Central Connecticut State University
# HR, OEI, & Ombud Process Mapping Initiative

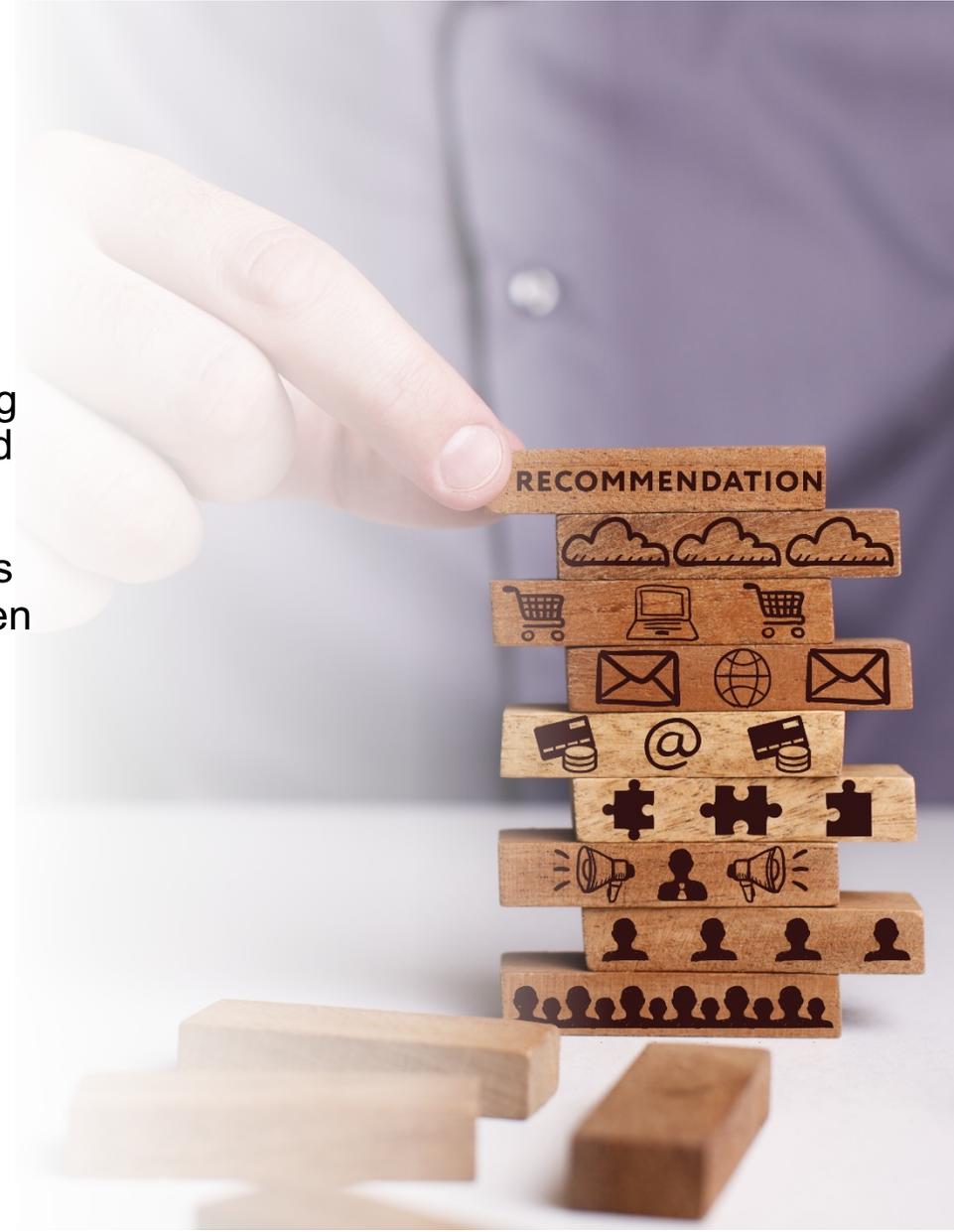**Process Mapping and Improvement Report**

Updated June 9, 2020

Sibson Consulting

# Background

➢ Central Connecticut State University engaged Sibson Consulting, a nationally recognized higher education consulting firm, to conduct a comprehensive assessment of its Human Resources (HR), Office of Equity and Inclusion (OEI), and Office of Ombudsperson (Ombud) functions

➢ The Phase 1 work consisted of Project Planning and Preparation, a Diagnostic Assessment, and the Policy and Process Review and Mapping

➢ The Project Planning and Preparation effort has concluded, the Diagnostic Assessment has been completed and the Policy and Process Review and Mapping has commenced

➢ Immediately following completion of Phase 1, Phase 2 of Implementation Planning will begin

# Background *continued*

**The charge for our engagement included:**

➤ Mapping core OEI and HR processes with OEI and HR stakeholders

➤ Identifying opportunities to eliminate unnecessary steps and activities and reduce layers of review for processes

➤ Reviewing overall efficiency and time to complete processes

➤ Ensuring mechanisms are in place for checks and balances of key decisions

➤ Streamlining and redesigning OEI and HR processes and create efficiencies

➤ Identifying options for automation and better use of technology to support processes

**Key deliverables included:**

➤ Documented current state processes ("how we do work today")

➤ Detailed plans and recommendations for redesigning and improving HR, OEI, and where applicable, Ombud processes

➤ Recommendations for enhancing the use of technology and recommended solutions

**Key OEI and HR processes were identified during the CCSU assessment**

**The report is organized as follows:**

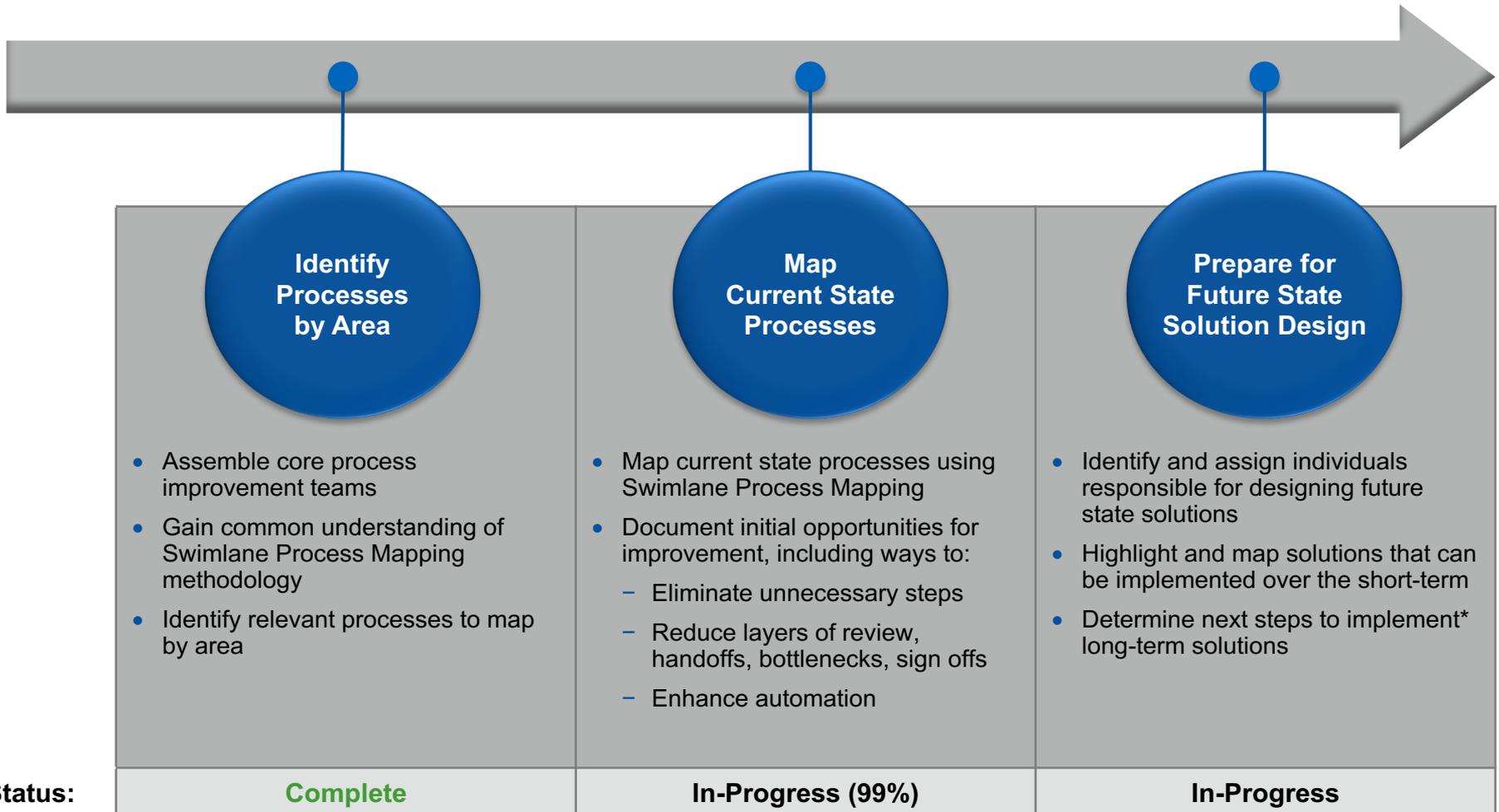1. Executive Summary
2. Detailed Recommendations
3. Process Inventory

# HR Transformation Initiative
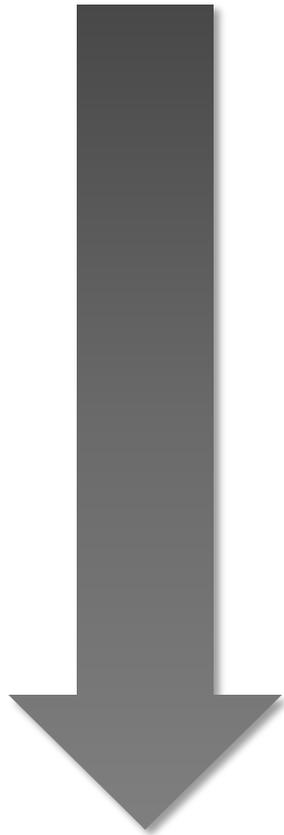*Process Mapping and Improvement Report*

## Executive Summary

# Process Methodology

| | | |
|---|---|---|
| **Identify Processes by Area** | **Map Current State Processes** | **Prepare for Future State Solution Design** |
| • Assemble core process improvement teams<br><br>• Gain common understanding of Swimlane Process Mapping methodology<br><br>• Identify relevant processes to map by area | • Map current state processes using Swimlane Process Mapping<br><br>• Document initial opportunities for improvement, including ways to:<br>  – Eliminate unnecessary steps<br>  – Reduce layers of review, handoffs, bottlenecks, sign offs<br>  – Enhance automation | • Identify and assign individuals responsible for designing future state solutions<br><br>• Highlight and map solutions that can be implemented over the short-term<br><br>• Determine next steps to implement* long-term solutions |
| **Status:** **Complete** | **In-Progress (99%)** | **In-Progress** |

\* Implementation includes finalizing process improvements, implementing the future state processes as needed. This is not included in scope of this work

# Project Methodology

| | PROCESS STEP | PROGRESS | TIMELINE |
|---|---|---|---|
| 1. | Identify relevant processes to map by area | **Complete** | By August 2019 |
| 2. | Map current state processes and document opportunities for improvement | **In-Progress 99%** | By January 2020 |
| 3. | Assign individuals responsible, complete process improvements, and finalize future state processes | **In-Progress** | By January 2020 |

# Progress to Date

**The following processes were included in our review:**

|  | **Processes Identified** | **Processes Complete** |
|---|---|---|
| **OEI Processes** | 5 | 5 Complete |
| **HR Processes** | 23 | 13 Complete |
| **Ombud Processes** | 0 | 0 |

Note: Our scope included 100 hours of process mapping work which covered 15 processes.

# Process Inventory

- Intake process for reporting a complaint/incident

- Investigation process for a Title IX and other investigations

- Investigation process for a dual HR/OEI investigation

- Investigation appeal process

- Tracking for compliance training including Title IX and sexual harassment

- ADA accommodation request

- ADA Grievance

- Applicants screening process

- External Search/Hiring Process (AAP Forms/Search Committee process)

- Temporary/Emergency/ Special Appointment

- Unclassified Search Internal

- Unclassified Search External

- Classified Search External

- New policy roll out and orientation

- Retirement counseling/application for benefits process

- Part-time Faculty Appointment Process

- Employee Files/Records Management process

- Onboarding Process

- Bi-Weekly Time and Attendance Review

- Dual employment

- Off-Boarding Exit Process

- Benefits administration

- Payroll Process

- Promotion and Tenure Tracking and Update

- Renewal for Faculty and SUOAF Administrators (Annual renewal)

- Performance Evaluations

# High-Level Recommendations

## Process improvement recommendations were grouped into five categories:

| Category | Description | High-Impact Opportunities | Next Step / Accountability |
|---|---|---|---|
| **TECHNOLOGY** | Requires technology investment and integration | • Explore potential technology investments and integration with IT <br> • Build and implement using process maps to support <br> • Integrate electronic forms whenever possible | • Conduct working sessions between HR and IT and OEI and IT to discuss feasibility and cost analysis for technology investments |
| **WITHIN OEI/HR** | Can be implemented within OEI or HR (i.e., requires alignment between internal team members) | • Consolidation of the HR search forms (e.g. C-1 and C-2) <br> • Update OEI investigatory process to utilize best practices such as implementing the use of advocacy roles | • Obtain approval from impacted stakeholders to make changes <br> • OEI to establish structure for adding new roles into investigatory process |
| **OUTSIDE OEI/HR** | Requires discussion and collaboration with groups outside of OEI or HR (e.g., IT, Finance, etc.) | • Create accountability for Title IX and compliance training <br> • Utilize a dual investigator model to make determinations to remedy the single investigator model <br> • Remove layers of approval within HR search processes | • OEI to establish guidelines for training compliance and communicate out <br> • OEI and HR to obtain approvals and identify impacts for changes to structures and processes |
| **TRAINING** | Requires stakeholders to be trained on a topic, new process step, or requires awareness that change is occurring | • Create training around search committees, hiring processes, onboarding and appointment processes <br> • Creation of training for advocacy role | • Determine training required and identify resource to begin designing and delivering training |
| **POLICY** | Requires a change in current policy or creation of a new policy | • Update the Hiring and Search Manual to be reflective of the policies and processes in place today and recommended changes <br> • Update University investigation policies to be reflective of new changes in HR / OEI processes | • Identify appropriate resources from OEI and HR to update policies |

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# HR, OEI, Ombud Initiative
*Process Mapping and Improvement Report*

## OEI Detailed Recommendations

# Detailed Recommendations
## OEI Investigation Intake Process Decision Points

➢ Consider implementing a tracking system to track the complaints that come into the OEI and HR offices and better track metrics for items like time to close, issue trends, etc.

**TECHNOLOGY**

**Decisions Required**

- Determine if technology will be used to implement a tracking system. If so, does the iSight technology provide the needed functionality or will another technology need to be selected?

- Identify who will be responsible for taking over tracking and reporting responsibilities.

- Determine the specific metrics that need tracking.

➢ Conduct general training on campus of mandatory reporting obligations and expectations.

**TRAINING**

➢ Set requirements/consequences for failure to take training including employee supervisor (e.g. Incorporate as a component in the performance management and review process, formal discipline for employees that don't participate consistent with collective bargaining provisions, etc.)

**OUTSIDE OEI**

**Decisions Required**

- Determine what the appropriate consequences are for failure to take training.

✔ = Solution capable of being implemented short-term

# Detailed Recommendations
## OEI Investigation Intake Process Decision Points

### Intake Process

> Expand the advocacy function to include a role that serves complainants at this entry point. The role will provide emotional support and/or help with the process of filing a complaint. This is not currently a standard offering for all Title IX complaints and with greater emphasis in this area additional resources may be required.

**WITHIN OEI**

> Clearly define what constitutes as a complaint then publish the definition to campus.

> Clearly define and articulate the intake process for OEI vs HR and define the roles of these two offices. Publish and communicate these processes to campus.

> Formally define the role that is accountable for receiving complaints (e.g. OEI or HR).

> Modify and standardize the current intake form to ensure consistency. ✓

> Modify the process to ensure that the investigator is communicating with the victim to gather an understanding of their mental state before determining if there is a policy violation. (This step would be the same if the complaint was given to HR) ✓

> When determining whether a complaint falls under the scope of OEI policies, consider building a document to define action steps for what to do in specific scenarios in order to make the process more scalable and repeatable by others.

   • This should include a processes to direct involved parties to other resources where it does not rise to the level of a formal complaint such as the Ombuds or future mediation function.

   • Additionally, include a communication practice to notify the complainant of the next steps and what to expect following the intake process.

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## OEI Investigation Intake Process Decision Points

**Intake Process**

**Decisions Required**

**WITHIN OEI**

- Determine if an advocate will be assigned for each investigation and if this person will be assigned only to the complainant or if they will be assigned to the respondent as well.

- Determine who will maintain the advocate role as it relates to investigations. Will this be a voluntary position or fall under the purview of the current Victim Advocacy Coordinator (OVA) role and thus require additional resources?

- Determine who will be the accountable party for receiving complaints.

# Detailed Recommendations
## OEI Title IX Investigation Process

### Investigation Process

> ➤ If the advocate role is added, develop a training program that instructs the advocate on the role, duties, and limits pertaining to supporting the involved parties. This will be critical to ensure consistency, policy compliance, and ensuring the advocate remains a neutral party.

<div style="float:right">**TRAINING**</div>

**Decisions Required**

- As indicated in the previous process, determine if the advocate role will be a mandatory role within the investigation process and reporting structure.

> ➤ Implement a dual investigator model as part of the evidence collection and decision-making process. This model contains an added layer of review and objectivity by an expert with the skills and competencies in Title IX investigations. This team of investigators will work with the Title IX Coordinator to render findings and recommendations.

<div style="float:right">**WITHIN OEI**</div>

> ➤ Note: Pending federal regulations may require the use of a separate decision-maker (possibly a panel), distinct from the Title IX Coordinators and Investigators, to render findings and recommendations.

> ➤ **Decisions Required**

- Determine if additional resources will need to be hired to accommodate either the dual investigation model and the advocacy integration.

- Determine if the dual investigator model or the "hearings" panel will be adopted by the OEI team for the investigation process. Take the pending federal regulations into consideration when making this decision.

- Identify if there are necessary budget allocations that may be required based on the model that is selected.

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## OEI Title IX Investigation Process

### Investigation Process

➢ Update Title IX investigation policy to include a specific timeline for submitting an appeal (e.g. not less than 7 days), in accordance with ATIXA best practices. ✓

POLICY

➢ Update the Title IX investigation policy to reflect the addition of the dual investigation model. The policy should outline the governance model and practices.

**Decisions Required**

• Determine the specific number of days determined to be an acceptable length of time for submitting the appeal following the investigation.

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## OEI/HR Dual Investigation Process

### Dual Investigation Process

➢ Consider implementing a case management system (this may be feasible with the current iSight system). Ensure functionality includes notifications to enable the university to track cases for compliance purposes and impacted parties are able to stay informed of the progress of the case.

**TECHNOLOGY**

➢ Implement a system to regularly produce reports of the types of investigations occurring and how they are generally resolved to allow for identification and assessment of trends to inform training and education efforts and allow for proactive strategies for addressing issues. This optimally could be a module or piece of functionality within the case management system or could be created with a separate tool.

**Decisions Required**

• Determine if the current case management system iSight will be used or if a case management system will be purchased and implemented.

➢ Require training on campus for mandatory reporters on their reporting obligations and expectations.

**TRAINING**

**Decisions Required**

• Make a determination on the training and education resources required to train to mandatory reporters.

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## OEI/HR Dual Investigation Process

### Dual Investigation Process

➢ Implement a dual investigator model as indicated in the Title IX investigation process. Note: Pending federal regulations may require a live hearing in the near future and/or could impact the investigation process at a later time.

<div style="text-align: right">**OUTSIDE OEI**</div>

➢ Enhance communication between different parities across campus. Define confidentiality to those involved.

➢ Determine who will be communicated with and the vehicle of communication during key milestones in the investigation process so parties are aware of when they can expect communication. ✓

**Decisions Required**

• Establish the communication approach and determine who will have ownership and accountability for ensuring sufficient communication to stakeholders.

➢ Formally document who has the right to know and be informed of case / investigations along the way to protect confidentiality and update policies in accordance with the determination. ✓

<div style="text-align: right">**POLICY**</div>

**Decisions Required**

• Define who has the right to know and be informed of case / investigations.

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## OEI Appeal Processes

**Appeal Process**

➤ Develop an electronic and paper accessible form for the appeal process, to be housed on the website and physically located in the OEI Office. ✔

<div style="background:maroon; color:white; padding:4px; display:inline-block;">**TECHNOLOGY**</div>

➤ Create a standard for incoming appeals. This should include proper notice of the appeal process, definition of what constitutes an appeal, length of time designated for filing an appeal (no less than 7 days after a decision is rendered), and how an appeal should be filled. This information should be disseminated to the involved parties at the end of the investigation process. ✔

<div style="background:orange; color:white; padding:4px; display:inline-block;">**WITHIN OEI**</div>

➤ Consider designating an appeals officer to facilitate the management and disposition of any incoming appeals. The appeals officer should be a trained appeals officer, that is free of conflict of interest and had no prior involvement with earlier stages of the case. The designated officer will work with the President, or the Appeals panel in the case of an AAUP member, to ensure that all the necessary materials have been gathered and the proper due process is followed.

**Decisions Required**

• Determine if an appeals officer will be designated and the impacts to the OEI organizational structure to be able to fulfil this role.

• As indicated in the investigation process, establish a length of time for an appeal window of at least 7 business days following an investigation.

➤ Update the sexual misconduct policy or another appropriate policy document to include information on the established standards for the appeals process including a description of the appeals process, how to formally file an appeal, the length of time for requesting an appeal, and the grounds for requesting an appeal.

<div style="background:gold; color:white; padding:4px; display:inline-block;">**POLICY**</div>

✔ = Solution capable of being implemented short-term

# Detailed Recommendations
## OEI Training Requirements Processes

**Training Requirements Process**

➢ Automate and streamline the tracking process through use of a learning management system rather than manually tracking via an excel spreadsheet.

➢ Ensure selected learning management technology includes transparency by allowing users to see what training is required and if it has been completed for the time period (i.e. some employees forget if they completed training for the current school year or the year prior).

➢ The learning management technology should also have report generating capabilities.

**TECHNOLOGY**

**Decisions Required**

• Decide if a learning management system will be used to track and maintain training progress for employees, including how they will be made aware that training has been completed.

➢ Improve communication with employees and student workers by explaining the value and importance of completing training and being clear on the requirements.

➢ Promote and market training opportunities throughout the University.

➢ Publish the dates required to meet compliance. Consider identifying and mobilizing leaders within departments and program areas that are tasked with keeping employees and other stakeholders if required (volunteers, students, etc.) accountable.

**OUTSIDE OEI**

**Decisions Required**

• Determine how student training is tracked and managed. Confirm Student Affairs is managing this process.

✓ = Solution capable of being implemented short-term

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# Detailed Recommendations
## OEI Training Requirements Processes

**Training Requirements Process**

➤ Consider having the OVA coordinator absorb the role of facilitating and managing training.

**WITHIN OEI**

➤ Determine how often reports of training compliance should be run, rather than arbitrarily checking throughout the school year. This should include recheck points for individuals that miss initial deadlines.

**Decisions Required**

- Determine if the OVA coordinator will take on additional training responsibilities and any other role changes.

- Determine how often reports of training compliance should be executed.

➤ Formally define and document the accountability structure and any consequences for not adhering to training requirements. ✔

**POLICY**

✔ = Solution capable of being implemented short-term

# HR, OEI, Ombud Initiative
*Process Mapping and Improvement Report*

## HR Detailed Recommendations

# Detailed Recommendations
## HR Request to Fill a Position (AAP1) Process

**Request to Fill a Position Process**

➢ Consider automating the AAP form process. Consult IT if there are any workflow processing systems in place or anticipated in the near future that may already have the functionality such as Banner or Image Now.

➢ If the technology doesn't already exist consider selecting and implementing a tool that can be used to automate forms and enable digital signatures (such as Adobe Sign or DocuSign).

**TECHNOLOGY**

**Decisions Required**

• Determine if the AAP form will be automated with technology.

• If the AAP form will be automated with technology, determine which technology will be used to automate the process. Possible solutions are Banner, Image Now, Adobe Sign, DocuSign, or another similar technology.

• If a new technology needs to be purchased, identify what the budget implications are and when the technology can be purchased.

• Determine if training will required to ensure stakeholders are able to use and adopt the new technology or a change to an existing technology.

➢ Communicate with hiring managers the need to be proactive in the determination of when a position is needed to ensure that positions can be filled within adequate timelines. Publish anticipated timelines for fulfilling a position.

**OUTSIDE HR**

➢ Communicate with hiring managers that if a job specification change is submitted, a review of the classification will be required to take place, and recommend allowing additional time for processing in these scenarios.

✔ = Solution capable of being implemented short-term

# Detailed Recommendations
## HR Request to Fill a Position (AAP1) Process

**Request to Fill a Position Process**

➢ Consider changing the AAP1 process to include a check point at the beginning of the process for a change in job duties required (i.e. prior to going through the budget review and submission of the AAP1 to the recruiter) to prevent back and forth between CHRO, recruiter, hiring manager, budget and classification resource.

**WITHIN HR**

➢ If a technology is implemented, consider a routing mechanism to ensure that the form is sent for classification review prior to finalizing.

**Decisions Required**

• Determine if the recommended change to the AAP1 process will occur.

• Identify the stakeholders who will be impacted as a result of the change and if their consent will be needed in order to implement the recommendation.

• Articulate how technology will impact the recommendation, as part of this process determine the order in which the AAP1 form will be routed to the necessary stakeholders.

  • For example, first the form will be routed to the classification department within HR, then will go to recruiting and the final review will occur by the budget office.

• Determine when the change will take place and how stakeholders will be notified.

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## HR Unclassified Internal Search Process

### Unclassified Internal Search Process

➢ Consider implementing an applicant tracking system (ATS) such as PageUp for automation in receiving and managing internal applications rather than receiving applicants via email. This system could be utilized for external searches as well.

**TECHNOLOGY**

**Decisions Required**

- Determine if a new ATS will be implemented and which technology will be used if so.

    - Note: there were indications that a talent acquisition system may be underway for implementation. If so, will this tool be able to manage internal applications for submission.

- If a new technology needs to be purchased or an existing one needs to be enhanced determine if there will be budget implications that need to be considered and addressed.

- Identify which stakeholders need to be consented or notified upon changing the process.

➢ Establish an approach for involving OEI in this process. Determine at what point OEI should have input in accordance with the Affirmative Action Plan. OEI confirmed that this is a common practice within the system and accordingly should align with the best practice established by the system office.

**OUTSIDE HR**

**Decisions Required**

- Determine if OEI will be involved in the Unclassified Internal search process.

- If deemed OEI involvement is appropriate, establish when OEI will provide input into the process.

    - For example, after internal candidates are solicited the hiring manager or recruiter is to solicit input from OEI on candidate selection.

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## HR Classified External Search Process

**Classified External Search Process**

➢ Consolidate and automate the C-1 and C-2 forms that are currently separate, paper based manual forms. These forms should be moved to an electronic form or utilize a system with a workflow as noted in previous processes. Anticipated to reduce the hiring timeline by one to two weeks.

**TECHNOLOGY**

**Decisions Required**

- Determine if the forms can be automated and which technology should be used to automate the forms.

- Seek appropriate approvals to consolidate the C-1 and C-2 Forms together.

- Identify if there are any other processes or regulations that will be impacted if the change is made.

- Identify the stakeholders that will be impacted as a result of the change.

➢ Consider creating a video rather than having OEI attend every charge committee meeting to speed up the process or as an alternative to the in-person training. Consensus will need to be obtained from the OEI team on if this practice will be acceptable. Could reduce the hiring timeline by one to five days.

**TRAINING**

**Decisions Required**

- Seek approval from OEI on if a video could serve as an alternative to the in-person change committee meetings.

- If approval is received determine if there are internal media resources available to create the video or if an outside resource will need to be engaged.

- Determine the budget impacts for the video creation.

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## HR Classified External Search Process

### Classified External Search Process

➤ Consider reducing the need for making a search committee mandatory for all classified searches by moving to a more streamlined way of completing the search. For example, involve the hiring manager for internal candidates (re-employment candidates, transfers, SEBAC) or reduce the number of people that are on the search committee. OEI to provide input and set the standard. ✓

**OUTSIDE HR**

➤ Simplify the candidate selection step by continuing to identify the candidates for interviews, and removing the requirement to fill out the C-1 form and submit for approvals from hiring manager and OEI. ✓

➤ Eliminate the approval of the C-1 form by OEI and hiring manager. Consult OEI to ensure that they would be in favor of this practice and would be approving at the final step (reducing from 2 reviews to 1 review). ✓

➤ Consolidate the C-1 and C-2 forms further by having the search committee fill out the candidates that were selected to be interviewed (from the original C-1 process) along with the justification at the end of the process. This will further reduce duplication. ✓

**Decisions Required**

• Determine if the search committee can be removed from the search process for internal candidates or if a smaller internal search committee can be utilized.

• Approve the changes to consolidate the C-1 and C-2 forms and remove the layers of approval.

➤ Update both OEI policies and HR hiring manual and any relevant policies to reflect the consolidation of C-1 and C-2 forms. ✓

**POLICY**

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## HR Unclassified External Search Process

### Unclassified External Search Process

➤ Automate AAP Forms in a workflow system as indicated in other processes.

➤ Create a webpage that contains hiring information and stores relevant resources. ✓

➤ Utilize an applicant tracking system (ATS), such as Page Up, rather than manually processing applicants. This includes no longer removing PII by manually redacting information.

**TECHNOLOGY**

**Decisions Required**

• Determine if an ATS will be implemented or has already been selected by IT as a replacement for the legacy ATS.

• Identify technology for redacting PII.

➤ Develop a search committee orientation program that describes the hiring and search committee responsibilities, process, and how to conduct interviews. Ensure that the orientation is easy to understand. Often search committees and hiring managers reported not reading the search manual.

**TRAINING**

➤ Create a search committee tool kit that includes a condensed check list of steps to complete throughout the hiring process, updated hiring manual and a short video.

➤ Implement training for search committee chairs on how to chair a search and reinforce diversity.

**Decisions Required**

• Determine if there is budget and resources to implement the recommendations.

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## HR Unclassified External Search Process

### Unclassified External Search Process

➢ Revise the PII application screening process to be completed by an HR professional. Student workers are currently reviewing the applications.

**OUTSIDE HR**

**Decisions Required**

• Determine which resource in HR will be responsible for reviewing applications and if there is capacity to take on the added responsibility.

➢ Consider adding an additional talent acquisition HR professional that could pre-qualify candidates and reduce the need for both the AAP 3 and AAP 4 form. This will streamline the process by reducing approximately 2 weeks of time required of the search committee to review applicant qualifications.

**WITHIN HR**

➢ Change the practice of the CHRO reviewing the selected candidate at the very end of the hiring process to ensure candidate is fully qualified for position.

**Decisions Required**

• Determine if there is a resource within HR that could be made available to take on additional talent acquisition responsibilities or if an additional resource could be hired to take on the responsibilities.

• Determine if the recommended process change of the CHRO reviewing the selected candidate at the very end is acceptable.

➢ Review and revise the hiring manual to reflect the policies and practices pertaining to the Unclassified external search process. They currently are not reflective of the practices in place today. ✓

**POLICY**

**Decisions Required**

• Determine which policies are impacted and who will make the required changes.

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## HR Part-time Faculty Appointment Process

### Part-time Faculty Appointment Process

➢ Consider automating the appointment forms in a workflow system, as indicated in other processes, including a tracking mechanism to identify where the form is in the process.

<span style="color:darkred">**TECHNOLOGY**</span>

➢ Utilize digital signatures to reduce the error rate of signatures being missed and reduced the amount of time needed to manually collect signatures.

➢ Consolidate the number of appointment letters being sent out manually by using mass mail merge as opposed to sending out individually. Currently 600 individual emails are being sent out.

➢ Consider contacting the system office and the IT department to integrate Banner and CORE so information isn't redundantly entered into both systems.

**Decisions Required**

• Determine if technology can be utilized for the appointment forms both for automating workflows and for use of digital signatures.

• Determine if it will be possible with the help of the system office to consolidate Banner and CORE or if the IT team can create a solution to reduce duplication of data entry.

➢ Provide training and communications to department chairs and their administrative assistants on how to initiate the appointment forms. The department chairs turn over frequently so regular training and communications are needed.

<span style="color:olive">**TRAINING**</span>

➢ Supplement trainings with providing upcoming timelines on the website and / or other central locations, online resources, FAQs or videos that can be accessed in a just-in-time manner.

**Decisions Required**

• Determine resources and budget allocation for the trainings and materials needed.

# Detailed Recommendations
## HR Part-time Faculty Appointment Process

**Part-time Faculty Appointment Process**

➢ Consider eliminating the use of the LE numbers in Banner and only use PCN numbers. Would need system office approval to implement this change. This would reduce a step in the process and potentially allow the departments to look up the PCN numbers and further reduce work for HR.

**OUTSIDE HR**

**Decisions Required**

• Determine if the system office should be contacted for the suggested change to the LE numbers and if so, who from the HR or IT team should be involved.

➢ Include clear direction in the communication sent with appointment letters that indicates to contact the department chair for incorrect information instead of HR to reduce the amount of redundant communication between HR, faculty, and department chairs. ✔

**WITHIN HR**

✔ = Solution capable of being implemented short-term

# Detailed Recommendations
## HR Temporary/Emergency/Special Appointment Process

### Temporary/Emergency/Special Appointment Process

➢ Engage IT about utilizing Adobe Sign to automate the Temporary Appointment form. Determine if this should be done in PC recruiter or electronic form.

**TECHNOLOGY**

**Decisions Required**

• Determine which technology should be utilized to automate the temporary appointment form if any.

➢ Consider eliminating the President's signature for the Temporary Appointment form for Management Confidential/SUOAF or move to appointment letter for all appointments. The signature on the appointment letter could serve as the President's approval rather than seeking two signatures and approvals. This is anticipated to reduce timeline by 1 business day. ✓

**OUTSIDE HR**

**Decisions Required**

• Determine if the President's signature can be removed from the Temporary appointment form. Ensure that removing this additional step does not violate any of the collective bargaining agreements.

➢ Combine AAP-1, Temporary Appointment form, AAUP Emergency Appointment Form into one document. This is anticipated to save 5 to 7 business days. ✓

**WITHIN HR**

**Decisions Required**

• Determine if the documents can be consolidated into one form or if not which forms could be consolidated alternatively (e.g. AAP-1 and Temporary Appointment only).

➢ Update the hiring manual if forms are combined, as well as supporting policies being changed for this process. ✓

**POLICY**

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## Unclassified Appointment, Retirement, and Accommodation Process

### Unclassified Appointment Process

➢ Update the hiring manual to include the details of this search process. It is currently not reflective of the process being done today.

<span style="background-color:#F5A623;color:white">**POLICY**</span>

### Retirement Process

➢ Utilize the pension module in People Soft (CORE CT) from the System Office when the module becomes available. This will allow for automation of the process and assist employees in conducting scenario planning.

<span style="background-color:#8B0000;color:white">**TECHNOLOGY**</span>

➢ Identify an HR resource who can provide retirement training and counseling sessions.

<span style="background-color:#6B8E23;color:white">**TRAINING**</span>

➢ Consider creating a succession planning initiative that can help departments plan for upcoming retirements as well as identify and train new leaders.

**Decisions Required**

• Determine whom from the HR team will be available to provide retirement training and counseling.

### ADA Accommodation Requests Process

➢ Create a new form for ADA requests and provide the updated form on the website. ✔

<span style="background-color:#B22222;color:white">**WITHIN HR**</span>

➢ Move the form's location from the OEI webpage to the HR webpage as these requests are fulfilled by HR and not in OEI's purview. ✔

**Decisions Required**

• Gain approval from both HR and OEI to move the location of the ADA form.

✔ = Solution capable of being implemented short-term

# Detailed Recommendations
## Onboarding Process

### Onboarding Process

➢ Implement either the use of electronic forms and digital signatures or a system designed to facilitate completion of onboarding forms and improve process.

➢ Move to sending new employees to a website or electronically sent rather than sending hard copies by mail.

➢ Create an onboarding website that has forms available, videos and a presentation to counsel (similar to UCONN). This is in progress in coordination with Marketing.

➢ Consider utilizing First Net (Board of Regents owns so no cost) to automate training module for sexual harassment and the workplace module. The office of state ethics has an online training module that could be utilized as well.

**Decisions Required**

• Determine if onboarding forms can be sent electronically or published to a website.

• Obtain approval from IT and other required stakeholders on if First Net can be utilized.

**TECHNOLOGY**

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## Onboarding Process

### Onboarding Process

➢ Create presentation templates to be used for each onboarding session (one for classified and one for unclassified) to ensure consistency of information.

➢ Implement OEI training during onboarding or give the option to sign up for a session.

➢ Include culture and other training in the orientation process. May need a training resource to be able to handle the added service.

➢ Proactively establish dates for quarterly Welcome Orientation and ensure all new employees are consistently being offered the orientation and attending. Will need to coordinate with President's Office (President, Division heads, legal counsel, facilities, OEI etc.) This occurs for new faculty orientation, but missing consistency for new staff.

➢ Enhance the current new employee checklist for departments to include activities to assimilate and onboard employees into CCSU. ✓

**TRAINING**

**Decisions Required**

• Determine if OEI training will be integrated into the onboarding sessions and in capacity.

• Determine which components of the CCSU culture are critical to the success of new employees and are to be added into the training and orientation materials.

• Identify a resource to create the additional training materials and if additional budget or resources will be required.

• Obtain the needed agreements from the President's office on if the Welcome Orientation should be offered.

✓ = Solution capable of being implemented short-term

# Detailed Recommendations
## SUOAF Annual Renewal and FMLA Process

### SUOAF Annual Renewal Process

➢ Engage IT to create and automate a form that would speed up and automate the renewal process. This is anticipated to save one to four weeks in tracking down the Division Heads to receive renewal and non-renewal status for faculty.

**TECHNOLOGY**

➢ **Decisions Required**

• Determine which technology should be utilized to automate and track this process. Consider using a document management system to help route and track for each division.

• Provide training and communications to division heads and their administrative assistants on how to submit the new SUOAF renewal forms and any changes to the process that result from automating the process.

**TRAINING**

### Family and Medical Leave Act (FMLA) Process

➢ Provide process documentation, checklist, or other supporting materials such as FAQs on the CCSU website to proactively answer questions for employees and reduce time spent by the leave administrator advising employees on eligibility for FMLA. ✔

**TRAINING**

✔ = Solution capable of being implemented short-term

# OEI, HR, Ombud Initiative
*Process Mapping and Improvement Report*

## Next Steps

# Next Steps

| Remaining Processes | Priority |
|---|---|
| Performance Evaluations | Medium |
| Leaves* | Medium |
| Disability* | Medium |
| Compensation and Classification/FLSA* | Medium |
| Promotions* | Medium |
| New policy roll out and orientation | Low |
| Bi-Weekly Time and Attendance Review | Low |
| Dual employment | Low |
| Benefits administration (FMLA/Workers Comp/Retirement/Tax Shelters/Tuition Waivers & Reimbursement) | Low |
| Payroll Process | Low |

*Denotes additional processes that may be considered longer term that were not on the original list