Employee Operational Area – Campus Exercise
MTAG Sub-Group Findings and Recommendation
11 December 2015

Overview

In May 2015, the College of Agricultural Life Sciences presented their solution to log and track employee operational areas to the Madison Technology Advisory Committee (MTAG). This exercise supported a new campus-wide OHR Policy in which each of the divisional areas on campus (school, college, division) were responsible for developing their own solution.

MTAG requested a sub-group to explore if creating a single tracking process for use by all divisional areas would provide value. The group met between June – November 2015 and comprised representatives from Engineering, L&S, CALS, Business School, Law School and Information Technology, expanding participation to include HR partners from each area, and representatives from the Office of Human Resources (OHR).

This paper outlines the work conducted by the sub-group to include concerns, insights gained, and recommendations for the future to support HR related activities and how best to identify and implement IT solutions to improve quality and avoid duplication.

Executive Summary

Schools, Colleges and Divisions are creating process solutions to accommodate HR data needs. Some of these include technical solution development to support initial data gathering and on-going data maintenance. Efforts are being duplicated in each area, with a variety of tools of varying sophistication, to satisfy the same type of need. There is an opportunity to collaborate across Schools, Colleges and Divisions to streamline HR data gathering and maintenance in support of required procedures and policies.

The MTAG appointed sub-group identified the need for a closed end communication loop between local HR and OHR to discuss and track requirements. The group agreed this could be best resolved by establishing an HR IT Advisory Committee, to analyze, prioritize, and stage identified HR IT needs and track progress through to resolution.

Approach

<u>Membership</u>

Initially, the sub-group comprised interested volunteers from MTAG to explore the CALS EOPS solution for future applicability. The group opted to expand and include HR partners who could best represent HR processes, both the existing employee operational solutioning for each area as well as identify any future opportunities for streamlining solutions. Ultimately, the team expanded to include the Office of Human Resources for a campus-wide perspective and based on an identified need for partnership between local HR and OHR.

<u>Sub-Group Focus</u>

Exploring Employee Operational Area data needs and opportunities:

Background

Campus HR requested information linking employees to an identified divisional operational area. While a systemic solution was requested, one was not available in the timeframes and divisions were asked to satisfy the request in whatever way made sense for their areas with no defined methodology or parameters provided.

Analysis

Early on in the sub-group discussions, it was determined that depending on the size of the school or college, solutions for HR process or policy needs could vary, with larger divisions requiring more sophisticated solutions due to the amount of data being managed, while smaller divisions could accommodate manual processing. Regarding the identification and tracking of Employee Operational Area, CALS, Grad School and Engineering created separate shadow databases due to the large amount of employee information being managed, while the Law School could accommodate the request using an excel spreadsheet and DoIT had previously solved for the need based on how the division is organized and managed. All solutions did require duplicating employee data that exists in the HR system of record and maintaining this data separately and without links to the source.. (See Appendix A for a full explanation of the CALS EOPS Business Case.)

Concerns

The team identified several concerns with the approach taken:

- The approach required each divisional area to create a separate solution.
- There was no requirement to maintain the initial lists submitted to OHR, which are now out of date.
- Divisional areas needed to duplicate employee data versus having it housed in a single source system, which could pose security and data management concerns.
- Front-office and IT support to build and maintain data was replicated across all divisional areas, instead of consolidating and streamlining resources by creating and using a single solution.

Identified Opportunities

- Create a single solution for campus in which the operational area is maintained as part of the employee's data.

- This will allow the field to be updated and accessible to both OHR and divisional area HR departments, while is it kept up to date should the employee change areas.
- Eliminates any potential audit concerns regarding non-compliance.
- Mitigates security and data management aspects regarding access to and storage of data.
- Allows for demise of separate solutions and corresponding maintenance in support of a streamlined singular solution.

Exploring Other Areas of Opportunity

As the sub-group worked through the EOPS example, the team recognized that local solutioning is perpetuated through several other HR processes already in place as well as known future enhancements.

In order to better understand the opportunities that exist, and to have a context in which to discuss how to solve for these scenarios going forward, the local HR sub-group members compiled and shared a list of current and known future HR processes and needs that have an IT impact (see appendix B).

By sharing what individual HR groups are managing or anticipating, the team was able to better understand the current landscape across HR divisional areas, identify commonalities for process and solutions, and discuss how to work better collectively among Schools, Colleges, Divisions and with OHR.

Findings Include:

- Several solutions, in various forms across divisional areas, exist to solve for the same OHR policies or procedures.
- There is no existing HR committee or community designed / equipped to discuss and prioritize IT solutions for current or future needs. This results in confusion and misunderstanding regarding prioritization of requests from divisions.
- UW System does not have a tracking mechanism to allow campuses to follow their requests through the prioritization process or to understand current status.
- Security and Data concerns exist for several manual processes currently in place, due to the need to duplicate and retain employee data outside of the official HR system of record.
- There is a desire for standardization for approach and execution, as divisional areas have created separate solutioning and processes to solve for the same types of HR activity.

Identified Opportunities

- OHR to develop an HR IT Advisory Group to embed Schools/Colleges/Divisions in the decision making and design process for future HR changes and to develop single solutions for implementation where it makes sense.
- Utilize HRS as the 'single version of the truth' for employee data.
- OHR to develop governance oversight for HR data to ensure standardization and data security, regardless of policy/process solutioning.
- Utilize Enterprise IT Decision Making to collaborate on enterprise solutioning and gain campus agreement on prioritization.

- Develop communication plan for campus awareness of HR needs and solution status.
- Identify solutioning needed to support new policies prior to policy roll-out and build campus-wide solutions when appropriate.
- Improve communication channels for logging and tracking IT changes from the Divisions to OHR and from UW System to UW-Madison/OHR and back out to Divisions.

Summary

The Office of Human Resources will create an HR IT Advisory Committee to review and prioritize HR related IT enhancements. The committee is responsible for analyzing HR IT related needs, understanding impacts across divisional areas, prioritizing needs in order of importance, and tracking those requests through to implementation.

The HR IT Advisory Committee will interface with existing HR committees and groups to solicit needs and communicate status. Through EITDM and OHR, the committee will prioritize and route key needs for solution implementation.

The work conducted by the MTAG EOPS Sub-Group will be carried forward by the new HR IT Advisory Committee. All items already reviewed and the items that were logged and not yet reviewed will be further analyzed and prioritized.

Sub-Group Membership

The following table outlines the participating members of the MTAG EOPS Sub-Group.

Divisional Area	Information Technology	Human Resources
College of Agricultural Life Sciences	Phil Barak, CIO Charlene Krembs, Sr. Consultant	Carol Hillmer, Assoc. Dean
College of Letters and Sciences	Bruno Browning, CIO	Cheryl Adams Kadera, Asst. Dean
College of Engineering	Rob Kohlhepp, IT Director	Jason Jankowski, Asst. Dean
Wisconsin School of Business	Meloney Linder, Assoc Dean	Renee Clodfelter, Asst. Dean
Law School	Eric Giefer, IT Director	Bethany Pluymers, Assoc. Dean
Information Technology	Amy Gee, Portfolio Manager	Jenny Kvistad, HR Manager
Office of Human Resources		Mark Walters, HR Director Harry Webne-Behrman, HR Director Carla Raatz, Sr. Specialist

Appendix A

Employee Operational Area System (EOPS) Business Case

Problem Statement

The current campus Human Resource System (HRS) does not capture employee "operational area" information. Operational area information is needed to identify the organizational level responsible for support of an employee's appointment (e.g., department, faculty research program, center, school/college). Having the ability to assign, manage, and track operational areas for all employees is a necessary & required HR function not only for CALS but for UW-Madison. This information is primarily used when evaluating staffing in an operational area and compiling information as part of a layoff process, but also used in employee appointment letters to identify for the employee their appointment operational area.   While identifying and maintaining employee operational area information is now a requirement as a result of HR Redesign, no centralized tool solution was offered at the campus level for capturing and managing this data.   This has left Schools and Colleges to implement stand-alone solutions leading to duplicative efforts, costs and inconsistencies in processes.

Analysis of Situation

CALS HR was aware starting May 2013 that employee job "operational areas" was expected to be identified & assigned for all employee classes as a requirement of HR Redesign.   The original expectation was to have operational areas identified by July 1, 2013.   (soon after our original meeting, HR Redesign implementation was delayed until July 1, 2015)   The CALS HR office was already aware that the campus human resources system (HRS) (an Oracle/PeopleSoft product) did not contain operational area data nor did it have the capability to do so in its current state.

Phil Barak (CALS IT Director), Charlene Krembs & Carolyn Wuethrich (both staff in CALS IT) met with some members of OHR and the HRS Service Center to explore the possibility of an HRS modification to include operational area data.   This meeting occurred only after our CALS IT Director reached out to the Campus CIO.   As a result of this meeting it was our conclusion that the modification request process for HRS did not seem to be well-defined and any attempt to implement a modification in a reasonable timeframe was not doable.   In addition, there seemed to be a deficit in the discovery process of what data resides and dependencies surrounding this data in the campus implementation of HRS and EPM.

Solution Options

CALS is the third largest college at UW-Madison with 19 academic departments and employing over 3000 people.   Maintaining employee job operational areas using a spreadsheet or in other documents was recognized as time-consuming and inefficient.

CALS HR had also been in contact with colleagues in other UW-Madison HR offices and were not aware that any other unit had an existing Operational Area system. Therefore, CALS HR requested that CALS ACS (Administrative Computing Services) develop a web-based system for creating and managing employee operational area data.

Project Description

Design, create & implement a system to capture and maintain the "operational area" of all CALS permanent employee jobs.   This data element is not available in HRS and is not currently captured in any other local or campus IT systems. This will be a standalone system initially with data populated from the campus EPM data warehouse where data exists. Data is synchronized daily with EPM and local

MySQL tables.   It is expected that departments will use a secure web interface to review departmental employees and enter the "operational area" for each individual job.   Departments will define the "operational area" but this will be approved by CALS HR to maintain consistency among departments. CALS HR also will have a authorization tool to define a "CALS Administrator" and determine which department ids this person(s) has access to.

CALS Employee Operational Area System (EOPS) started in June 2013 and was fully implemented by November 2014.   The project totaled approximately 2100 development/implementation hours with total costs ranging from $100,000-$150,000.   There were 5 project team members.

Ongoing system support for EOPS is provided by CALS Administrative Computing Services (ACS).   Syncing logs are reviewed on a regular basis and code patched and updated as needed to ensure compliance with security policies.   CALS HR members use the system daily in conjunction with HRS.

Future Issues
While CALS has implemented a solution for operational areas, it did so at a significant cost and was developed as a solution for a single college.   It was not intended as a campus solution. Other schools and colleges developed other systems or solutions for meeting the campus policy for operational areas.   Maintaining multiple solutions and ensuring compliance to campus policy is not sustainable across the institution.

Appendix B

Division	HR Activity	Description	Current Solution	Future Opportunity
Activity Discussed by assigned MTAG Sub-Group				
All divisions	**Tracking Operational Areas**	Tracking Operational Areas in compliance with campus guidelines. All academic staff, limited, and university employees must have their appointment linked to an operational area.	Each divisional area has created a **separate** solution of varying sophistication.	Create a single campus solution, preferably in the HRS system linked to the official employee record. Optional opportunity includes use of the CALS or VCRGE database, which does result in a fractured employee record with no links to HRS.
All divisions	**Tracking Supervisor and higher level reporting structure**	The supervisor field is needed for various activities and reporting.	**Manual** tracking of supervisor.	OHR is working with UW System regarding the known HRS issue with maintaining encumbrance. Need method for providing regular status updates on progress. Request exists to capture L1 and L2 Supervisors in HRS.
All divisions	**Electronic Personnel Files**	Keep electronic PDF copies of P-Files documents. Partnering with campus group to explore use Image Now program to make our structure more efficient moving forward. Solution would provide divisions with access to consolidated personnel files.	**Varying** solutions across divisional areas.	Image Now is being used centrally for university staff in OHR and is in pilot for DoIT and SMPH, with the Grad School and Engineering next in line. It will be rolled out as an opt-in solution for other units that have solutions in place already. Future roadmap for rest of campus is TBD after pilot learnings are complete. Training documents will include what is part of the P-File.

Division	HR Activity	Description	Current Solution	Future Opportunity
Activity Discussed by assigned MTAG Sub-Group				
All divisions	**Performance Evaluation and Tracking System**	Per OHR Policy, Divisions are responsible for tracking 30 day, mid-point, and annual evaluations and related documentation, to include knowing performance review completion status by supervisors for annual reporting.	**Manual** spreadsheets maintained solely within divisions and not shared with OHR.	The Applicant Tracking System may have performance management module, which needs to be confirmed. Use of this system would imply systemic links to OHR and the employee system of record. An alternate solution is to use the COE system to track and monitor annual performance evaluations.
All divisions	**Tracking Onboarding: New Employee Onboarding Feedback**	Divisions are required to gather feedback from new employees at least once per year.	**Varying** processes across divisional areas to submit and track feedback. There is no standardization of data gathered and no reporting to OHR.	Opportunity may exist to use Talent Management Suite module for Applicant Tracking System. Other opportunity may be to use the VCRGE system to assist with on-boarding process.
All divisions	**Tracking Onboarding: Tracking tasks and ensuring Coordinator Sign-Off**	Per HR Design policy, Departments/units need to maintain a copy of each onboarding program, a list of designated onboarding divisional and department coordinators and the status of compliance. HR Division responsible for copies and understanding of overall status.	Divisional areas are tracking either **manually or** have developed **systemic** solutions. e.g. DoIT fulfillment of each role is tracked manually. CALS And DoIT use surveys with employees at three month stage to measure what is occurring. Grad school is building this into their system.	Create a standardized solution that can be used across campus - none identified at present.
All divisions	**New Employees: Tracking Probationary Reviews and Maintaining Documents**	Divisions must complete probationary reviews for new employees and the related documentation. There is no policy for academic staff, the number of reviews and when reviews are to be administered. There is no communication loop to OHR.	Tracking is performed **manually** in spreadsheets by most divisional areas and requires a considerable amount of effort. COE created an automated reminder and database to capture status.	Develop a systemic solution to track, remind, and log status of probationary reviews and an electronic copy. No solution identified at present.

Division	HR Activity	Description	Current Solution	Future Opportunity
Activity Discussed by assigned MTAG Sub-Group				
DoIT currently Potential for All Divisions	**Maintaining Organizational Charts**	Organizational Charts are not a univeristy requirement, however they do provide multiple benefits to include tracking job hires, approval processes, structure review, operational area linkage, performance management system/policy and employee self-service.	DoIT maintains organizational charts **manually.** There is **no solution** for other areas as complexities exist for positions funded by grant money, existing issues with supervisor identification in HRS and the need to use position number for development.	By resolving this issue in HRS, PeopleSoft could be used to produce organizational charts systemically. CALS is looking to enhance the EOPS system to generate org charts. This is a solution for a single area though, and does not benefit the great campus, nor is it based on data from the employee system of record.
Identified potential opportunities requiring future discussion and prioritization				
L&S	**HR Data Tracking of Summer Payments**	L&S has a sepate process to track summer payments.	**Manual** solution within L&S	To be Discussed
DoIT (all?)	**Measuring Diversity Efforts in Recruitment and Retention**	DoIT tracks efforts applied during recruitement of new employees and retention of existing employees.	DoIT **manually** pulls data from various sources, some of which are generated by the division and not part of an enterprise system. Discussion required to understand what is happening in other areas.	To be Discussed
DoIT (all?)	**Measuring Turnover and Retention Metrics and Trends**	DoIT tracks turnover rates and retention metrics to understand trends over time.	**Manual** process in DoIT. Discussion required to understand what is happening in other areas.	To be Discussed

Division	HR Activity	Description	Current Solution	Future Opportunity
Identified potential opportunities requiring future discussion and prioritization				
CALS (L&S/SMPH/others?)	**Tracking "other" Employee Information**	There is a multitude of information which is needed/referenced on employees, but no master system in which such can be easily tracked/accessed. Information such as awards, committee assignments, spousal information, details on leaves, organizational affiliations, professorships/fellowships, special assignments, expanded degree information, and more is entered for easy/quick access. The ability to capture similar data on other employees would be very useful.	In CALS we have a **database** called FIS (Faculty Information System) which was created many years ago to capture information on faculty in one location. It does not pull any information from HRS so requires complete re-entry of already captured as well as new information. The system needs to be completely overhauled and linked to HRS to pull in data to eliminate duplicate entry requirements.	To be Discussed
CALS (others?)	**Tracking Shared Appointments**	HRS only tracks primary appointment, not shared appointments. Divisional areas, in order to get an accurate list of employees, manually track shared appointments when the appointment is considered to be secondary, not primary.	CALS **manually** maintains separate lists to incorporate individuals with shared appointments and their related information. This data is used for a multitude of purposes.	To be Discussed
CALS (others?)	**Tracking of Retirees (emeritus)**	The ability to track and remain in contact with retirees/emeritus is important to schools/colleges. However, when an individual retires their status in HRS is terminated and the ability to utilize that system for retention of contact information and the ability to upate is lost.	CALS maintains separate **spreadsheets/databases** to capture and have this information available for our college administration use.	To be Discussed

Division	HR Activity	Description	Current Solution	Future Opportunity
Identified potential opportunities requiring future discussion and prioritization				
All divisions	**Tracking "other" Coordinators**	Much like tracking onboarding coordinators, there are other coordinators that need to be tracked, trained, communicated with, etc. such as sexual harassment coordinators at the department and division level.	**Manual** lists are maintained within divisional areas.	To be Discussed
DoIT (others?)	**Professional Development Attended**	DoIT has an identified need to track attendance and effectiveness of training delivered by various sources.	Need identified - **no practice** in place.	An optimal solution would not only track attendance and cost, but allow for user ratings/comments to be viewed by others.
DoIT (others?)	**Telecommuting Agreements**	Maintain approved telecommuting agreements.	DoIT maintains a **spreadsheet** to track approved telecommuting agreements and maintain a current list.	To be Discussed
All Divisions ?	**Tuition Reimbursement**	Process tuition reimbursements to include approval tracking and paperwork completion.	**Manual** approval of tuition reimbursement is routed by the division HR office (at DoIT). No tracking or historical information is available in an automated manner. Hardcopy documents are scanned and housed for tracking purposes.	To be Discussed
All Divisions?	**FMLA**	Tracking continuous and intermittent FMLA usage and eligibility. Functionality in HRS did not meet needs upon last review (by DoIT HR).	Eligibility assessment and tracking is done **manually** with spreadsheets, with requests and approvals/denials completed manually as well.	To be Discussed
Notes:				
VCRGE is working on a web-based automated onboarding system				

Engineering is working on an automated performance management tracking system; CALS plans to utilize the Engineering system when available
CALS has an Employee Operational Area System
CALS is experimenting with the "Reports To" field in HRS to capture Supervisor; this works fine for academic staff; for university staff, if a change is made after initial entry, the action triggers elimination of salary encumbrances for the employee in WISDM (problematic!).