

Background: Hundreds of people are hired each year to be full-time equivalent employees. It's a critically important process that starts with the HR Contacts in the Colleges and Departments – when they initiate an FTE hire by submitting a hiring packet. HR reviews the request to ensure complete information, enters the information into appropriate systems, submits the information to Payroll, then completes the hiring process. The process ends when the new hire has been entered into PBP and has access to VIP. In other words, in addition to this being an important process, it's a complicated process with many steps.

Process improvement: Among best-practice organizations, process improvement is done *before* an IT solution is implemented. In brief: PI before IT. Leadership put this principle to work when chartering a team to streamline the hiring process. Over the course of four very full days, the team analyzed the current process in detail, developed key improvements, mapped out a new and far leaner workflow, and identified next steps. Their work went hand in hand with the planned roll-out of PeopleAdmin, an electronic system that will automate many of the process steps. True to "PI before IT," the team did the necessary streamlining – work that will ensure a smoother and more successful implementation of PeopleAdmin.

"The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency." – Bill Gates

Simplifying by half:

The new workflow has 54 steps – compared to 104 steps (staff hire) and 119 steps (faculty) currently.

No more circling back:

Loopbacks (to get or fix needed inputs) will be nearly eliminated – from 9-10 to 2 on average.

Moving twice as fast:

The new process will go from start to finish in 4-5 days, compared to the current average of 10 days.

Doing it right the first time:

A faster process, fewer salary overrides, and fewer off-cycle paycheck requests will increase customer satisfaction.

Key improvements include:

Workflow

- Automated workflow vs. manual – leveraging PeopleAdmin
- Logical sequence of steps to ensure faster, smoother flow (example: default values in PBP system)
- Front-end standardization of data input to increase completeness and accuracy
- Increased partnership with HR Contacts
- Process allows for customization where necessary (example: logic, drop-down menus)
- Shared data access for external partners

PBP-1

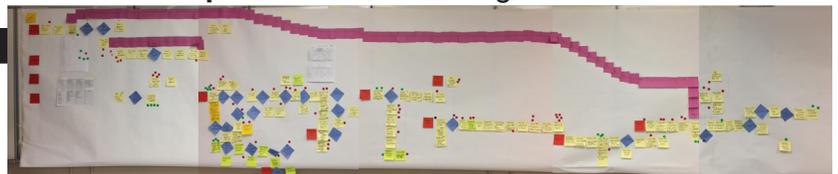
- Align hiring document to PBP system
- Auto-populate info in many fields
- Identify and include fields to gather all required information (comprehensive)
- Merge information sources into one centralized hiring document

Additional Improvements

- Establish HR operational definitions
- Modify application to prompt updates
- Standardize the offer letter, and require its use

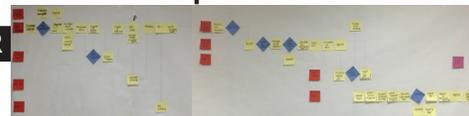
Current-state process for FTE hiring

BEFORE



Future-state process

AFTER



Team: (L to R) Janet Meredith, Alicia Bervine, Jennifer McKay, Belinda Ogorek, Joyce Riley, Tonya Johnson, Karin Haile, Gigi Gillespie, Kim Pruitt

Sponsor: Carolina Agardy, Associate Vice President for HR Programs and Services

Contacts: (Sponsor) Caroline Agardy • agardy@mailbox.sc.edu • 803-777-7550
(Team Leader) Belinda Ogorek • ogorekb@mailbox.sc.edu • 803-777-3259

