Business Process Design Team

Appointment and Employment Transactions Team

Appendices

December 2001
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APPENDIX A
APPOINTMENT AND EMPLOYMENT TRANSACTION TEAM MEMBER LIST

Deborah Gratto  Team Sponsor – Human Resources
Diane Bono  Co-lead – Human Resources
Heather Williams  Co-lead – Physics
Francine Crystal  Facilitator – Human Resources/OED
Kim Anton  Student Life
Brian Chenery  Human Resources
Cindy DeSimone  HR-Payroll Project
Kathleen Flynn  HR-Payroll Project
Esther Greaves  Human Resources
Linda Lancaster  Controller’s Accounting Office
Sandra Manassa  Audit
Mary Markel  Human Resources
Beth Ogar  Resource Development
Evelyn Perez  Office of the Provost
Erminia Piccinonno  Chemical Engineering
Michael Richards  Earth, Atmospheric, and Planetary Sciences
Lianne Shields  Human Resources
Marjorie Tyler  Sloan School of Management
Assistant Deans Group
 Administrative Advisory Committee II
 School of Engineering Administrative Officers Group

Sharon Bridburg                Dean’s Office for Undergraduate Education
Shelley Brown                  Resource Development
Laura Capone                   Dean’s Office for Student Life
Dee Dow Chase                  Center for Advanced Educational Services
Joseph Connelly                Research Lab for Electronics, VP/Research
Stephen Dare                   Resource Development
Robin Deadrick                 Libraries
Steven Dimond                  Enterprise Services
Allison Dolan                  Information Systems
Rolf Engler                    Urban Studies & Planning, School of Architecture
Joan Farrell                   Human Resources
Mike Fitzgerald                Endicott House
William Fitzgerald             Lincoln Fiscal Office
Jackie Granville               Alumni Association
Kenneth Hewitt                 Lab for Nuclear Science, School of Science
Paul Honiker                   Controller’s Accounting Office
Lynn Hyams                     Media Laboratory, School of Architecture
Joanna Hills                   Facilities
Patricia Kennedy Graham        Facilities
Nancy Kelly                    President’s Office
Anne McNamara                  Environmental Programs
Laura Mersky                   President’s Office
Chuck Munger                   Dean’s Office, School of Science
John O’Brien                   Lab for Energy and Environment, VP/Research
Donna Ticchi                   Center for Learning and Memory, School of Science
Ann Warner                     Technology Review
Sally Wright                   Medical
APPENDIX C
TEAM SCOPE STATEMENT

B. Justification

Starting 7/1/02, all Campus and Lincoln Laboratory employee and appointment data currently stored in the legacy systems will be maintained in SAP. Due to the current centralized systems and a variety of employment categories, employment and appointment changes are handled in many different ways. However, with the implementation of SAP, there will be an opportunity to standardize and streamline how work is done both in HR and in the Departments, Labs, and Centers in the shared SAP system.

C. Description

The team will create process maps that document current methods of processing status changes - both academic and non-academic - including transfers, changes in appointments, reappointments, changes in FTE, salary increases, promotions, terminations, and letters. In the process of capturing the current state, the team will identify similarities and differences in academic and non-academic processes and measure and document timing of these processes. Once this has been completed, the team will identify the future state and develop maps describing these processes in the new decentralized SAP system. In addition, the members of our team from Lincoln Laboratory may have unique processes and exceptions when mapping both current and future processes. We may all learn from each other’s ideas and processes. Access and authorization issues will be determined and evaluated in conjunction with other teams. Any policy and organizational issues must be addressed as well and most likely will also require collaboration with other teams.

D. Coordination with Other Process Teams

There will need to be significant coordination between the work of this process team and others. The Position Management Team will be responsible for documenting the process of systematically creating and maintaining positions including changes to initial assignment, changing hours and/or FTE. The Job and Position Classification Process Team will be responsible for ensuring that the use of SAP Jobs and SAP Positions complies with the appropriate standards and categories. This team will also be responsible for creating the process of how dialogue between managers and HR occurs to determine salary increases. The New Hire through Orientation Team will propose an efficient new hire process for all employment categories. The work of the Appointments and Employment Transactions team will have a close relationship with this team.

E. Deliverables

1. Create current and future process maps
2. Design a clear and consistent method for processing various employment and appointment status changes (transfers, change in FTE, salary increases, promotions, reappointments, and terminations) for all employment categories and confirming that those changes have been made
3. Develop recommendations for Campus and Lincoln Laboratory which may have some differences
4. Identify any policy and organizational issues
APPENDIX D
Appointment and Employment Transactions:
Faculty & Sr. Research Map
Current Process 7/10/01

Salary Increase, Change Department, Transfer (same)
Dept. completes Appointment Form & sends to Dean's Office
Dean's Office approves & sends to HRIS
Date Stamped & entered into Cyborg
Cookie reviews & approves
HRIS sends copy to P/R and Exec. Committee
Dean's Office forwards signed letter to Dept.

Promotion
If out of cycle, follow above process
Appointment form would also go to the President's Office

Notification of Reappointment
HR sends list of all Junior Faculty to Dean's Office
Dean's Office sends letters to Depts.
Dept. returns results to Dean's Office
Dean's Office approves & returns to HR
HR generates letters for Dean's signature (for reappt. only)

Summer Salary
Dept. completes form
Dept. sends form to Dean's Office
Approved form is sent to Payroll (not HR)

Termination/Retirement
Dept. completes Termination Form
Dept. forwards form to Dean's Office
Dean's Office forwards form to HRIS
HRIS reviews & approves (Cookie)
HRA enters into Cyborg
Notification to Benefits

If Retirement & Faculty member is continuing to work, follow same process as Salary Increase
APPENDIX E
Appointment and Employment Transactions:
Other Academic
Current Process 7/10/01

Process is similar for the following actions:
- Transfer
- Change of Percent Effort
- Supplements
- Reappointments/Extensions
- Corrections
- Change in Status

Footnote:
Process for Post Docs, Fellows and Associates are Exceptions
APPENDIX F
Appointment and Employment Transactions
Current and Interim Employee Transaction Process
8/14/01

Interim/Pilot Process includes Non-Academic:
- Transfers
- Promotions
- Salary Changes
- Title Changes
- Change in Hours/ % Effort
- Corrections
- Change in Duration/Status
- Vacation Carry Over

Department or Manager identifies the need for an employee action.

AO/PA/PO completes web-based Employee Transaction Form or Termination Form.

Is further authorization needed?
  - Yes: AO/PA/PO forwards web form to the appropriate authorizing leader with direction to forward to HRO after approving.
  - No: Employee Transaction or Termination Form forwarded to HRO.

HR completes HR Only Related info and reviews info submitted.

Is further follow-up needed?
  - Yes: Resolve or follow-up thru email or conversation.
  - No: HRO forwards info to HRA for input.

Copies (Pers. Action or Term Form) sent to Payroll for input and completion of PR process.

Is vacation carry over needed?
  - Yes: Letters generated and forwarded to appropriate Officer.
  - No: HR contacts current/old dept to obtain vacation info and tells new manager.

Key:
- Does not apply to Terminations.
<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharon Bridburg</td>
<td>Dean’s office for Undergraduate Education</td>
</tr>
<tr>
<td>Bruce Brown</td>
<td>Division of Comparative Medicine</td>
</tr>
<tr>
<td>Laura Capone</td>
<td>Dean’s Office for Student Life</td>
</tr>
<tr>
<td>Samuel Crooks</td>
<td>Micro Tech Lab</td>
</tr>
<tr>
<td>Robin Deadrick</td>
<td>Libraries</td>
</tr>
<tr>
<td>Allison Dolan</td>
<td>Information Systems</td>
</tr>
<tr>
<td>Kenneth Hewitt</td>
<td>Lab for Nuclear Science</td>
</tr>
<tr>
<td>Paul Honiker</td>
<td>Controller’s Accounting Office</td>
</tr>
<tr>
<td>Patricia Kennedy Graham</td>
<td>Facilities</td>
</tr>
<tr>
<td>Linda Lancaster</td>
<td>Controller’s Accounting Office</td>
</tr>
</tbody>
</table>
APPENDIX H
WEB-BASED EMPLOYEE TRANSACTION FORM
Non-Academic Employee Transaction Change Form

Please Note: There is a level of security risk whenever e-mail is sent.

Section I. Current Employee Information
Current employee information that is in effect prior to the date of the action you are processing.

Employee Name *

Employee ID

Current Department *

Current Official Job Title

Effective Date of Change *

* Required

Section II. Information Necessary to Process Transactions
Prior to processing any actions, a discussion should take place between the Administrative Officer (or other manager) and the assigned Human Resources Officer in order to make an informed decision. The information below is NECESSARY to process all transactions. Complete as much as you can.

Type of Primary Transaction(s) - Select those that apply

- [ ] Promotion Movement to a higher level or across payroll categories whether in same department or to a new department.
- [ ] Transfer Movement to a different job within same level or grade whether in same department or across departments
- [ ] Reclassification Position has been reclassified due to changes in responsibilities - employee has remained in same job (adjust salary accordingly)
- [ ] Salary Change Salary has changed due to increase in job responsibilities, acquiring new skills, performance or market adjustment
- [ ] Change Hours / Percent Effort / Shift Eligibility Changing the number of hours and/or shift eligibility regularly scheduled to work (adjust salary accordingly)
- [ ] Title Change Only Changing the title of the position only
- [ ] Change in Duration / Status Changing/Extending an appointment, continuing services after retirement
- [ ] Correction Correct information previously submitted. Use Comment Section to explain further if necessary
- [ ] Vacation Carry Over List number of hours or days being requested to carry over:

New Official Job Title
<table>
<thead>
<tr>
<th><strong>New Job Code</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Department</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Preferred /</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Directory Title</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Rate Of Pay</strong></td>
<td></td>
</tr>
<tr>
<td>(Hourly if Service or Support and Annually if Admin or SRS)</td>
<td></td>
</tr>
<tr>
<td><strong>Section III. Complete Information Below If The Information Is Changing As a Result Of This Transaction(s)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>New Department</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Name</strong></td>
<td></td>
</tr>
<tr>
<td><strong>New Department</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Number</strong></td>
<td></td>
</tr>
<tr>
<td><strong>New Payroll Category</strong></td>
<td>Payroll Category</td>
</tr>
<tr>
<td><strong>Regular Work Week</strong></td>
<td>Regular Work Week</td>
</tr>
<tr>
<td><strong>Number of Hours</strong></td>
<td></td>
</tr>
<tr>
<td>(Service and Support Only)</td>
<td></td>
</tr>
<tr>
<td><strong>Percent Effort</strong></td>
<td></td>
</tr>
<tr>
<td>(Admin and SRS Only)</td>
<td></td>
</tr>
<tr>
<td><strong>Shift Eligibility</strong></td>
<td></td>
</tr>
<tr>
<td>☐ Yes ☐ No</td>
<td></td>
</tr>
<tr>
<td><strong>Vacation Transfer</strong></td>
<td># of Days</td>
</tr>
<tr>
<td><strong>Job Requisition #</strong></td>
<td></td>
</tr>
<tr>
<td>(If known)</td>
<td></td>
</tr>
<tr>
<td><strong>Collection Point</strong></td>
<td></td>
</tr>
<tr>
<td>(Complete if employee is moving across departments or if transaction is in Facilities, Libraries or Housing)</td>
<td></td>
</tr>
<tr>
<td><strong>Appointment End Date</strong></td>
<td></td>
</tr>
<tr>
<td><strong>MIT Location / Room / Phone</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Cost Object #’s</strong> (For actions where an</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX I
WEB-BASED TERMINATION FORM

Termination Form

Please Note: There is a level of security risk whenever e-mail is sent.

SECTION I. Employee Demographic and Current Information

Use Comment Section below for any additional information.

Employee Name

Employee ID

Job Title

Department Name

Department Number

Payroll Category

Date of Termination *

Last Day Worked (If different from termination date)

Vacation Balance To

Cash Out (Admin & SRS only)

Pay All Accrued Time (Support & Service only)

Forwarding Address / Phone

d Street

city

state

zip code

(phone)

* Required

SECTION II. Reasons for Leaving

Select one (1) main reason why the employee is leaving MIT

VOLUNTARY: Left MIT Due To ...

Left prior to or at expiration of appointment or stipulated period

Reason used when an employee (academic or non-academic) leaves prior to or at the time of a term appointment ending.
<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptance of a Faculty position</td>
<td>Used when an MIT Faculty member leaves to accept another Faculty position elsewhere.</td>
</tr>
<tr>
<td>Greater job opportunity</td>
<td>Employee is leaving MIT to take another position offering a level of career advancement / promotional opportunity.</td>
</tr>
<tr>
<td>Higher wages</td>
<td>Employee is leaving explicitly for reasons of pay.</td>
</tr>
<tr>
<td>Better work conditions</td>
<td>Reasons can include lack of satisfaction with shift work, nature of the work, hours of the position or other conditions of employment.</td>
</tr>
<tr>
<td>Interpersonal relationships</td>
<td>Used when an employee is having difficulty working with others or having an unresolved conflict with his/her manager(s).</td>
</tr>
<tr>
<td>Inadequate Transportation</td>
<td>Used when an employee expresses dissatisfaction with or inability to commute to work.</td>
</tr>
<tr>
<td>Relocation</td>
<td>Used when an employee, spouse, domestic partner or other family member relocates.</td>
</tr>
<tr>
<td>Medical Reasons</td>
<td>Used when an employee is leaving to tend to their own medical issues. If an employee is on ESL and has used the maximum time allowed, use the reason “Total Disability” in the next section.</td>
</tr>
<tr>
<td>Family Obligations</td>
<td>Reasons can include having a child, raising a family, caring for family members, including domestic partners.</td>
</tr>
<tr>
<td>Further Education</td>
<td>Used when the employee is returning to school or furthering his/her own education.</td>
</tr>
<tr>
<td>Retirement</td>
<td>Used when an employee is choosing to retire.</td>
</tr>
<tr>
<td>Transferred to Lincoln Lab</td>
<td>The employee is taking a position at Lincoln Lab.</td>
</tr>
<tr>
<td>Unknown</td>
<td>Used when is unclear why employee is leaving MIT.</td>
</tr>
</tbody>
</table>

**IN VOLUNTARY: Left MIT Due To ...**

(A conversation with your HRO should occur before processing an Involuntary Termination)

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appointment / Contract Expires</td>
<td>Used when an appointment or contract expires earlier than originally expected to expire.</td>
</tr>
<tr>
<td>Lack of Funds</td>
<td>Used when the position the employee holds is no longer funded. This will be considered a layoff.</td>
</tr>
<tr>
<td>Lack of Appropriate Work</td>
<td>Used when the work of an employee has come to an end due to the elimination of a program or service. This will be considered a layoff.</td>
</tr>
<tr>
<td>Reorganization</td>
<td>Used when the nature of the job changes as a result of department...</td>
</tr>
<tr>
<td>Reason</td>
<td>Description</td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
</tr>
<tr>
<td>Displaced by Senior Employee</td>
<td>This reason is used for Union employees only when through a reduction in force or some reorganization, an employee with greater seniority assumes the position of a less senior employee.</td>
</tr>
<tr>
<td>Total Disability</td>
<td>Used when an employee on ESL has used the maximum time away from work.</td>
</tr>
<tr>
<td>Retirement / Due to Layoff</td>
<td>Used when an employee who has been terminated due to lack of funds, reorganization or lack of work is also eligible for retirement.</td>
</tr>
<tr>
<td>Deceased</td>
<td>Used when an employee has passed away.</td>
</tr>
<tr>
<td>Other</td>
<td>Use only if no other reasons are appropriate. Use Comment section to explain the reason.</td>
</tr>
</tbody>
</table>

**OTHER: Left MIT Due To ...**

(A conversation with your HRO should occur before processing any Termination in this category)

<table>
<thead>
<tr>
<th>Reason</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absenteeism / Punctuality</td>
<td>The employee has been terminated for reasons of excessive absences or punctuality issues.</td>
</tr>
<tr>
<td>General Insubordination</td>
<td>Used when an employee refuses to carry out the direction of a supervisor or demonstrates other inappropriate conduct in relation to supervisory or management staff.</td>
</tr>
<tr>
<td>Violation of Institute Policies</td>
<td>Used when there is failure or refusal to adhere to Institute policy such as misuse of property, theft, possession of weapons.</td>
</tr>
<tr>
<td>Inability to Perform Job</td>
<td>The employee receiving counseling and warnings has been terminated due to inability to satisfactory perform.</td>
</tr>
<tr>
<td>Conduct / Interpersonal Relationships</td>
<td>Includes inappropriate, harassing, destructive, disruptive, violent or threatening conduct.</td>
</tr>
<tr>
<td>Insobriety, Alcohol, Drugs</td>
<td>The employee has been terminated due to misuse or sale of any illegal controlled substance on the job.</td>
</tr>
<tr>
<td>Retirement / Due to Performance</td>
<td>Employee who is terminated or mutually agrees to leave and is also eligible for retirement.</td>
</tr>
</tbody>
</table>
APPENDIX J
Appointment and Employee Transaction
Future Process Map -
(Excluding Terminations)

Employee Actions Included:
Academic and Non-academic
Salary Increase
Promotion(non-faculty), Transfer
Supplement,
Reappointments
Title Changes
Change in Hours/% Effort
Change in Class. Code
Corrections

Note: If guidelines are exceeded Dept/AO receives warning message (but can still pass info)
Also certain actions may not need this level authorization in some areas (i.e. change in title)

3MapFutureprocessAET10-11-011draft3

Footnotes:
. Dual/multiple appointment output information should include where else staff member has appoint
Outstanding questions:
Can ending appointments be automatically terminated?
What are consequences?
Can a notification of ending appointments be sent to manager X weeks ahead of time?
Making Contact with a Stakeholder

Depending on how well you (the AET team member) know the stakeholder you are contacting, you may need to provide background information about why you are contacting them and what you hope to achieve. This could include:

- Being a member of the AET team – one of the several business process design teams for the SAP-HR/Payroll process.
- The team has been meeting over the summer to better understand the current processes used by staff and begin to develop a future process.
- Before moving forward we need to see if what we gathered about the current state is in line with your experiences and that where we are headed with the future state addresses unique issues in your area and incorporates your vision for the future.
- Would like to schedule time with you or someone else in your group you feel touches this process on a regular basis. (It would be useful to let the stakeholder you contact determine if he or she is the best resource or if he/she would like others in the area involved)

Outline of Points to Make When Conducting the Stakeholder Meeting

- Reviewing the purpose of our team’s work by providing a summary of our Scope will provide context for the stakeholder and help the stakeholder see where our process begins and ends.
- It would be useful to remind stakeholders of the other teams that are also working on business processes (Position Classification and Annual Review, Position Management, New Hire to Orientation and Graduate Aid). You may also want to point out that the team leads are collaborating and working together.
- Restating the reason you are meeting with them is useful:
  - Want to make sure we captured the current state – although we don’t want to spend the majority of time in this area
  - Want to make sure get feedback on your needs and vision as we build our recommendations for the future state.
- Creating the discussion with the stakeholders should include: (all these maps are on the team’s website)
  - Covering the current processes for Academic Staff
    - Are there activities you do that are not represented in our current assessment
    - Are there any further bottlenecks or concerns you would add?
  - Informing stakeholders that an interim process for improving the way non-academic actions are handled is about to be introduced through their HRO
    - You may want to show them the “interim map” and walk through a high level overview but reiterate that the HRO will be in touch shortly if not already done
  - Share our desired future state as we summarized in our team meeting – accuracy, quick turnaround time, ability to track transactions, thorough training, common interface with pertinent data entered only once, manager and employee confirmation
  - Share the initial thinking on the future map. Reinforce this is a beginning and our 1st draft which is being used as a springboard to get reaction and other needs. Ask questions such as:
    - Could this process meet your needs?
    - What do you do that is unique and not represented in this process?
    - Do these changes we are collectively proposing make work simpler for you?
    - What else goes through your mind as we talk about this?
    - We want to probe on authorizations -----
      - Does the Sr. Officer in your group need to approve certain actions or does he/she need to know it is occurring?
• What do they need to know and describe what that would look like.
• If they need to approve certain actions but not others, please make note.
  ▪ We also want to probe on confirmations-----
    • What would a confirmation look like for a manager?
    • Would seeing the status of an action in the system be sufficient notice for you?
  ▪ What other improvements would you like to see in the future?

It’s likely you will get feedback related to other teams. Although we want to stay focused on our teams work, we should reinforce we will get that information to other team leaders.
### APPENDIX M
### SUMMARY OF STAKEHOLDER FEEDBACK

<table>
<thead>
<tr>
<th>Are there activities you do that are not represented in our current assessment?</th>
</tr>
</thead>
<tbody>
<tr>
<td>No – 14</td>
</tr>
<tr>
<td>Comments:</td>
</tr>
<tr>
<td>1. Have their own version of a Personnel Action form that standardizes the nature and types of data submitted for each transaction.</td>
</tr>
<tr>
<td>2. She has been using the new Employee Transaction Change Forms in her area and they are working effectively.</td>
</tr>
<tr>
<td>3. She had not seen the interim Employee Transaction Form so I reviewed it with her and sent her the website for the active transaction form. She was very happy to see it and thought it would be most useful. In fact, she is planning to try it with her colleagues. She thought the workflow chart looked good.</td>
</tr>
<tr>
<td>4. In general, most of her transactions would flow through one of her colleagues. She would obtain approvals from the President on those changes of interest to him, but in a verbal way. Then, her documentation would be turned over to her colleague for processing.</td>
</tr>
<tr>
<td>5. Is vacation carryover accurate? There are issues with vacation transfers from one department to another. Should the box say vacation transfers rather than carryover?</td>
</tr>
<tr>
<td>6. The department copies of personnel action forms do not seem to be mentioned in the &quot;Current &amp; Interim&quot; Flowchart. They could be added to the very bottom box of the diagram, which starts with &quot;Copies (pers. action or term form) sent to Payroll...&quot;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Are there any further bottlenecks or concerns you would add?</th>
</tr>
</thead>
<tbody>
<tr>
<td>No - 10</td>
</tr>
<tr>
<td>Comments:</td>
</tr>
<tr>
<td>1. Added all the same bottlenecks we have discussed; inconsistency in letters; unsure when things are processed</td>
</tr>
<tr>
<td>2. She thought the workflow for the interim process was pretty straightforward. She liked the idea of data being captured at the source which would mean less potential errors. Again, she would not be the one implementing the changes, but she thought this collection vehicle would work well.</td>
</tr>
<tr>
<td>3. Only if someone in the process is out for any length of time, no designation for backup.</td>
</tr>
<tr>
<td>4. She expressed concern about conversion issues for employees moving from different payroll categories, i.e., staff to support, support to staff, SRS to admin. Mainly concerned about benefits changes.</td>
</tr>
<tr>
<td>5. The biggest bottleneck we have experienced in the current system is turnaround time for personnel actions.</td>
</tr>
<tr>
<td>6. Today she does not know where things are in the process. She wants to know. Today she can only see current info in the data warehouse. She wants to see history (she is a daily warehouse user). If she had that historical data she would not maintain a shadow system.</td>
</tr>
<tr>
<td>7. Trying to keep a handle on vouchers and temporary appointments. Our department is running over the 1,000 hour rule. How does a department keep track of these appointments for budget purposes. Where are the guidelines for these types of appointments being managed?</td>
</tr>
<tr>
<td>8. Would just reiterate there is little consistency in how actions are processed. Sometimes it's a memo, sometimes it's an email</td>
</tr>
</tbody>
</table>

### Comments on Interim Process: |

**Comments:**

1. Challenging. It would help if there was an approval process so she could see a new Administrative staff position and all Academic positions. She feels like she is losing control of keeping track of FTEs.
2. Current process is working fine for Alumni, but this looks like it would cut down on paperwork.
3. Eliminates paperwork
4. Interim process seems to work well. Looking forward to even more improvements.
5. Looking forward to the consistency
6. Looks good. Been working with ETCF. Could be improved and expanded, but a step in the right direction.
7. Looks like it will be a big improvement.
8. Looks timely and makes good sense.
9. Medical uses their own version of an employee action form
10. no
11. Not using
12. He continues to note (as he did in the pilot group for the ECTF forms) that there is no good way now to handle vacation balances for transfers. The old manager/AO knows the vacation balance, not the receiving AO. He says that the old manager/AO might initiate sending vacation balance info to the HRO, rather than having the HRO have to contact the old manager/AO for this information.
13. So far OK. She has used it a 1/2 dozen times. It is working for her. Transfers- moving to work done by incoming rather than outgoing department she is not sure about. HR should develop a form to collect vacation balances for transfers.
14. works and is an improvement

**Comments on Desired Future State**

1. Backlog possibility at the Sr. Officer approval box. Her understanding was that all appropriate place. She suggested that rather than an approval routing option, that the system simply send notification to the Sr. Officer about the final transaction.
2. Bottleneck would occur at Box #2 if approvals had to go through Sr Officer (Pres) for electronic approval. She would not advise. All her approvals would be in place before she got to the transaction processing. Every transaction online, in real time.
3. Hope that we can make it happen even sooner
4. I'd like to see every transaction be created and approved flawlessly online.
5. Letters should come from DLC's as this is where the action in initiated
6. Likes the idea of receiving a confirmation and being able to look in SAP to see it's been done.
7. limited errors integration of information from her through payroll.
8. Looks good - it provides the consistency and it appears it will provide the data elements that are needed for each action.
9. Looks helpful.
10. Looks helpful.
11. She asked about vacation carryover - where did it go on the AET future state?
12. There should be some way for the home department to release an employee before they transfer to a new department on campus.
13. What are the guidelines referred to in Steps 1 & 2 of the "Future Process Map"?
14. Work on entering data pushed out to department. What is involved in entering? She only wants to enter what is changing no more. How will it work as far as getting appropriate job code from HR to department?

**Comments on draft future process**

1. She did say that the system guideline checks are important. In some instances, simply to be sure typo errors do not get put into the system. She indicated that she could foresee a variety of checks built-in, i.e., maximum of levels, account validity
2. Hope that SAP will do what it is supposed to do.
3. Hopefully it will come to pass. Don't know how much we can hang our hats on SAP improving things. Let's see how it works and how it's accepted in the community.
4. If we can get SAP approval here at Lincoln (still a big if, or so I understand), it will make life easier for everybody.
5. She thought this chart looked a lot more complicated at first glance. She agreed that
having electronic approvals route through the senior officers could cause a bottleneck. She would not want this to happen. She liked the idea of built-in guideline verifications to avoid any errors. She did not like the idea of simultaneous notifications to a/o, supervisors and the employee. She said that she believes it is important for the supervisor to present an official notification personally to an employee. Automating all of these would be "automation for the sake of automation" and would take the personalization out of the moment which should be a rewarding one between supervisor and employee.

6. less double checking for errors
7. looks good and would work
8. Looks like it will prompt you for the information so you don't forget something.
9. Need template letter to print out and give to employee as a confirmation of the change.
10. Need to be able to check that info is correct. #12 on future map might be a good place for this.

11. Our current process in the Controller's Office is for the HRO to review proposed salary actions prior these proposals going to the Controller for his review and approval. The Controller - our group's senior officer - wants to know that HR is in concurrence with a proposal before he approves it. However, in the future process map, it looks like HR is in the loop only after the senior officer approves the transaction. We believe that it should be an option for HR to review transactions involving dollars BEFORE the senior officer approves it. Theoretically this could be done outside SAP, via review of a proposal memo, but it might be more efficient to have an electronic method.

12. See above. The simultaneous notification in block 12 does not work for her. She would want the notification to go back to her and then she would get back to the immediate supervisor. Her reasons were twofold - 1) to ensure there are not errors and 2)

13. Timing of the rollout should not be at a time of the year when departments are really busy. Example, beginning of academic year.

14. What reporting capabilities will there be in SAP?

Would this work?

yes - 12

1. She thought that this all made sense. She again said that her colleague would be the one with the "authorizing approvals" for her area.
2. Communication between HR, Payroll, and initiator is crucial
3. With the provision that there is a way for HR to review salary action proposals PRIOR to senior officer approval.

What do you do that is unique and not represented in this process?

n/a or no - 10

1. Almost everything seems to be represented (although at a high level). Don't see anywhere in the diagram to indicate accounts that will be charged - she would like to see this and HR info on one form.
   Who will set up new hires?
2. Dealing with Promotion cases. We would still be required to submit a case as it is known today. This could not be simplified with one form.
3. dual appointments at support staff level, some shift work, and temporary positions
4. How to address extended sick leave on a transaction form?
5. Medical has a variety of Non-employees paid by the Procurement system or by voucher such as Physicians, medical techs, etc that need

Do these changes we are collectively proposing make your work simpler?

yes - 8

1. If we can ensure the consistency of the process and have the checks and balances discussed then yes. The ability to see where the transaction is in the process is a great value add. It will be an important part of the process to build the trust.
2. It's better than using paper.
3. Letters generated elsewhere are not valued. Either provide managers with templates or give some e-message. The former is preferred
4. The typing is about equal, but we won't have to worry about paper being lost or sitting on someone's desk.
5. Would be nice to see a SAP demo.
6. If we can truly get the online process to work.

**What else goes through your mind as we talk about this?**

7. She suggested that alerts be built into the notifications. For example, if someone is moving from support to admin, there could be some standard notifications like notice of a change to their benefits, when they will get their first paycheck, info on
8. How fast will the turnarounds for personnel actions be in the new system? As noted above, the turnaround on pers. actions is a key bottleneck of the current system.
9. How will this process deal with employees that are going from Administrative Staff positions to Support Staff positions? How will the sick time be calculated?
10. If the manager authorizing or sending the information on to other Sr. Officers or HR can have a place on the screen to write the justification for the action, it will save additional time for managers. Managers won't have to type memos and the justification follows along with the transaction with little chance of the information being lost or misplaced. The consistent process seems to minimize the time a manager needs to process the action, the time to wait for it to be enacted. Want to make sure that actions triggering benefit changes and other pay related changes is automatic and the department doesn't have to contact benefits like today. This will be a great time savings for mangers and employees alike.
11. Make a way to easily attach a job description for promotions.
12. Make a way to easily attach a job description for promotions.
13. Medical is thinking ahead and would value a module of SAP to manage the regulatory information they are required to manage.
14. The current letters for part-time appointments are unsatisfactory to her. She recommends that part-time letters state the employees amount based on the percentage of effort, but then also includes what the annualized salary would be because the ranges?
15. The future solution should not have a lot of screens. Make it an EASY process. Focus on required fields for Academic appointments. Then process. Capture additional fields later. This is part of the reason she thinks TAPS did not succeed - the team was trying to cover too much. She does find the brief comments field on the Academic appointment for valuable.
16. What about bonuses? Could that be done through this method?
17. Will there be any place to annotate information for foreign scholars? Ex. Visa status When dealing with new salaries, is there a way to round the salary to the nearest $50.
18. would like to see exit informational meetings through benefits similar to orientation and information on term form for supervisor comments/review

**Does the Sr. Officer in your group need to approve certain actions or does he/she need to know it is occurring?**

<table>
<thead>
<tr>
<th>yes - 5</th>
<th>4- no</th>
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</thead>
<tbody>
<tr>
<td>1. Only when creating new positions, promotions (Admin) or significant salary increases.</td>
<td></td>
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<tr>
<td>2. Provost for increase to headcount nothing else if decision is made before process starts</td>
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<tr>
<td>3. Senior officer needs to approve Admin. Staff positions.</td>
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<tr>
<td>4. She has eight departments. Dean doesn't see anything. Sharon does and will want to see all of it.</td>
<td></td>
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<tr>
<td>5. Sr. Officer approves all promotions, transfers, raises, terminations.</td>
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<tr>
<td>6. Sr. Officer (the Director of Facilities) only signs exceptions or additions to headcount. Same for the VP. But it would be very useful to have some reporting capability that can summarize the information for the Sr. Officer to show trends, results, etc.</td>
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<tr>
<td>7. The approvals that she need from the President are done in a meeting, one-on-one.</td>
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</tr>
<tr>
<td>8. The Controller approves salary actions (promotions, interim increases, bonuses etc). Routine actions such as title changes, vacation carryover, change in hours, the Controller does not need to see or approve.</td>
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<tr>
<td>9. This would be done verbally with her supervisors (when, required.)</td>
<td></td>
</tr>
<tr>
<td>10. John Curry needs to see additions to headcount and increase in effort but most things just</td>
<td></td>
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</tbody>
</table>
What do they need to know and describe what that would look like?

1. A report describing the types of actions & the outcome would be great.
2. Sr. Officer really just needs officially notification that the change has been done.
3. First a verbal conversation for approval, then a formal letter of justification along with a job description.
4. Letters generated by depts are preferred - electronic message would be second preference.
5. must be seamless.
6. Needs to know what is changing and why.
7. online status is fine but should be accessible by her and her supervisor.
8. Same things they need to know now. Who, what, when, where, why and how much?
9. Same things they need to know now. Who, what, when, where, why and how much?
10. Talk on the phone, send letter of justification, Sr Officer and HR concurs.
11. The Controller needs a justification for the proposed action -- why someone should be promoted, or given an interim increase or lump sum. Right now this is done via a memorandum, but it could easily be done via a form.
12. They want to capture vouchers and temps for approval for budget and headcount approvals.
13. What the duties are, what the position entails, supervisory duties, etc.

If they need to approve certain actions but not others, this would be useful to know.

1. Additions to headcount, and new program positions - such as capital positions are what Director of Facilities and VP need to see.
2. Changes for support staff such as salary increases and changes in hours don't need the approval of Senior Officer. Anything related to Admin or SRS staff needs approval of Senior Officer.
3. Changes for support staff such as salary increases and changes in hours don't need the approval of Senior Officer. Anything related to Admin or SRS staff needs approval of Senior Officer.
4. Don't need to approve promotions or salary increases as long as they are within budget.
5. Don't need to approve terminations, raises within 5%.
6. her supervisor would prefer not to approve anything.
7. She wants most transactions to go through her HR Coordinator. She would like to see some additions to headcounts and all academic.
8. most things.
9. President is involved with decisions around his direct reports. Approvals would be verbal. Kathryn is closely involved, but this also handled verbally with Nancy.
10. Senior Officer takes an active role in reviewing all actions. Everything is discussed with Senior Officer before submission to HR for both support and staff.

What would a confirmation look like for a manager?

1. a letter is important in cases where a change occurs.
2. An email is fine and would be useful.
3. Could be the notification just forwarded through e-mail, but should not be done simultaneously with the justification to the initiator. to E-mail will suffice.
4. If the notification was sent electronically to Nancy, than she might forward it to the manager. She believes that a personalized letter would still need to be created for the employee for presentation by the supervisor.
5. Initiating managers can receive e-message stating what was done to an employee record.
6. Just want to see what was actually changed.
7. Just want to see what was actually changed.
8. She would like to see 2 different types of confirmations. First, a history of activities on her people. Also where the transaction is in the process (she would like to be able to see this for a month back).
9. She would like to see the same information that is on a current action form.
11. Simple e-mail confirmation will do.
12. Some sort of notification via e-mail that the action was approved at a particular point.
13. Something electronic that could be modified and would be flexible for different units.
14. status online or via email is fine, but must occur. Employee needs paper copy of changes to salary, appointment, and title.
15. Wants an e-mail acknowledgment.

Would seeing the status of an action in the system be sufficient notice for you?

<table>
<thead>
<tr>
<th>No</th>
<th>2</th>
</tr>
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<tbody>
<tr>
<td>Yes</td>
<td>4</td>
</tr>
</tbody>
</table>

Three respondents: Want something to print out to give to the employee.

1. No, notification electronically would be effective. ?
2. She would like to see effective dates on title changes. She doesn't see the correct titles in the directory today.
3. That would be great. What would be even better is some sort of e-mail notification if you are a stakeholder.
4. Wants a confirmation (maybe distrust of current system/if she was entering data and it wasn't being retyped by other she might feel better about a status notice).
5. Would LOVE to see this.
6. Would still like to get a confirmation that the action is complete and on what day.
7. Yes, as long as there is a notation/reminder to review the action
8. yes for her but not for staff although she would be willing to print it off the web

Conclusion

1. a reduction in errors will be an improvement
2. Anything would be an improvement to our current system.
3. Employees should get a letter - templates for managers would be fine. The letter should trigger the manager to confirm the action with the employee and have a conversation.
4. How will the new Transaction form address joint appointments?
5. Improvements to the Rank List process - Electronic/just plug in end dates for RLII and RLI. Changes happen a lot - don’t want to wait as long as the current process to effect changes. She would rather control the generation of confirmations (letters) herself.
6. Increased security, perfection of the process.
7. Letters - She needs promotion letters. She uses letters as a paper file. If she could have access to history she wouldn’t need paper file. Still needs letters for salary changes. Doesn’t need letter for the president. Promotion letters for example mean more to employees with the Dean’s signature. The system should generate standard letters. People who want special letters should do it themselves.
8. looks foward to seeing changes
9. Nancy also expressed a concern about confidential salary material being forwarded through e-mail, because in some cases admin asst have access to their supervisor’s e-mail, when they do not have access to confidential salary information.