal Barnes, Human Resources
Edna Knight, Human Resources
Moeub Lanh, Human Resources
Deborah Twitty, Human Resources
Glory Brown, Sponsored Program
Yakima Barnes, Budget Office
Nichole R. Cloud, Budget Office
Gwendolyn Fillyau, Administrative Services Assistance Program (ASAP)
Carucha Nelson, ASAP
Laureatte Scott, ASAP
Chasity Brown, ASAP
Amanda Brutton, VP Academic Affairs
Deborah Leon, VP Academic Affairs
Carla Hill, Plant Operations
Phyllis Watkins, Student Affairs
Jacqueline Dowdy, Operations Analysis