

CHAPMAN UNIVERSITY

HUMAN RESOURCES

HIRE AND ONBOARD SUMMIT EXECUTIVE SUMMARY

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CHAPMAN
UNIVERSITY

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Overview

In Fall of 2019, HR hosted a two-day summit to conduct a large-scale assessment of current-state hiring and onboarding processes at Chapman University (see [‘Summit Description’](#) pg. 5 for full summary).

Over the course of two days, one hundred and fifteen (115) participants from every level of the organization provided valuable insight, input, opinions and perceptions about processes, procedures, pain-points, choke points, and places where hiring and onboarding could be improved or clarified.

The following executive summary highlights: (1) key outcomes and outputs from the summit, (2) feedback from the summit as it pertains to the development and redesign of the hire and onboarding processes in spring of 2020, and (3) recommendations on next steps based on that feedback.

Methodology: How each section was compiled

Hire and Onboarding Summit Event Overview

The Hire and Onboard Summit Event Overview is a short description of the activities and design of the Hire and Onboard Summit. It is included to provide background on how all of the data contained in this report and subsequent appendices was gathered and captured.

Executive Summary

The executive summary section is a high-level overview of general themes derived from combined comments and input from summit participants. The executive summary will provide a high-level overview of general themes, pain-points and comments of the Hire and Onboard process based on the input from participants. Recommendations for possible future efforts have also been provided for each section.

Over 600 individual comments were collected from summit participants. While this summary is intended to provide a high-level overview of common themes, there is a wealth of diverse input that may be important but is not specifically highlighted in the summary sections. To that end, all participant comments, and more specific summaries and themes for each milestone within the Hire and Onboard processes, have been provided in appendix form for further evaluation and exploration.

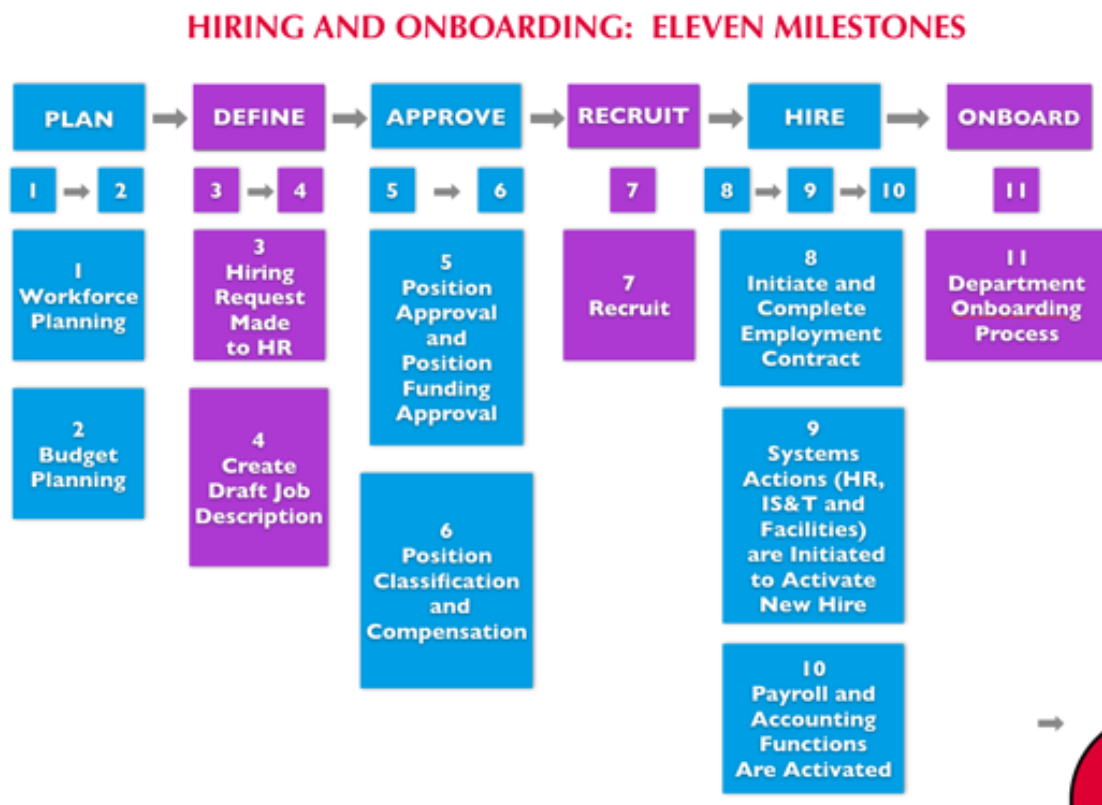
Summit Questions Themes: [\(Appendix 2\)](#)

Summit questions are a series of questions pertaining to input on broad stages of the Hire and Onboard process and/or generalized perceptions of process, the Hire and Onboard project, or about the summit itself. For each question (appendix 2), participants were asked to input responses into an online collaboration tool ([Covision](#)). Responses were categorized into common themes.

A theme was generally defined as a comment, idea or issue that was mentioned in at least three (3) separate comments. Themes are not weighted as there was limited control in Covision for multiple responses from a single participant or multiple participants using a single comment to share individual input. Themes are meant to highlight areas of each data set and are not intended to be inclusive of all ideas. We encourage the exploration of the comments by readers and have provided all of the raw data in the appendix for review.

Stages, Milestones, Step Comment Summaries and Analysis: ([Appendix 4, Milestone Summaries](#))

For each of the six (6) employee-type hiring processes, individual steps in the process were identified. Those steps were then grouped together and categorized into eleven (11) “milestones” which identified phases of work in each of the processes. The Milestones were further grouped into the broad phases of work that were common to all processes; these were labeled as “Stages”. See the diagram below:



Comments, input and choke-point information was captured for steps in each milestone and that data was then inputted into the online collaboration tool [Covision](#).

Step, Milestone and Stage data was analyzed, categorized, and themed by a work team in HR. The results of analysis and theming is broadly reflected in executive summary statements and is noted in detail. (Appendix 2, 4, 5, 7)

As with the all Summit Comments, themes are meant to highlight areas of each data set and are not intended to be inclusive of all ideas.

Primary choke/pain-points in hire and onboarding processes: ([Appendix 3, Choke Point Ranking](#); [Appendix 5, Hire and Onboard Summit Participant Questions Data](#))

In addition to general comments and input on hiring and onboarding, steps, milestones and phases, participants were also asked to identify and prioritize “Choke Points” – or places within in processes where work is slowed/delayed. (Appendix 3, Choke Points)

[Follow Up Sessions](#)

Several follow-up mapping sessions were conducted in November of 2019 to capture missing steps/processes and to update current state maps included in this report.

[Important note on Themes and Summaries](#)

It is important to note that the maps - both at the summit and included in this report - are based on what was known at the time for any given process. The maps may be incomplete, or may reflect process steps that are still not clarified or well understood/agreed upon. These maps are intended to provide some amount of structure and guidance for work teams in the future not to be used as (or assumed to be) 100% accurate representations of all processes.

Hire and Onboarding Summit Event Overview

Summit Description

The Hire and Onboard Summit was a two-day event hosted by Chapman Human Resources for employees at all levels who were directly involved with hiring and onboarding processes. The event was held at the Sandhu Conference Center November 11th and 12th, 2019.



Over one hundred employees from all levels of the organization were invited to attend based on an assessment of functional roles that were identified as being directly involved with hiring and onboarding, workforce planning, or other key areas impacted by hiring and onboarding. ([Appendix 1, Summit Attendees](#))

The event was facilitated by Nelli Noakes from the consulting firm [Community at Work](#), and participant input feedback and comments were captured by Lenny Lind using [Covision](#).

Current state workflow maps that outlined known hiring processes for the following employee types were prepared using input from Human Resources staff:

- Staff and Administration
- Limited Term Staff
- Undergraduate Student
- Lecturer
- Faculty
- Gship

Where areas of the business process workflow processes were unknown to HR staff or existed outside of HR, placeholders were used to indicate the need for input on those processes from participants.

Covision Questions for Participants

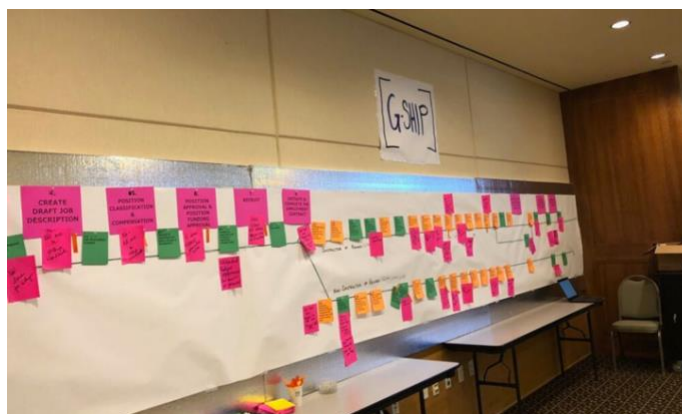
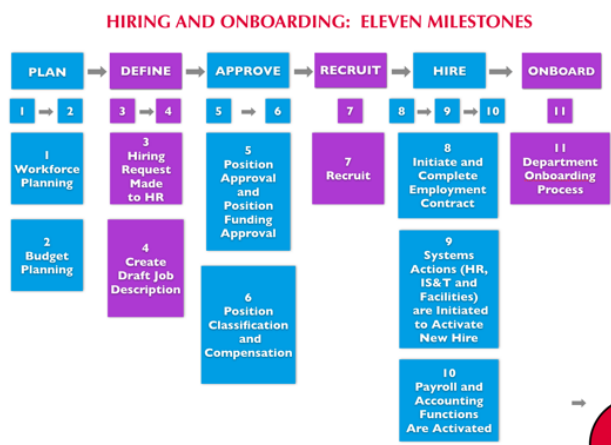
Throughout the two-day event, at various times, participants were asked to answer or make comments to the following questions in Covision:

- One thing you really like about working at Chapman University
- General Impressions of the Current Process
 - Comments about the overall process
 - Stages that work well for me
 - Stages that are difficult for me, and why
- Observations and Reflections [on the comments made by participants in Covision about processes]
- Reflections on What We've Seen
 - Things that make me feel hopeful:
 - Things that cause me concern:
- Comments on Choke Points and Obstacles
 - As you look around the room at all the sticky-dots, what do you notice?
- Prioritizing High-Leverage Choke Points for the Redesign
 - Name three high priority choke points or obstacles to fix in the redesign. Please choose three from the list below.
- Serving Your Needs
 - What needs to go faster?
 - Where do I need to be more involved?
 - When could I be informed sooner?
 - Do I have any other needs?
- What are your closing thoughts and feelings about [Day 1]?
- Why You Came Today [Day 2]
 - What did you come back today to work on?
- What questions do you have about the four phases of the Hire and Onboard Project?
- Thoughts on remaining work in the assessment phase
- Closing thoughts and feelings about the Summit.

For responses and common themes see [Appendix 2, Summit Question Themes](#); [Appendix 5, Hire and Onboard Summit Questions Themes](#).

Comments and Input on Business Processes

Participants were also asked to make comments and to provide input on individual steps in the workflow processes presented in the room. Workflow process steps were categorized using a framework that included broad phases of work “Stages” and subdivided into operational phases denoted as “Milestones”.



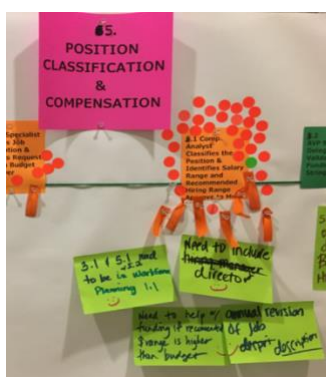
Question proposed for each step in the six (6) processes were:

- [Identify] The Selected Step
- Is this step clear? If not, please clarify it.

The comments and input were collected in Covision and are contained in [Appendix 7: Hire and Onboard Summit](#).

Comments and Input on “Choke Points”

Participants were also asked to place dots in areas that they perceived to be the “choke points” in workflow processes, or places where work is slowed/delayed. Where choke points were identified, participants were asked to make comments and provide input about the nature of those choke points in Covision. Themes for these comments and input can be found in [Appendix 5](#).



Participants were also asked to rank choke-points. Results of that ranking are noted below and can be found in [Appendix 3](#):

Prioritization of high-level choke points by participants:

Name three high priority choke points or obstacles to fix in the redesign.		
<i>(104 Participants chose up to 3 items)</i>		
<i>Item</i>	<i>Votes</i>	<i>Percentage of votes</i>
Compensation and classification	42	13%
Budget and funding	42	13%
Departmental onboarding	32	10%
Promotion process / reclassification	30	10%
Training	30	10%
Student hiring	26	8%
ERCR Process	23	7%
IS&T	23	7%
Workforce planning	14	4%
Job classification	10	3%
Payroll	10	3%
New-hire paperwork	9	3%
Background checks	8	3%
Federal Workstudy	7	2%
Job description	6	2%
Total Checks:	312	

Executive Summary of pain-points and obstacles for the Hire and Onboarding Summit

The following is a high-level overview of general themes, pain-points, and comments derived from the combined comments and input of the summit participants. It is meant to highlight *overall* observations about the Hire and Onboard process.

- Non-academic position budget, hire range, equity range, salary range, classification and compensation
- Inconsistency, inefficiency and lack of clarity in current state process, policy and procedure
- Post-hire Onboarding, Departmental Onboarding, Systems/Work Tool Access
- Training, Education and Knowledge Management for Systems, Processes, Procedures, Policy and Other Institutional Operations.
- Communication and Common Terminology
- Operational, organizational and capacity challenges in the hiring and onboarding process
- Faculty Hiring Process

Non-academic position budget, hire range, equity range, salary range, classification and compensation

The exchange of information, approval of, and transparency around position budget, hiring ranges and salary ranges for prospective applicants, rehires, promotions and reclassifications was noted as a primary choke/pain point throughout the data collected at the summit. It was also noted as a substantial contributing factor for re-work, confusion and delays throughout current workflows.

- Participants noted a lack of clarity/consistency around human capital budget, classification, compensation processes and/or practices.
- Roles, authority and decision making around position and job funding were noted throughout general process comments, as well as specifically called out in process step information in many of the phases of hiring and onboarding.
- The availability or access to position reporting, position management and other budget/human capital and compensation related data was cited as an impediment to planning and hiring and onboarding efforts both internally and externally to HR.
- Clarity, accuracy and transparency around position budget, hiring ranges and salary ranges were also noted as pain points in terms of equity, promotion and reclassification processes for existing employees. While these areas are currently out-of-scope for this

assessment, many of the transactional and strategic components of this work immediately relate to new hiring or are impacted by it.

Recommendations:

- As part of the redesign of hiring and onboarding: define position, market, budget, equity and salary ranges as part of a standardized, documented classification and compensation taxonomy. Clear and consistent decision-making authority for each of these ranges should be established and appropriately placed into workflow structure to ensure that positions are accurately assessed and approved before and after they are filled by applicants.
- Appropriate operational units/roles should have access to budget, market, hiring and salary range data when for current and existing positions while making human capital planning decisions and should have access to adequate, informed consultation from centers of expertise in classification and compensation for those workforce planning endeavors.

Inconsistency, Inefficiency and lack of clarity in current state process, policy and procedure

Throughout the hiring and onboarding processes, consistent themes including: lack of consistency, inefficiency and lack of clarity/transparency in workflow processes, policies, procedures emerged.

- Summit attendees noted a number of pain points in understanding and/or clarity around process steps, roles in the process, inconsistency in the way processes are administered, invalid or incorrect data in the process, process visibility/transparency.
- Lack of clarity or consistency in process resulting in redundancy, confusion, and rework all causing delays and inefficiency.
- Participants noted the lack of documentation and/or system for managing knowledge about processes, process steps, policy and procedure as a pain-point. In many areas knowledge about processes or procedures is known but not written down or documented.
- Throughout process steps and summit feedback, participants noted the need for (or lack of) clarity around functional roles (who is doing what, or who is responsible for) and various components of workflow and decision making processes. Additionally, functional roles in business processes and the scope of those roles (in some cases) is shared in ways that may cause confusion over process/workflow.

Recommendations:

- Consolidation and re-engineering of academic and non-academic workflows into standardized, streamlined processes that can accommodate all employee types, and the automation of those workflows into a system that will accurately validate, track, notify, route and distribute the information and data needed to hire employees effectively.

- Clear, accessible, and understandable documentation and training on those standardized processes and system operation.
- An intuitive workflow tool that insures data validity, compliance, reporting, record retention, and decision tracking with minimal operational impact to users.
- A comprehensive methodology and tool/system for knowledge management of Hire and Onboard processes, policies and procedures.

Post-hire Onboarding, Departmental Onboarding, Systems/Work Tool Access

Summit participants noted substantial pain-points and challenges with the post-hire onboarding processes, both at an institutional level as well as department specific practices & procedures (or lack there-of).

- There is a lack of clarity around which onboarding processes, procedures and activities belong in centralized units and which are department specific.
- Within current onboarding processes, procedures and activities, there is a lack of common understanding and/or consistency in practice. Participants noted the need for check-lists or other instructional materials/training on the various components of onboarding new employees as well as standardized documentation, training and knowledge management of onboarding related information, policy, practice, procedure and process.
- There are operational challenges to being able to track, replicate and grant access to various systems for new employees and timely systems access for positions. The acquisition of work tools, key cards and other operational needs by the time a new employee starts working is a significant challenge in many areas.
- Many processes are manual, paper-based or use multiple systems tools that are not integrated.

Recommendations:

- More detailed assessment of individual departmental needs in terms of onboarding training, tools, templates, processes and systems.
- Development of onboarding training and education.
- The integration of automated workflow for onboard related tasking, tracking, etc.

Training, education and knowledge management for systems, processes, procedures, policy and other institutional operations

Throughout the comments and input gathered at the summit, participants noted the need for (or lack of) standardized methods for recording, sharing, and training employees on components of hiring and onboarding processes, procedures, roles, policies and systems.

- Attendees cited the need for more training in areas of recruitment procedures, hiring procedures, and department specific activities to help onboard and orient new employees post-hire.
- Training for hiring managers on departmental onboarding, recruitment best practices, and process/systems for Hire and Onboard were particularly well noted throughout the comments collected at the summit.
- Operational Hire and Onboarding process, procedure, policy, etc. information is difficult to access/retrieve or requires talking to a person who knows the procedure (information is only known, not written down).
- Training for the various systems and technology tools used in the Hire and Onboarding processes were noted as lacking or insufficient.
- Gaining systems access for new employees is often dependent on in-person training that may happen after an employee starts a position causing delays in the ability of departments to deploy those individuals.
- While out of scope for Hire and Onboarding, professional development training and/or education on career progression was also noted as a pain point.

Recommendations:

- Development and deployment of knowledge management process and tool to capture and distribute critical Hire and Onboarding process, procedure, policy, systems information.

Further assessment of the current pedagogy and deployment strategy of systems training across units and the alignment of that training to Hire and Onboarding objectives.

Communication and common terminology

Communication between different areas throughout the Hire and Onboard process, as well as response time in receiving notifications, feedback or information about the status of workflow, approvals, consultation, etc. (across departments and functional roles) is a commonly noted pain point throughout workflow comments.

- Data within Hire and Onboard processes, and the communication of that data (via system, email, or other methods) can be incorrect causing re-work. As a result, there are numerous, redundant data validation steps that further slow processes.
- There are noted perceptions that the language and terminology used for particular employee types (Gship, Limited Term, Etc.) are not always being understood or used in the same way in different areas.

- In some areas, language and terminology for forms, systems, tools, fields, and data are not clearly defined and/or understood.

Operational, organizational and capacity challenges in the hiring and onboarding process

Participants across multiple stages and milestones made comments reflecting the need to address broader operational practices and procedures and the timing/nature of those practices in relation to hiring and onboarding. Additionally, organizational capacity challenges were noted as being contributing factors to pain-points and choke points in hiring and onboarding workflows.

- In some cases, participants noted institutional operational rhythms that had impacts on hiring and onboarding. As an example: Participants noted that the delay time between workforce planning efforts at an executive leadership level (Enhancement Process) and the actual hire of new employees created challenges as new or unplanned for operational changes occurred. Because the Enhancement Process only occurs annually, participants noted difficulty in being able to account for midyear operational changes through any kind of standard process. This is currently done ad-hock via HR consultation and may not reflect alignment of requesting department goals to overall organizational design strategy.
- Challenges in the timing, reporting and tracking of grant, federal work study funding in relation to the ability of units to post positions, and perform other personnel related operational activities in current hire/employment processes was another widely cited challenge/pain-point.
- The institutional capacity to proactively plan, improve process and address work volume at peak hiring times (and in particular workloads for manual/paper-based processes) was cited as a key pain-point across and within workflows and also noted as a potential challenge to designing and deploying new Hire and Onboarding processes.

Recommendations:

- Further assessment of current operational rhythms and workforce planning practices and the operational impacts of those practices on Hire and Onboard processes.

Faculty Hiring Process

Unlike many of the other workflows, there were limited choke-points and step comments centered around improvement for the faculty hiring and onboarding process. The primary operational-related feedback for this area centered around the transactional components of the process which were common to (and reflective of) other hiring areas.

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Appendix 2: Summit Question Themes

Question: One thing you really like about working at Chapman University?

Common Themes

- People
- Culture
- Team
- Collaboration
- Environment
- Benefits

Comments about the overall Hire and Onboard process

Common Themes

- Processes are slow, cumbersome or take too long
- Processes are frustrating, confusing, overwhelming and/or generally need improvement
- Process isn't well defined, communicated or understood
- Processes are overly manual, inefficient and/or paper based
- Process is managed in pieces
- Information isn't communicated or gathered effectively
- There is a lack of transparency or understanding about processes
- There is a lack of role clarity or roles are not well understood
- Some areas work well, or the process generally works well

Question: Stages that work well for me?

Common Themes

- IS&T processes/collaboration
- Planning
- Define
- Approve
- Recruit
- Hire
- Onboard
- None of the stages work well

Question: Stages that are difficult (and why)?

Common Themes

- IS&T
- Budget
- Planning
- Define
- Approve
- Recruit
- Hire
- Onboarding

Observations and reflections on what participants are seeing about the Hire and Onboard process [as a result of the Summit]

Common Themes

- Lack of communication between departments or areas involved in the process
- Overwhelmed
- I am not alone in feeling frustrated
- Lack of transparency or understanding of salary ranges or issues with how compensation is determined
- There are delays in the process - Process takes too long
- The process needs improvement (in general)
- The process is unclear or not well understood or is inconsistent
- A lot of the challenges are the same for different groups
- Automation is needed and/or processes are too manual or paper based
- Need for training
- Lack of role clarity
- People are engaged and eager to fix

What participants are hopeful about

Common Themes

- Communication and collaboration
- Being heard, included in the process
- Building a shared understanding and/or becoming aware of how others operate
- Human Resources being open to and/or proactive about change
- Being able to learn more about the Hire and Onboard Process
- The commitment/interest of participants on affecting change to Hire and Onboarding
- There is consistency and/similarity in perceptions about hiring and onboarding across departments/unit

What participants are concerned about

Common Themes

- The volume and scope of work needed given the timeline
- Uncertainty about what is next
- There are other operational issues or areas of focus (beyond noted process steps) that need to be addressed
- Process information isn't clear, correct or is missing
- That input from the summit will not be used, or the project will not move forward
- Additional resources will be need

Comments on Choke-Points: Input on observations about choke points that were noted throughout workflow processes

Common Themes

- Consistency in choke points across processes/groups
- IS&T
- Budget processes
- WF Planning
- Class/Comp
- Background Checks
- Approvals
- Dep. Onboarding
- Recruitment
- Payroll process/time sheets

Common themes on participant needs: What other needs do I have?

Common Themes

- Process and turnaround times
- Better access to data and reporting
- Better understanding and/or clarification about roles in the Hire and Onboard Process
- General improvement of stages of the workflow and/or enhancements to what is currently delivered by workflow
- Changes to the way that the institution or departments operate
- Documentation of processes and procedures
- More education/training
- Better communication
- Classification compensation and equity
- Increase capacity

Participant Needs: What needs to go faster

Common Themes

- The Hire and Onboarding process in general
- Communication, notifications and response times
- Systems and tools
- Budget and/or other approvals
- Classification and Compensation Process
- New Hire Paperwork and Orientation
- Posting of positions/Recruitment
- Background Check

Participant Needs: Where do I need/want to be more involved?

Common Themes

- More access to workflow related information
- Compensation and Classification
- Development of processes, checklists, procedures, etc.
- Training
- Want to be less involved in the hire process and/or want HR to be less involved in departmental processes/decision making
- Recruitment
- Approvals
- Planning

Closing thoughts about the Summit

Common Themes

- Overall positive experience
- Experience was validating
- Enjoyed sharing, collaborating/networking
- Learned more about processes, roles or other aspects of Hire and Onboard
- Positive comments about facilitation/Covision
- Hopeful about the process ahead
- Concerns about future activity
- Was overwhelm confusing, frustrating

Thoughts on remaining work in the assessment phase

Common Themes

- Update workflows
- Identify and deploy groups for follow up activity on specific components of Hire and Onboard
- Continued and/or expand collaboration efforts
- Continue to expand knowledge about current processes (fill in gaps)

Appendix 3: Choke Point Ranking (by participants)

Prioritization of high-level choke points by participants:

Name three high priority choke points or obstacles to fix in the redesign.		
<i>(104 Participants chose up to 3 items)</i>		
<i>Item</i>	<i>Votes</i>	<i>Percentage of votes</i>
Compensation and classification	42	13%
Budget and funding	42	13%
Departmental onboarding	32	10%
Promotion process / reclassification	30	10%
Training	30	10%
Student hiring	26	8%
ERCR Process	23	7%
IS&T	23	7%
Workforce planning	14	4%
Job classification	10	3%
Payroll	10	3%
New-hire paperwork	9	3%
Background checks	8	3%
Federal Workstudy	7	2%
Job description	6	2%
Total Checks:	312	

Appendix 4: Milestone Summaries

Workforce Planning

While there are several comments reflecting areas of improvement for overall workflow of workforce planning (overly complicated, needs to be streamlined, etc.), the predominate themes in this milestone revolve around clarification of roles, process, timing and authority structure for planning processes, transparency in decision making and process, and where/how various departments and individuals play a role.

There are a number of areas where participants have made suggestions about the timing of workforce planning, budget planning and other efforts in relation to the deployment of hire and recruitment processes, noting changing priorities and operational circumstances that effect original strategic decisions.

Budget Planning

Participants noted a lack of clarity around roles and approvals within the process and/or lack of clarity about how/when compensation and classification integrates with budget processes and planning. Several respondents indicated that off-cycle or other budget request processes outside of enhancement were unknown or not clear as to process or procedure. Throughout the participant comments, requests or suggestions to document or educate operations about budget and other fiscal processes was noted.

Access to (or lack of) access, reporting, visibility into, and ability to track budget and funding information in relation to human capital, was noted as a pain-point/choke-point with specific references to Federal Work Study. Accessibility of department level budget and human capital information via reporting was also noted as pain-point/choke-point by HR classification and compensation staff in a follow up session on their respective processes.

Hire Request

Participants in this area noted a lack of understanding or clarity in some of the specific step orders that involved consultation, approval and information exchange between compensation/classification and department hiring managers. Other comments denoted a general lack of clarity around this portion of the process in relation to other functional areas (recruitment, etc.).

Comments about the accessibility of classification and compensation practice/procedure and/or information was, again, noted as a pain-point.

A number of participants made comments/suggestions about system training and usability for PeopleAdmin (HR workflow tool), indicating that more training or information about how to use the system was needed and/or the frequency of use for the system makes knowledge about use of the tool perishable.

Create Job Description

Throughout the comments for this phase of work, participants noted a need for support in the creation of Job Descriptions for non-academic employee types, either via consultation or

through other resources (templates, training on how to create a JD, etc.). The same was not noted for Faculty, Gship and other academic titles with the exception of Lecturer where several comments pointed towards either not having JD's or the need for them.

Within this phase there was a continued theme of needing clarity around (or access to) salary ranges, hiring ranges and/or other classification/compensation information.

Classification & Compensation

The predominate themes associated with Classification and Compensation generally center around the need for more clarity and transparency in how salary, hiring ranges, etc. are determined within HR, approval processes, and access to this information throughout workflows. Additionally, the timing of when classification/compensation activities occur (consultation, determining ranges, approvals, etc.) is noted as being unclear, inconsistent or unknown by participants.

Classification and compensation in relation to academic positions (Faculty, Lecturer, Gship), and student positions were not noted specifically as pain-points.

Approval of Position & Funding

While there are a number of other areas within Hire and Onboard milestones that have themes around role clarity and decision making authority, the comments about the specific steps in this milestone largely point towards clarification of the order of steps, and the staging of the process in general within the larger workflows. Participants note a number of steps that may (in some areas) happen in a different way or with different roles than what was originally drafted based on HR insight into the process. This may be indicative of approval processes that are not consistent or change frequently.

Recruit

Predominate themes from participants for this phase of work include the need for enhanced resources for the recruiting process including; guidance (on process), best practice, training, system training (for PeopleAdmin), as well as enhanced center of expertise assistance for recruitment; enhanced posting platforms, recruitment services, etc.

As per a common theme in many other areas, transparency, trackability, ability to provide notifications throughout the process, and automation of work processes were noted as suggestions or needs by participants.

Initiate and Complete Employee Contract

Challenges in the uniformity and consistency of the steps in this milestone were noted throughout the participant comments, as were common themes around notification and visibility into where and when work is completed. As in many other process steps, clarity of functional roles, who is/should be responsible for extending offers and other components of work process are noted as a pain point or in need of clarification.

Participants noted miscommunication or lack of communication about when new hire paperwork is completed, as well as coordination of orientation and new-hire document completion.

Within this milestone, there are also comments that indicate choke points where key stakeholders (both within and outside of HR) may cause delays in approving or forwarding information in the process.

System Actions (HR, IS&T, Facilities) to Activate a New Employee

A number of comments in this milestone indicate that there is often a gap in knowledge about what systems, tools or other systems access types are needed for new employees, making the request process challenging for both hiring managers and those with accountability for providing access. Follow up sessions with IS&T indicate a need for a system or process that has the ability to track standardized systems access by position to provide guidance for hiring managers and to streamline the access process.

Accessibility and the timing of activation in the time keeping system after a person is hired is a noted pain-point.

Other themes center around delays and confusion within the milestone steps, and a lack of ability to track progress through the workflow.

Payroll & Accounting Functions

As per comments in the previous milestone the timing of accessibility into the payroll system in relation to the hiring process was noted as a pain-point, particularly for high-volume student hires. Delays in first paycheck, or manager's ability to access payroll information for employees were cited as specific examples.

There was some indication that there was a lack of clarity in when/how funding was allocated as per handoffs to budget/grant/accounting functions.

Department Onboarding

Consistent with many of the themes and comments from previous milestones; lack of role clarity, process clarity, consistency, policy/compliance, and accountability for the various components of onboarding were noted throughout the comments for Department Onboarding. Specifically, what components of onboarding lie with department, and what components HR is (or should be) responsible for. Participants also noted the need for clarification on who is responsible for the education/training of departmental staff on how to onboard new hires.

Participants noted the need for documented direction/instruction for departmental onboarding processes/procedures and/or tools to track the various tasks involved in the process (checklists, templates, etc).

Appendix 5: Hire and Onboard Summit Participant Questions Data

Background

Participants were asked to provide comments, suggestions, input and to assess steps and components of workflow processes as well as to assess the overall project and to make observations about the summit process itself.

This data was collected via Covision (an online collaboration tool) and is provided verbatim in the following appendix.

Summit Questions

The following questions were asked during the summit:

- One thing you really like about working at Chapman University
- General Impressions of the Current Process
 - Comments about the overall process
 - Stages that work well for me
 - Stages that are difficult for me, and why
- Observations and Reflections [on the comments made by participants in Covision about processes]
- Reflections on What We've Seen
 - Things that make me feel hopeful:
 - Things that cause me concern:
- Comments on Choke Points and Obstacles
 - As you look around the room at all the sticky-dots, what do you notice?
- Prioritizing High-Leverage Choke Points for the Redesign
 - Name three high priority choke points or obstacles to fix in the redesign. Please choose three from the list below.
- Serving Your Needs
 - What needs to go faster?
 - Where do I need to be more involved?
 - When could I be informed sooner?
 - Do I have any other needs?
- What are your closing thoughts and feelings about [Day 1]?
- Why You Came Today [Day 2]
 - What did you come back today to work on?
- What questions do you have about the four phases of the Hire and Onboard Project?
- Thoughts on remaining work in the assessment phase
- Closing thoughts and feelings about the Summit.

Summary Themes

While each participant was encouraged to provide the individual responses shown, there was no control for multiple individuals using one interface to provide responses (some responses could reflect group or pair thinking). Single individuals could also provide multiple responses. For summary purposes *common* themes in each section are noted. Themes reflect similar statements that appeared more than three times in separate comments. These themes are not weighted by importance or analyzed for frequency as the methodology around data collection does not allow for an accurate, controlled analysis of this nature.

Question: One thing you really like about working at Chapman University?

Common Themes

- People
- Culture
- Team
- Collaboration
- Environment
- Benefits
- Mission

Participant Comments:

The people
The people and beautiful environment
The culture
The people are amazing and committed to our organization.
The connection I have with so many people.
cool vibe!
Beautiful campus.
The community spirit.
I really enjoy the people I work with on a daily basis
The people!
Great people
People
Sense of community.
The people I get to work with
Benefits package.
The people/co-workers at Chapman
Working with fun and engaging professionals.
Sunny SoCal weather and wonderful colleagues!
I work in my field of expertise
THE ENVIRONMENT
Collaboration
Testing 1 2 3
The people I work with and the benefits I receive
The ability to help future professionals reach their greatest potential.
I like the people; the opportunity; tuition assistance; the campus; I like Chapman's personality and culture
my diverse colleagues
The benefits! :)
The Chapman community. "Its the people!"
The people.
Supervisor support.
It's a great workplace.
People

Collaborative environment amongst staff.
The people!
My immediate coworkers.
My coworkers
I love working at an institution that values supporting students to become global citizens and I love being a part of that mission.
Working with a team
The people
My co-workers.
working with a great team daily.
My team!
I love how friendly and enjoyable the community is!
it's amazing upward trajectory
People genuinely like working here.
The "Chapman Family". Everyone is supportive and friendly.
Developing processes for improvement, which impact students, faculty and staff
The people I work with
Love the campus and community, the people that work here.
I love to see people grow and achieve individually while serving an important mission for the next generation of leaders.
I like my colleagues
My coworkers are fantastic and I love working with them.
Working with great people.
my co-workers
Community
the people I engage with on a regular basis!
I like the people.
The opportunity to contribute to success of others.
Making a difference
Tuition benefits
I like that there is a diverse group of people, with different backgrounds and experiences
The beautiful campus.
access to free education
I love the fact that my co-workers and supervisor treat me like apart of their family. We are all there to support each other.
Knowing which faculty or staff person to reach out to if you're in need of help. Chapman feels like a small community where we all know each other fairly well.
The people
Flexible work life balance.
I enjoy working with my fellow staff and faculty. I also enjoy having the opportunity to work with students.

The care for not only the students but overall for all staff and faculty that it offers.
I enjoy the flexibility. I think we are very fortunate to have such wonderful benefits and work in a supportive environment.
Mostly the people, there are many great colleagues across campus.
The family atmosphere and 24/7 coaching/leadership advice received as a administrative professional. The "We not Me" approach is awesome!
The people in my team and those I work with from other teams.
Great group of people to work with
The opportunity to empower and encourage students
Dedicated team members who care about what they do!
The family feel at all unit levels and teamwork environment that drive this university to serve the students and community to its highest potential.
Innovative
One thing I like about Chapman is my colleagues and team.
The willingness of all Chapman members willing to help, assist and work together regardless of the department they work for.
providing a service for the chapman staff and surrounding community
Paying attention. Meeting new friend.
The students and employees I work with.
Those of whom I work closely with in my department have been very supportive with getting me familiar with all things "Chapman".
the people
innovative
Our mission is motivating = global citizen development
Enjoy working with my great coworkers!
small size, interesting, smart colleagues
work/life balance
The people and the campus community.
Veterans Day Holiday
Ability to collaborate with other departments.
the camaraderie; seeing students educational journey.
I like the culture of the organization. I have been at CU for less than four months and I appreciate how welcoming everyone has been. Additionally, I have had plenty of support from colleagues in my department, and I feel well resourced to perform my job duties.
comradery
The culture and atmosphere
Our commitment and drive to work together despite challenges.
The Chapman Family Experience - ROCKS!
The friendliness
working with the departments
Weekends
Small community

Performing Arts and Diversity
The holiday schedule!
people
working with the departments
The beauty of true diversity operating together for purpose of education, growth, and justice.

Comments about the *overall* Hire and Onboard process

Common Themes

- Processes are slow, cumbersome or take too long
- Processes are frustrating, confusing, overwhelming and/or generally need improvement
- Process isn't well defined, communicated or understood
- Processes are overly manual, inefficient and/or paper based
- Process is managed in pieces
- Information isn't communicated or gathered effectively
- There is a lack of transparency or understanding about processes
- There is a lack of role clarity or roles are not well understood
- Some areas work well, or the process generally works well

Participant Comments:

Much disconnect between departments that are involved with the hiring process
Slow, lack of transparency, inconsistent
The overall process from start to finish lacks definition.
What job description or template should be used when crafting a position?
I am involved with all them
Role clarity and role responsibility are ambiguous.
communication is lacking between stages
I get stuck somewhere between stage 3 and 4.
i am not involved with 1-3, but 4-6 seems very smooth.
smooth
HR and Faculty Affairs struggle with information for new incoming part time lecturers.
It can be very frustrating...
Generally works smoothly, but a few glitches.
Generally the process becomes more difficult as it rears towards the 5th and 6th stage.
A lack of transparency makes managing my hires more difficult. We need a system to automate and tell me where my hire is at - what department?
There are issues throughout all of the stages.
We need to fix the current process
More communication between each step from faculty affairs and human resources when hiring part-time faculty.
Timing. Funding and need are often very far apart in time.
Slow and at times unclear.
lack of knowing the orders and steps to complete the process

Needs to be a smoother process, less paperwork
need to define if new position or replacing existing position
Very cumbersome. Too many unknowns that randomly change from instance to instance.
Issues in each of the areas
The overall process is very faulty. From what we discussed, the approval process is very lengthy. Personally, the most difficult step is on boarding since there really isn't formal steps.
Comprehensive but slow-moving
There are a lot of people working hard to get new hires settled in.
Variability in experience across departments
Would like more standardized and concise references on procedures
Not user friendly. Often changes with little to no notice. No real formal process. Many processes are very unclear. No formal "how to guide" and very confusing. Would be helpful to have a checklist that all units can access and see to understand where we are in the process.
Specific role is fun and engaging... Wait for approval can be tedious slows the rest of the process
Long process from the initial posting to hiring
After all the trouble of interviewing, identifying a candidate, the negotiation of salary process can be very frustrating.
HR does a great job running the entire process
Initial Approval - Budget process
In terms of professional staff, I generally only work with half of the process (recruiting, hiring, and on boarding).
seems a bit cumbersome and challenging to make sure that everything has been done before an offer is made
Challenge with posting in a timely manner once submitted in PeopleAdmin, compensation analysis, recruitment efforts, status of background check, onboarding process - keycard access.
Overwhelming
The overall process seems fragmented and disjointed - seems harder than it should be. This is interesting because everyone is so willing to help, so I think visibility and communication could be improved overall.
This process takes a long time and requires heavy monitoring to push a hire through.
Integration appears to be limited including transitions.
The overall process is slow, undefined, vague, and "as needed". Solution-wise, we are probably looking at a Flowchart or decision tree to see what the next steps are.

The hiring process is not clearly outlined. Who is responsible for what. Who takes over what and when. Who follows through.
Learning about the various stages and how others are affected and involved is extremely important.
Every type (classification) of hire has a completely different process from planning to onboarding. In some cases, the systems/tools are different as well. It's too difficult to track progress of approvals to hiring to onboarding. Too much of the process is handled via email and paperwork.
Functioning well but has areas that can make the process much smoother
moving undergraduate students from one approver to another approver is very difficult
Not streamlined * Not completely systematized * Far too many rush requests
In general, pretty simple process
Lack of transparency about compensation at the recruiting stage - shortlisted candidates decline an interview due to salary. This is more and more common and impacts our pool of quality candidates. * * Approval process - confusing and overwhelming at various stages - from securing a new staff line, to initial salary approval, to final salary approval.
Good not great
The process feels too slow. It feels like we wait a long time for responses from HR.
Can be time consuming.
I think each department has their own process
We need this automated.
It seems simple but we have areas that are challenging; the unique situations make the process difficult to carry out softly.
The approval process can be ironed out.
Stages 1-3 tend to be a challenge getting correct and accurate information from HR, then moving through the approvals. HR tends to be very slow at this stage and a number of people are listed as approvers for HR.
As an admin, took almost a year to get PeopleSoft access to recruiting portal to manage my hiring. * No clear communication of this process (as a new hire), nor as an admin bringing people in. * Hiring student employees is the most challenging - not sure why. * Communication loop seems to be one directional at times - I submit info, may not receive a reply or timeline, so I am left wondering where things stand.
Too slow-
The overall process is cumbersome and inefficient.

No dashboard....too many blackholes, To slow, loose good candidates due to lack of speed. No flexibility despite the fact we know we have funds.
Could be streamlined.
difficult to get students hired and paid in a timely manner.
It's overwhelming, especially for new supervisors. Training is needed for supervisors on the hiring process, on who the HR resources are when they run into issues, on how to create JDs, and on how to deal with challenges during the onboarding stage.
For what is important to my process of ERCR's the overall process needs to get better for a few stages after the plan has been set.
Very manual
The approval process can be a deal killer. Sometimes it takes so long that we can no longer spend the time recruiting. * If we do recruit and hire, once the person arrives it is highly unlikely they will have the access they need to attempt to perform their job duties.
There is not enough planning when there is a vacancy, and no training for hiring managers on how to recruit and hire, or onboard. We need to shift the mindset and offer more robust training and modeling of the complete hiring and onboarding lifecycle.
LACK OF TRANSPARENCY and inconsistent.
Student workers are not getting paid on-time when they get onboard. Neet help with recruiting for positions.
There does not seem to be enough resources dedicated to answering questions regarding both the overall hiring process and specific cases in a timely manner.
undergraduate students that work multiple jobs don't show up on the rehire lists correctly.
Problem between approval and recruiting
everything manual - emails back and forth - waiting waiting waiting for reponses
Steps are not as transparent; in addition to, which person in HR I should be working with.
It is hard to get emails and phone calls returned when working on part-time lecturers. It would be great to know the timeline process for each part of their hiring - background check, orientation, key card, log in, payroll, name change if married since last attending university, start date. It would be nice if these things happened automatically without checking on each one.
The hiring and on-boarding process itself is unclear. As a operation administrator I still have not received training on hiring and on-boarding although I have requested it multiple times. At present, I figure things out as I go and rely on informal Chapman networks to offer support and guidance.

It has bottlenecks at most stages.
the six stage process is an accurate representation of the process thus far.
HR's workflow process exists. However, the infrastructure seems to have internal issues/roadblocks. It seems like HR is always catching up on heavy workload and that they're always busy running around trying to put out fires.
Overall it's okay but the end of the process seems to hit some roadblocks with the final parts of onboarding. We are lacking an university wide induction process. Need much more than the two hour orientation to introduce new people eg a campus tour, hearing from senior staff, finding out more about the school
Most of our hiring/positions are part-time casual, which I don't see represented in any of these categories.
As I perform hiring for undergraduate students and GRA's, I find my frustration is in actual hire stage. I previously would select student on the Recruitment site and have the student complete the hiring documentation. Once submitted to HR, I would have to set a date to follow up with Student Employment to verify that the student was processed and placed in the system. * * I just submitted hire documentation for a student on Friday morning and received confirmation that the student was processed and placed into the system (time sheet access) Friday afternoon so, seemingly, formal processed may be activating as we speak :)
I would like the undergraduate recruiting website (People Admin) to be able to purge or hide previous year jobs, so I don't have to sift through 5+ pages of postings to find the correct one
It seems like everyone is kind of "on their own." It would be helpful if there were some more trainings or best practices provided by HR.
Confusing - who does what, communication lacking, lack of responsiveness with intended hire, multiple onboarding orientations - who covers what.
The overall process needs improvement.
Hiring managers are not always trained on PeopleAdmin, and how to enter a posting with a job description. Sometimes I am left out of the decisions made by the hiring committee, and I have to chase down the information.
It is difficult to please everyone, but there are certain points that seem to be an easy fix
It would be helpful for academic units to be provided more resources on recruiting and salary during the "plan" and "define" processes to ensure that plans can be accomplished within budgetary limitations.

Good up until #6... our onboarding processes for professional, graduate and student staff are pieced-together from various documents from over the year without any clear method/vision/purpose.
Delays and bottlenecks during the recruitment and hiring. Compensation is typically what drives away strong candidates. After hiring, there's a disconnect on who to follow up for system access, payroll/time sheet activation, ensuring the proper system security is provided and all the components needed for the new employee.
Some of the process works well and is efficient, other parts are frustratingly slow. Approval communication and HR communication is problematic, slow. I cannot rely on either the HR staff or the staff in the approval process to help facilitate or answer timely questions. I often feel tied to bad processes
Lacks transparency.
Very cumbersome if you are creating a new position, salaries don't seem to be fair in some cases.
It's difficult to get HR support staff to respond to emails/calls and slows down the overall process.
OFA is too understaffed to be effective. They just pass work to other departments, and that creates delays and frustrations.
Define/Approval Process - Creating new positions vs. hiring for existing positions are handled differently. Process is not clearly defined, isolating for departments, managers, supervisors.
The initial stages that are governed internally work well. Toward approvals, hiring and on-boarding become clunky.
Clear process and roles of who is in charge of what is missing. * Overall inefficiency leads to an ineffective on boarding experience for new student employees and administrators. I think on boarding has a big impact on employee motivation and morale.
Varies greatly depending on the type of hire. More consistency overall would be quite helpful.
The process is too slow with lack of transparency and needs to be brought into the 21st century. Too many manual processes. Too many approvals needed (grant approval is manual) and needs to be incorporated into the electronic workflow.
The good news is that we get new hires on-boarded - but it is not easy see where we are in a particular step, so time is wasted following up with various departments to verify that things are progressing, and have not hit a snag or two.
The overall process seems to be a bit slow from getting a job posted to actually getting someone hired. * There is a lack of communication between HR and departments/colleges. * There is also a lack of streamlined processes where we can check to see what steps should be taken to get an applicant hired (No road map) * job descriptions are confusing and cannot be universal.

PeopleAdmin program is confusing and tedious...
I would like HR to visit departments to learn how they function in order to train and assist us with all of the stages of hiring an onboarding.
Clarity about HR roles and how they support us are needed. * More staff are needed to support this process at the department levels.
The process as a whole is very burdensome, confusing and time consuming. I would like it to more user friendly for those of us that are not dealing with this process on a daily basis.

Question: Stages that work well for me?

Common Themes

- IS&T processes/collaboration
- Planning
- Define
- Approve
- Recruit
- Hire
- Onboard
- None of the stages work well

Participant Comments:

Onboarding works well. IS&T's questionnaire helps my hires get access from day 1.
Plan and define
Plan, define
planning, defining, approving
communication with students
1 thru 3 :-)
Planning, Define, Recruit
plan, define, recruit
Stages 1-4 I am content with. I don't see a lot of the approving process and it doesn't obstruct my work.
Our group talked about planning and defining the job works well. But approval on forward needs improvement.
The inputting of various information that is needed to hire individuals.
Once we have approval to hire, selection approval goes well.
Plan and define
Approval and recruiting
1 & 2
Planning & recruitment
Job posting, advertising, online portal for viewing applications
Hiring can be pretty straightforward.
Planning; recruiting; onboarding because we have a good homegrown system
PeopleAdmin works well
Unfortunately, not much.
I enjoy the hiring process! Allows me to get to know the new hires and a feel for who can be reliable workers
Having different departments already knowing what they want and who they want to hire
The paperwork process for students is good, seems to go smoothly, but the online process and communication can be slower.
Martha is awesome!!!

Available job descriptions in People Admin
recruiting
Recruiting
Not a seamless process. Need for follow-up with HR throughout the different stages.
Recruit
Planning and defining the position, hiring once I have a candidate are the easiest to process
Hiring, though slow.
Deciding in a small group what is needed works well.
The steps we can influence and best define processes.
I am involved directly in the Onboarding stage which can work well, but can also be a choke point.
Planning and approving work well (sort of).
Onboard, Hire, Recruit
Approve
Planning and defining at the department level. We understand the needs of our department more than HR, so it's easier for us to plan and define what roles we need.
Recruit, hire
Planning, defining and approving work well in my department.
Everyone is very service-oriented, so the people interaction is good. It's just that everyone is also overwhelmed by manual paper processes.
Early stages of the process.
All can work well - but we have those "unique" exceptions that make it messy.
The hire process and meeting candidates on day one.
Being able to view applications and resumes. * Coordinating interviews myself. * Finalizing the candidate process.
Planning and defining, as that is mostly internal to my department.
Once you create job description it's saved.
Recruit, hire and onboard
1 and 2 which we control internally. 6 again because we primarily control that in our unit. Once a decision is made, the hire process, by agreement with candidates seems ok to me but others in my unit may disagree
recruit and hire
I'm only personally involved in the hiring phase. When paperwork is provided on time and all the data is accurate, it works very well.
Stage 1 usually works well because it has been planned by the department.
none
Plan, define and hire. I do not encounter issues planning and defining or extending an offer.

Our department rushes to fill vacancies, so we can post and sometimes hire quickly.
Undergraduate job postings for external and internal work well
The Hire process was fast.
planning define and approve
Entering the information in PeopleAdmin and completing the HR survey.
Plan, Define, Approve, Recruit - These are handled within the department.
I like PeopleAdmin but still need more training to feel 100% confident that I am doing things correctly.
Recruiting tends to be the smoothest stage.
Recruiting stage- we work hard to advertise our positions and yield a lot of interest in our student staff positions.
The hiring stage seems to work smoothly. Once we identify a candidate, HR does a good job moving things along as far as background check, making an official offer and sending proper documentation to the new hire.
Loading the job works well and overall the letter of offer/background checks go well.
Once a final candidate is identified, the actual hiring process seems fairly straightforward. * * In the past, my department has been pretty self-service when it comes to recruiting, but in my most recent hire, the recruiting team was very helpful and informative. We didn't end up needing their support that heavily, but it seems like we could go to them in the future if we get stuck.
The stages prior to hire (for Student Employment)
Martha, Robin, and Abbie are always so wonderful, although sometimes hard to get a hold of, understandably!
none
Plan, Define and Approve
The qualitricks survey is helpful for onboarding where you can indicate the items you need for your new hire.
HR communicates with me very well. The process is in continuous motion after a candidate has been identified for hire.
I think recruiting is easy. PeopleAdmin is very intuitive and easy to use. HR is always there to help
None.
As a search committee chair for a few searches, the recruitment phases is pretty smooth sailing... PeopleAdmin is good enough software for gathering of CLs/Resumes, our internal dept questions for student staff are assessed every year, while questions for professional/grad staff are clear, concise, and get after what we're looking for to screen for on-campus interviews. The inclusion of Dept values a few years ago helps us with final decision making at the director team level.
Being able to have the ID#, email address and technology needs happen prior to the actual start date has been very helpful.
Posting the job posting, filtering all the applications, selecting candidates and providing necessary training.
PLAN, DEFINE, RECRUIT, HIRE, ON BOARD

survey that hiring management completes works well to understand needs of on boarding staff member
The Interview process, mostly because we as an office create our own questions pertaining to the position. Hiring the person is easy enough but sometimes the salary doesn't seem to be fair.
Plan, Define and Approval work well since they can be rather autonomous by department/College.
Planning and defining stages are efficient internal processes within out department.
We are given freedom and support for the most part to define and plan independently
Plan * Define
Interview process. * First-day onboarding process for our new employees. * Friendly HR staff.
Posting positions to various sites. * Once the applications are available to read, PS makes it easy to create PDFs. * Interviews
Phone conversations and in person visits offer more clarity when it comes to hiring needs.

Question: Stages that are difficult (and why)?

Common Themes

- IS&T
- Budget
- Planning
- Define
- Approve
- Recruit
- Hire
- Onboarding

Participant Comments:

Recruiting has been non existent, onboard Inc has often been incomplete.
approve, onboard
getting job descriptions approved by HR - and posted
salaries are low/not acceptable during recruitment. (Compensation doesn't match work need)
specific tasks in #6 could use some updating
keeping track of student budget
4 and 5 :-(
Approval, too long for Limited Term; Hiring, some issues with timesheets (not appearing, wrong dept. in queue); Onboarding, some lost documents.
hiring and onboarding
The on-boarding stage is difficult, especially for new supervisors hiring even student workers. We need to know how to set them up successfully and our student workers deserve the same onboarding attention our staff members do.
Plan - Schools/departments don't always plan well enough and hire their lecturers on-time. We have too many lecturers who are hired after the start of the term. And, this creates a trickle-down effect causing issues with all the other stages in the process.
Onboard * We need to do a better job educating new employees about our Ethical principles/ethical work environment.
The communication of when people are officially hired and when certain orientations are happening for the new hire part-time faculty.
between approve and recruit (3B) - not knowing the process to hire a limited term
Approval to hire is challenging even for existing positions
recruit, hire and onboard.
Hiring is difficult because it piles up usually in August and there are limited staff to do all the manual work.
Recruit- hiring training workshops will assist those that have never hires before * Onboard- needs to be a quicker process to the final stages for payroll
Is HR supposed to help with Resume screening?
<ul style="list-style-type: none"> • determining where we are in the flow - are there any road blocks, and who is handling them. • would like a check list of items to be completed for each step
user needs are not communicated far enough in advance. access, systems, resources, etc
3 through 6. Out of my view to see what's going on. No transparency around these processes.
Approval stage - workflow/information delays. Budget disconnect.

Planning is limited. We do a lot of reactive hiring.
The order of the process itself can be challenging, since positions my department is asked to approve don't always have an existing account string for the personnel charges to post to once someone is hired into a position.
Onboarding at times does not always go smoothly. I would point to issues of communication, where questions can best be answered.
Hire - not sure what happens behind the scenes once a decision has been made and someone shows up
Background check status update and offer letter completion update can be difficult to get info for
Once everything goes to HR and Faculty Affairs...it's a blank space. There's no transparency on the process, where we are in the process, what's next, who is the next step sitting with, are all the items in....etc. Many of my hires know my own name and they respond well to when I reach out to them. But, when someone they do not know reaches out, it often is in the junk mail or they are hesitant to respond. * * In regards to student workers, many often do not have timecards up in a timely manner which causes them to be working with no pay for a few weeks.
Waiting on approval to finish specific role in process. Slows the hiring and documentation could get lost or miss placed
Onboarding for faculty * The stage from when a person is actually hired to starting
Getting new hires set up in online timesheet and payroll system is not ideal.
First day of office - place to sit, new key card, access (too many moving parts)
hiring and on boarding. Hiring and paperwork with student staff can be challenging. Hiring and on boarding professional staff during the academic year can be challenging when also keeping up the day to day work.
Sometimes it takes awhile to get a position posted.
Somewhere in define/approve there is a lot of delay in classifying the position.
Approval process, making sure that salary is approved before recruiting starts
All
Creating a new job description and sifting through applications.
onboarding - PT Faculty not always available for the one day orientation day, or are hired emergency or late and miss it, or there is none offered for interterm or spring semester
After someone is hired, there is no way to identify the required training or to GET to training
Don't know how Chapman plans; Defining could probably use work; * Approve is really hard - * Recruit is hard because the managers have to do so much themselves, but having a nice place like Chapman to invite people to makes it easier than in some other companies * Hire > Needs work * Onboard > Needs work
getting the approval, entering the request in people admin, recruiting and reviewing the hiring information and feedback. but the most difficult is the onboarding. The survey takes heavy monitoring and often is the item that takes the most time in following up with the new hire who is attempting to log in to the system and/or systems.
Dealing with recommendations

Planning - the dollars we get to hire a person don't give us really what we need to hire the RIGHT person. (Compensation doesn't match work need)
Onboarding, as my department supports the training needs of staff, faculty and students. Also, the process are slow.
Once it is left to people away from our main office, there can be time-lags, items considered high priority for our group could be considered low priority for the next decision maker/process building block maker - which leads to bottle necks.
Hiring
As the Onboarder in HRIS, my process can be slowed when information is missing or incomplete.
Defining, hiring, onboarding are the most difficult.
Plan, Define, and Approve. Sometimes identifying what type of employee is wanted and what roles they will have can cause delay. Approval is also a gray area and knowing the proper routes they must go through will make the process much smoother.
Lack of PLANNING * Timely notification of new HIRE * Office space and systems not ready to ONBOARD new employee
Final candidate recruiting - when selected, our authority as hiring managers is undermined as HR step in to tell us what a title or salary should be, not entrusting us to make informed and strategic decisions for our department.
Design - very specific job requirements requiring pre-employment screening not typical to other university positions.
Recruiting - we haven't really had any support on recruiting. * Hiring - salaries can be a challenge. Working thru benefits with prospective employees is sometimes challenging. * Onboarding - day 1 actually goes pretty well, but then supervisors and managers are basically on their own around things like training and so it's inconsistent around the organization.
Recruiting due to the unique staff needed for the department and the skill set.
The Define and the Onboard steps rise to the top - knowing what the needs are sometimes does not fit to what has been approved. Onboard in general needs to improve -- choke points hopefully will be discussed today.
Too many levels of approval and some want to bypass them. * Not enough time given when it come to the hire process.
Getting correct and timely answers from HR. There seems a lack of information sharing and an even greater lack of taking ownership of an issue. * Needing to re-verify information with HR routinely, like rate of pay, etc. * Getting someone in HR to respond to email or by phone.
Everything after that, especially onboarding. As an example, I had an employee work for 3 months without a computer.
Not able to know what stage you're in during hiring process. The length of time it takes to complete hiring process.
define and approve. Define: if the position is not a standard position there are lots of steps and time wasted getting the proper approvals. approve: the salary is always an issue, we want to pay more but HR says it's not in the range. The private sector pays more for positions and we can't stay competitive. Once salary is approved from budget office the position gets stuck in HR.

Approval...too long....recruiting...tough market, we have to act quickly once we locate someone...could use help attracting folks, tools that let us leverage the internet search for folks.
Requests for onboarding technology requirements (phone, PC) can often times be delayed due to requests reaching us after the new hire has already started.
On board * Students that come for an orientation tfor fall before the fall semester need to complete summer application then put on spreadsheet, even if they are a new hire. Confusion between our office and HR.
Hiring new hires that are last minute are a challenge, especially when all the paperwork needed to enter isn't provided on time or has missing or incorrect info.
Stage 2- department fills out the ERCR and the problem usually comes after I receive it and notice the issues with it. Stages after stage 3, once it's approves are sometimes also challenging.
Plan- there is no uniform planning stage * Define- working w Peopleadmin to get a req defined and psoted is extremely difficult * Approve - approval process is very manual, unstructured with a lot of back and forth * Recruiting process works well for mainstream positions but not well at all for the non mainstream positions; no ability to hire in 3rd arty specialist recruiters * Hire - hire process is unstructured; managers are lef ton their own to schedule interviews and structure the review process for candidate feedback; no one single Chapman way to doing things * Onboard: very manual in email; access is requested through a series of manual reuests from manager; hiring decision making is very unstructured and each eapartment will do things differently; no set of standards
The approval can take way too long with way too many levels of approval. * Recruiting is a gamble sometimes the posting hits the right markets other times we have to go several rounds before finding a proper candidate. * On day one of a new hires arrival they should be able to access all basic systems and drives to begin learning about their position. If it takes longer than a few days to correct we risk losing a stellar employee for our lack of supportive and informational on-boarding. On-boarding is critical to overall employee retention.
Planning and defining, usually limited by time constraints and SALARY BUDGET! When hiring we have low salaries so I have had people decline offers. Some of our positions go vacant for a long time due to applicants not qualified. Onboarding due to time constraints because of lack of training and planning.
The onboarding stage lacks definition and role clarity. There are things that HR does, there are trainings that other departments do. But what about the work we should do in our department to bring someone onboard and up to speed successfully.
Often times, we are not getting qualified applicants for our positions.
Hiring is difficult, we have challenges attracting student talent to the position, especially when all departments are trying to hire federal work study students.
The rehire process seems to change from semester to semester
When I got hired, it took a long time for the Onboard process. I could not see what was still outstanding versus what was done. And I didn't know who to contact for outstanding items - besides HR.
Lecturers are often hired last minute or HR is notified of the hire afterwards
Between approving and recruiting and the lack of communication. Also unboarding needs to be updated
Classification of the job because I need help to review my whole staffing.

Hire and Onboarding. Have to follow up with HR on each part of the process. It is hard to connect with someone in HR to get answers.
I find the on-boarding process the most difficult. Having all the information I need to, in order to properly inform and welcome a new employee. This includes parking permits, computer equipment, benefits introduction, etc.
HR is notified late of terminations and can cause extreme legal situations regarding final pay
Recruiting is dependent upon having the resources (positions) to fill -- there is a lack of transparency and clarity of how positions are approved. Infrastructure does not seem to keep up with growth, and the planning and defining process seems to happen in only in a few select places.
Hiring: because we need students to return during the summer we end up having to hire all student staff for summer employment and extend that employment to the academic year using a rehire spreadsheet. This causes confusion. * Not understanding the purpose of the rehire spreadsheet- they usually come with lots of errors and do not allow us to report changes needed such as pay rates and supervisors. A second step is required such as the ERCRs. * * What is the purpose of the ERCR? * Onboarding * Timesheets take weeks to be set up and students go an entire month without being paid.
I work with undergraduates. My department hires over 150 student employees every year and I experience difficulties at the beginning of the fall and spring semesters with hiring documents being submitted and processed timely so that students can submit time sheets and get paid on time.
The recruiting stage is difficult, primarily because we are looking for high-caliber executives that require high-pay.
Research appointments need to be carved out. They are not administrators. They are their own body of work and expertise.
The approval process is long and there are often delays. Disconnect between the survey completion and where that info goes. Always have to follow up with an email after the survey for at least one part of it eg the phone set up or access to drives
The plan, define and approval steps seem very muddy and mysterious. There seem to be a lot of people involved and I'm not entirely sure what each of their roles are. * * Everything on my end has been done via direct communication with HR. I feel certain that my department could shoulder more of that work, if we knew what it was. * * It would be helpful to know what, if any, financial resources are available to each department for recruiting purposes. What is the process for posting an open position on a paid job board?
Receiving confirmation that the student's hire documentation has been received and processed. * * Would also like for the system to remind me that I have a posting open. I often wait for the selected student to successfully go through the hire phase before closing/removing a post. Perhaps the system can automatically send a reminder once a month that there is a posting open.

Have had trouble recruiting quality talent even with the help of recruiters. New department, so perhaps lack of awareness from job seekers that Chapman offers the types of positions I'm looking to hire. In past positions, there has been more promotion of open positions using job boards and social media. * * Hard to do onboarding when everyone in the department including the director (me) is new and still learning. Would be helpful if HR had a larger role in this, perhaps at least for training of supervisors. Employees constantly come to me with questions, and I have to hunt for the answers.
The approval process is delayed because we don't know our budgets, and that creates endless back and forth with Academic Budget and HR.
would work if onboarding and new processes are taught in Staff Summit. changes that were made, refreshing our minds on how to properly do it, staff changes, who to contact.
planning and defining - what job tasks go with what levels of positions, approve and recruit - communication of status not clear, requires alot of follow-up. * hiring and onboarding - communication problems, candidates often don't know the status and departments can't answer their questions. not sure what is covered in various meetings and orientations. * * hiring and onboarding
* * The recruiting process is difficult since all of the applicants are sent to the department. There is not vetting of the applicants based on the qualifications we have described on the job description. * The hiring process is difficult. Compensation is always an issue. Experienced applicants have taken a pass on employment after we have interviewed and selected them based on the low offers the HR recommends. * The onboard process is tricky as well. New employees should walk out of HR orientation with everything in place. Benefits set, email access set, parking permit, building/office access and timesheet operational. It is difficult to have an employee struggle with setting some of these steps after the fact. Especially when they can't complete ATO/Timesheet when they first start.
Onboarding for UG students is challenging - there are copious amounts of paperwork for UG students to fill out, turn in, and then get input into the system; if there is a delay, they may not be paid on time. Also having to hire for summer if only starting a week before fall (when they will continue into fall).
Sometimes it is hard to get the process started with an accurate job description. There is a lot of back and forth with HR on what should be included in this document. Hiring managers need to be trained on how to do this. When a person is hired, sometimes there is a communication breakdown on what their technological needs are. Often, new hires report the same day and do not have a Chapman email.
I think hiring a student work takes too long. Sometimes the student is at fault, but things can get caught up in HR. Can there be automated emails regarding student hiring status? (i.e. Documents submitted, queued for processing, timesheet available.)
"Hire" - Comprehensive compensation review and discussions often only come after recruitment, when managers are ready to hire. This has a tendency to unnecessarily extend the hiring process. * * "Approve" - there are too many approvals required that are not streamlined effectively. Hiring managers have to provide similar information in multiple ways for multiple approvers. In addition, the process isn't clear for new managers, and steps can be missed.

Onboarding stage is difficult... as mentioned before, we have various documents for on-boarding, but it doesn't feel like it's clear, cohesive, or have a "flow" to the process. In addition, we do a much better job with our traditional hiring season in the summer when we have more time to devote to on-boarding sessions/trainings, but when it's a mid-year hire, we're definitely doing a disservice to those new employees, as the lack of a clear/cohesive process really shows, and we're in a "we'll get to it when we have time" mentality, focusing on just the crucial safety and supervision-related aspects to our positions.
Creating a job description can be difficult for first time supervisors. Do we have a template that we can access rather than call HR for descriptions
Salary ranges tend to be low and seem to be subjectively applied and inconsistent from one position to the next.
salary negotiations = salary is typically lower than what other employers offer and candidates opt to choose the highest offer. Ensuring ongoing communication is conducted between HR and final candidate = typically follow up needs to be conducted to find out the hiring process/offer acceptance status. Trouble shooting correct system access = Although it is instructed to copy another user's access to different systems, the access has to be reviewed to ensure the new employee can do the job with the right access - this seems to happen very frequent with PeopleSoft access.
APPROVE is difficult as it is slow and unwieldy. Those involved in providing the approval are slow and do not communicate why a potential new job posting is being delayed. HR staff is slow to answer calls when questions arise. This approval process can take weeks or even months. In my department a job opening means the staff vacated a previous position. The long delays can really hurt our ability to succeed.
Define - managers could use more resources to compare job descriptions with others that are similar in the industry, and tools to determine how positions should be altered for the academic environment.
Getting the new hire in the system. Cannot start training the first few days the person is hired because they have no access to anything.
IS&T is too slow getting computers and other network needs
Student staff onboarding is cumbersome and takes too long.
Getting Research and Finance to set up accounts takes to long, and that delays the process for hiring.
Hire - it would be better to have an approved salary when we are ready to hire.
We could have spent the entire time on Phases 4 through 6. * When we approach Recruitment through Onboarding (handled almost exclusively through HR), we have experienced delays and general dissatisfaction with the process. * Recruit - Qualified applicants are removed from the pool by HR without notification to the department/College. Extremely rigid application of required and preferred qualifications without discussion about real-world experience which may outshine their "educational" experience. * Hire - a HUGE problem for student employees. Inability to adequately know where we are in the process, existing technology doesn't help, (for students) no way to tell if students are hired elsewhere on-campus and how this may impact their WS award, etc. * Onboard - if we can get people hired, we can begin to describe the inefficiencies in this step (info sharing, access control, deployment of assets), etc.

We need a longer onboarding orientation to thoroughly acclimate people to the campus
We have had issues with applicants getting screened out by the system and we have had to go back and ask for ALL applicants from HR. Hiring undergraduate students required training seems to be difficult, getting them into payroll (held up by HR approvals) is slow and non-transparent. Building out brand new positions to Chapman has been a very slow and mysterious process. With respect to the onboarding tasks HR takes care of I rarely am copied and it makes it a little clunky dealing with a new hire who comes to me for answers when I do not know when their benefits orientation is for example (hoping to in future work more in tangent with HR during that portion of on boarding). Overall, it would be nice to have transparency with respect to on-boarding and work with HR so that we both know where the new hire is in the process. I would love to be able to see where the new hire is at, have the completed a required FERPA training, are they ready to do a timesheet in the system, are they held up due to missing documentation and so on. Especially, undergrad hiring the spreadsheets I fill out for re-hire and such could that be more transparent? I also find it difficult when we hire students with federal work study that pick up a 2nd on campus job. Unless we work that 2nd supervisor it is very hard to manage their shifts (making sure they don't work overtime and knowing when they have exceeded their federal work study).
I loose a lot of great candidates due to the low salary.
Changes in student staff positions (different title/pay/supervisor) are very slow and aggravating
Recruiting is hard. What role can hr play in helping us find the best people for administrator roles? We are short on staff and need great people. * * On boarding is hard. IS&T inconsistent - Student Key card access gets lost, timesheets are delayed, inefficient communication leads to delays where students can't access the things they need on their first day. * * Standardize expectations for student staff training - title 9, Ferpa etc * * Ercr forms - clearer process. This form doesn't seem to consistently lead to any actions with salary Changestitle changes supervision changes
Recruiting support needed particularly for Post Doc hires * Hire / Onboard Process - collection of paperwork needs to be more automated process - where hire is in the process should be clearly visible * ERCRs - need automated work flow
Our job postings are at the mercy of people finding us. Job descriptions are boring. * Processes with HR aren't transparent - Black hole syndrome. * Approval process is too slow. * Paperwork for onboarding are manual instead of electronic and signed via docusign before new employee arrives. * Lack of onboarding processes/structure after first day for new hire. * PeopleAdmin doesn't allow me to remove all previous attachments when creating a new job posting.
It is difficult to see where we are in a particular step - For example, The person that fills out the on-boarding/IS&T request form may not be the person in the office that is actually responsible to see to it that the new hire is on track for their first day. It would be great if the process could be more transparent.
-difficulty with hiring seasonal, part-time employees, in particular part time and assistant coaches, * -lack of communication when hiring student workers and knowing when they are cleared to work * -paperwork being sent up weeks in advance and then employees not being activated on their start date. There is a lack of accountability where paperwork is submitted, but never followed up on until after paperwork is completed. * -lack of communication on when an applicant is selected to where they are on their background check and when they will be able to start. We often don't know when they are cleared until we follow up with HR. * -There are many different platforms involved. When someone is hired you have to do everything on different websites from survey's from IS&T for key card and computer needs to hiring.

More staff in the departments would help us with the hiring process. When we are understaffed we cannot keep track of the process.
Understaffed departments do not have the time to onboard new staff
Planning. When folks go on maternity leave, need auto process to provide an interim person. In student affairs, it hasn't been. * * Planning. Lack of professional staff in student affairs. Can there be a more fair formula? Not based on political pull or which department makes money for the institution.
Student positions numbers need to be requested and created earlier in the recruitment process so when a final candidate submits paperwork, there is already a PSN to attach it to
Undergraduate onboarding should be done at the department level with an HR guide. Students need to be made aware of the resources/policies applied to them as a CU employee
Student workers need to track their work-study and be able to notify their supervisors when they're exhausting the award
Students need to be told to take breaks especially if working multiple shifts for different jobs in one day or week.
Lecturers are often too picky choosing an orientation date. When they do make a decision, they are late, reschedule, or don't show up at all,
Students ask for help on the W-4 form and cannot be helped by HR or payroll. Is there a list of resources for student workers in this instance

Observations and reflections on what participants are seeing about the Hire and Onboard process as a result of the Summit.

Common Themes

- Lack of communication between departments or areas involved in the process
- Overwhelmed
- I am not alone in feeling frustrated
- Lack of transparency or understanding of salary ranges or issues with how compensation is determined
- There are delays in the process - Process takes too long
- The process needs improvement (in general)
- The process is unclear or not well understood or is inconsistent
- A lot of the challenges are the same for different groups
- Automation is needed and/or processes are too manual or paper based
- Need for training
- Lack of role clarity
- People are engaged and eager to fix

Participant Comments:

saw lots of commentary regarding communication or lack thereof between departments.
I am NOT ALONE in being frustrated.
Transparencies of hiring salary ranges.
Not enough comment about delays in IS&T and other areas involved in onboarding.
There seem to be a lot of common themes about where the process needs improvement.
Everyone seems pretty frustrated by everything
Most appear to have the same major challenges. On boarding is an issue, recruiting, and various one off challenges on getting positions approved.
Obvious need for automation.
Processes seem very reactive and not proactive.
The process requires improved automation and communication from HR.
Obviously need new tools!
I'm not alone. My challenges appear to be systemic across the organization.
Student hiring > managers need training and this is a black hole * Funding approvals > black box
Role clarity and role definition are lacking.
There appears to be a lot of common concerns among all of us. * It helps to read others that share the same concerns, so you don't feel alone.
Everyone seems to be very engaging and conversing about the subject and it's issues.

I've noticed comments of non-transparency with the planning. * For myself, I am not directly involved with 1-3, but find that 4-6 are smooth.
Streamlining, transparency are needed.
transparency of th process is a similiar concern for the group
Overall, the university community acknowledges the need to modify and streamline the HR process. Lack of transparency was a common theme noted throughout the list of comments.
That all of us come from different departments, even some from HR and faculty affairs, and we are all feeling like there is a lack of communication. Also, that there are so many things happening, but not a clear enough path to make the on boarding process more smooth.
Accurate on consensus that the process is challenging and needs to be more transparent/seamless.
The process seems to be slow. It can take a long time to for problems to be fixed. There seems to be some issues with transparency as well.
Most folks have similar experiences
I'm very thankful that Chapman University cares enough to have heard the concerns of their people, to have created this workshop. This is a great first step to making this easier on all of us! :)
Everyone is overwhelmed by manual processes that lack definition and transparency.
A lot of confusion about what actually happens. What is the correct process? A few peoplw describe the process as smooth. What is different for them?
A lot of confusion, unknown workflow * There is motivation to fix it and get clarity
Most people are unclear about how to hire a new position.
many people of having issues with communication, timing (slow) and confused processes
lots of inconsistencies, and not a smooth process throughout all steps. Hiring staff is left on their own at some point to handle all steps.
Workflow system that is transparent and a dashboard to find my (our) issues in the maze would help.
communication and transparency issues
More transparancy and instruction are needed. The process is not clear and is mutable from situation to situation.
Everyone's experiences are differrnent depending on what types of talent they are hiring. overall, people seem to want more transperancy when it comes to the six stages illustarted. More training for hiring managers seems to be an overall theme as well.
There's a dichotomy : People at Chapman are so nice, but it's so hard to get help when you need it!
It seems like HR has a lot of bases to cover.
There seemed to be a lot of responses that mentioned transparency. The process isn't automated and a lot of work is done through emails, so that makes tracking difficulty.
Hoping for a standardized process which includes transparency and communication. This will help everyone involved in the various stages.

Timing is a common theme. Many people are waiting on other departments to help them, and that help is often delayed. There is no consistent "roadmap" for everyone to follow.
It's chaotic. Everyone seems to have a different experience ranging from very positive to not very positive. There's no defined process, lack of communication and very frustrating.
There seems to be consistency with responses in terms of transparency, communication, and the length of time processes take.
There are opportunities to streamline much of what we do. We just need to take the time to do it.
It's very clear that the majority of people are experiencing the same frustrations. We all function and operate differently, and yet the comments and feedback is quite consistent.
the common thread seems to be a lack of communication, with knowledge, progress of the process as well as frustrations with competitive salary structure (we always stress benefits if candidate feels salaries are low)
A lot of comments about process being not well-defined, fragmented, too slow and frustrating. Some parts are working well. Seems like defining a process and making it efficient and transparent will be a beneficial part of this endeavor.
Looks like we feel the same and have the same issues.
HR does not return calls. Departments do not share best practices.
It appears that folks really enjoy welcoming new members to our Chapman family! Also, themes of lack of transparency, HR support/road map and communication throughout these steps specifically 3-6.
It's a process that's more complex than most people outside of HR understand. A simple flowchart might improve transparency.
It appears that there is lot of frustration with the hiring process. * There is a desire for a road map, "how to guide" or streamlined process. * Big picture issue is communication.
A good number of us are experiencing the same things no matter the type of position we are hiring and onboarding.
Abbie Kane is so hard working and I appreciate how smart she is.
Consistent comments on lack of information and turnaround on finalization of hire and getting new employees on board.
cumbersome, overwhelming, delay in processing, lack of automation and communication issues seem to be the common themes
Lack of clarity given by HR in the process. * Lack of transparency - processes and salary * Slow process * Too much paperwork and not automated. * People not getting paid on time. * Too many manual processes create bottleneck. * Not enough guidance from HR throughout the process.
The processes and experience can vary from department to department & user to user. Transparency and planning are at the forefront to hiring & on-boarding.
Many similar complaints and issues. * Solution begins with training/education but must end with consistent enforcement/consequences.

Overall feeling that hiring/onboarding is broken and HR is impossible to get responses from, although when you actually DO get a hold of someone, they are wonderful and very helpful. * * Easiest way to fix would be through frequent training for supervisors/hiring managers so they could be more self-sufficient and less reliant on HR.
in general, most everyone thinks the process is difficult and time consuming. i think the list is fairly comprehensive. i would say that it's apparent that the definitions with the exception of onboarding seem to mean different things to different people.
Consistency is the comments, and no real surprises. Need for Transparency and communication shows up a lot, as well as comments about training. Salary showed up a lot also in terms of difficulty recruiting and hiring. Approval process also seemed to be unclear and perhaps inconsistent.
Streamlining and more connectivity between departments is needed
Communication is an issue clearly, and this is leading to delays and uncertainty about the status of hires. There also seem to be workload and resource issues. These elements seem to hinder the hiring/onboarding process.
A lot of frustration as people wait for answers. Processes need to be explained and available. When this area gets fixed, time will be added to everyone's day.
Delays out of OFA, Budget, HR, IS&T, and Finance are permeating across these entire 6-steps
When people leave positions, the new person coming in doesn't have a good knowledge transfer experience, so many times, people are reinventing the wheel
The collective group seems to have the same feelings towards the overall process. * Once you have a posting there is a lack of communication, support, executable time lines, implementation and accountability
A lot of confusion on the process and onboarding. * Onboarding for different areas are different (i.e student, staff and faculty) * A complete pain to deal with hiring
HR should be more involved with the final onboarding process. Ensuring new employees have everything they need set-up.
Frustration. On all ends. Mostly due to understaffing in HR. But now that HR is growing to address the needs of the campus, there is hope that in working together, we can make it better going forward.
I am not alone! It is good to know that other folks are feeling the same frustrations. Just being here this morning, knowing that we are all working towards solutions feels hopeful. :)
Common themes include: Slow process, not enough transparency, not enough funding, one way communication that isn't returned. Also saw a good note about classifications - we should have a "training" category of hires that includes fellowships, internships, residencies.
The current system doesn't support the actual needs of each unit.

Job templates would be very helpful to speed things up.
<p>People are feeling similar to how I am feeling. Lots of frustration with student hires and PT hires.</p> <p>* * I really want to have an orientation for new student workers as it seems we all are experiencing the same issues. * * Students are supposedly responsible for tracking their shifts during a day and taking their required meal periods. They're also responsible for tracking their federal work-study. * * If this is outlined in the Student Employment Agreement, why does HR not enforce it? * * The students work without taking breaks and the department gets fined for the violation. When the student's award exhausts, we consume the full wage, and sometimes we cannot afford it. * * How can students become more aware of their responsibilities as an employee of Chapman University? * * We need to hold our students to a higher standard.</p>
Approval can be difficult, time involved in the process of start to finish, on-boarding at the end of the recruitment. Seems to be a communication issue across the board.
A lot of confusion on steps to hire, what's completed by HR vs the department. Too many manual processes - follow the paper trail.
Overall, staff and faculty have time to do their part. However, once complete and sent to the next department, communication breaks down, paperwork can get lost, lacking in follow through. * * Undergrad Hiring process is lacking consistency. Students complete paperwork but are not able to be processed in a timely manner. There is a delay in hiring confirmation once paperwork is complete.
Too much paper and email slows things down.
The recruitment approval process is slow, job does not get posted in a timely manner. * Issues with recruiting for positions. * Salary budget, too low.
It appears that the challenges are across all 6 stages, but transparency was the key. People want to know where they are in the process, and the expectation of who is next in the process.
Timeliness is an issue. Several departments on campus are understaffed, making the process slower and contributes to lack of transparency because there's no time to respond to every email or keep people updated on their new hires.
It seems like most folks are struggling with the logistics of getting people set-up for success. It also looks like there is some concerns about salary offerings and talent declining roles due to the low offering. People want more transparency regarding the hiring process.
In general, Chapman has good people and everyone here to make this work and accomplish something together. We see the issues are similar across departments - Plan and onboard.
There are some inconsistent processes and experiences. Once people are here their onboarding experience is often inconsistent and we risk breaking their „emotional,“ contract with us.

standardization of processes; touch-points for communication and feedback; ownership of processes through completion; FAQ; centralize system for hiring, status, and notifications; increase usage and functionality of PeopleAdmin for hiring lifecycle.
Make the compensation process more transparent.
Lots of room for improvement. Some observations much larger than just hiring and on boarding (salary ranges). * * Mixed feedback, but overall...improvement with communication, efficiency, and support are needed. On boarding seems to be the place where people really feel the pain because it involves the new person they hired. But all stages could be improved. Need to focus on priorities. What is most important to fix first...not everything will be fixed at once.
Communication is lacking because everyone is too busy just responding to fires. TOO REACTIVE
Transparency in where hiring workflow is at (especially the approval piece) * * frustrations in student staff hiring, especially when transitions periods (spring-summer; summer-fall; new fall hires) are concerned * * On-boarding - ensuring access is ready for various systems; wanting a "map" for what to cover after their HR on-boarding session (or even knowing what's covered during HR session so we're not duplicating efforts)
There is a common theme of frustration and lack of transparency with hiring process, I think this is due to lack of training of both hiring managers and supervisors about our desired culture of talent recruitment and management. There has not much discussion about how to conduct a strategic recruitment. * It is very exciting and hopeful that this Summit is working to address these concerns.
I seem to have adapted to the system from the start to finish process and do not seem to have the negative experiences mentioned by most. I have found it to improve as time goes on.
Its validating. I have felt, at times, that I am going crazy, or questioned my own ability to understand, but seeing that the experience of others mirrors my own makes me feel more sane. Also, one area that seems to be missing is the promotion of current employees. E.g. transitioning from hourly to salary, filling out timesheets, pay schedule, budget report training for new responsibilities, hiring training, etc. Again, in my own transition I was left to fall back on informal networks, which may or may not represent CU's desired policies.
Certain salient themes(slow process, lack of transparency, budget). Sadly, it appears almost every department represented here has same issues. We need to do better and we can do better!
It appears there are ample opportunities for improvement: we must be open to constructive feedback and willing to implement necessary changes in order to improve the existing onboarding ecosystem.
Understanding that each department has different needs for job descriptions is crucial to success
We need to better identify ALL partners in the hiring and onboarding process. It's more than HR and APO.
Salary compression is creating real negative impact on hiring.

We share similar frustrations with the on-boarding process at all stages. We can definitely work together to make this process more efficient and meets all unit hiring needs. My biggest concern is the infrastructure that may be required to support the entire on-boarding process enhancement and automation.
Not knowing who is supposed to do what is a recurring theme.
There seems to be a lot of issues with transparency once the information is sent to HR and Faculty Affairs. Student hiring seems to be a huge difficulty as well. It looks like students are not hired in a timely manner. I also saw a lot of issues with losing candidates due to low salary ranges. Many of us are not gaining qualified employee's due to the non-competitive salaries in Orange County and the cost of living. * * There also seems to be a lot of issues with stages 4-6 and the lack of help or "where are we with...?" stage. I think that automation and clear checklists for each type of hiring are vital to the success of onboarding new staff and faculty. * * On another note, staff, faculty, students and g-ships are completely different types of work and should be treated very differently. They are often treated the same. Research positions and administration positions have an extremely different scope of work. As an AA, I am involved in all aspects of all hiring categories and I still have issues with this after being here for 4 years. * * SUGGESTION: flow charts, internal system where we can all see what step the new hire is at and what needs to be completed and who is the contact for that stage.
Consistency in a few areas: lack of transparency in the process, salaries being offered are too low and/or vary too much for comparable positions, lack of clarity about how to get positions that are needed. For how much we rely upon staff at all levels, there does not seem to be the resources or attention given to support the infrastructure necessary...too much is asked of too few people.
Lack of transparency. Need a system to track hiring from beginning to end. We also need resources/guides/tips to assist us with proper recruitment, hiring and onboarding practices. Almost none of us were hired to be mini-recruiters yet we have to be ambassadors/representatives of the University. There is also no transparency on the ERCR process. For those who said hiring is easy and smooth, please share your secret. ;-)
It would be great to have standardized onboarding documents and resources that can be updated regularly by HR and modified by department if necessary.
#53 Thanks :)
Forgot to add that training is needed across the organization. For instance, if people are responsible for making an offer, then they should know the formality of what to say, and salary recommendations.
Transparency seems to be wanted across the board and it does require a dual partnership between all parties involved. Moving towards a more automated process is a good solution but accountability must be expressed from every aspect of the process.
Are members of the HR team taking this seriously?
Service oriented staff that are just overwhelmed.

Of all the groups of hire "types" i.e. staff, faculty, etc., there has been no mention of or consideration of promotions, and how to transition people from one role to another, nor from one department to another, nor one status to another (non to exempt...). * * I saw a comment about having a checklist - this would be a great tool, provided there is accountability - timelines/deadlines, supervisor training, communication paths defined, "tracking", anything to make sure that supervisors actually execute said checklist, and that employees receive the support listed on the checklist. * * When I was hired, my supervisor never even spoke to me. I went to their boss for help, and that person was interested in my success, and yet my own supervisor was somehow "allowed" to be absentee from my onboarding etc. Where was HR???

The term transparency was used many times. Trust is one of the most important factors when developing and establishing a good working relationship. If the employees that are at the front door recruiting and assisting in hiring process don't trust the existing process there is a chance whatever system exists may not work. Reinforcing trust with the people that represent the organization and assist in the process of hiring new talent should be a PRIORITY. * Potentially, if HR employees are always behind on getting back to people or performing their duties, maybe an assesment is necessary to determine if the department is under resourced in terms of human capital. Additionally, other departments poor planning shouldn't be reflected on HR's performance.

We need a consistent, systematic, visible process that doesn't require yet more work on the departments.

Good to know our department is not alone with frustration regarding hiring.

Need more clarity on roles of people in HR. There have been many changes and new hires in the HR structure and I think we could all use more assistance from HR in the whole process.

What participants are hopeful about

Common Themes

- Communication and collaboration
- Being heard, included in the process
- Building a shared understanding and/or becoming aware of how others operate
- Human Resources being open to and/or proactive about change
- Being able to learn more about the Hire and Onboard Process
- The commitment/interest of participants on affecting change to Hire and Onboarding
- There is consistency and/similarity in perceptions about hiring and onboarding across departments/units

Participant Comments:

We are collectively uncovering areas that we were not aware of.
Things that make me feel hopeful: Chapman * Things that cause me concern: Chapman the fact that HR included so many viewpoints
Open communication, everyone adding their input and perspective
HR is interested in hearing what staff has to say.
I appreciate that others have also felt the same struggles in hiring student workers.
Feedback being taken to account.
We have a real opportunity to FIX a big problem for all of us at Chapman.
I think that hopefully the constructive feedback will speed up the process.
The potential for solutions being brought forth for the future.
The investment of time to improve this process
I feel like I am able to address my concerns and have access to HR personnel during this training
Positive conversations and coming together with others that share similar observations.
All the work to-date provided on the Hiring & Onboard Process from HR staff and all the engagement from the people here providing their input and understanding of the process as it relates to them.
The amount of engagement and commitment from the entire group.
Items are being identified. * Common themes across the university. * Everyone wants the system to be the best for all
rec'd lots of input across the pond. the fact that we are having a summit means CU is dedicated to improve the hire/onboarding process
I feel hopeful that a lot of my peers feel the same way as I do about the current on boarding system and that we all feel committed to providing the best experience to our new hires for a better future!
It's great to see so much participation from across campus. Thank you, HR, for doing this step.

Enjoy that many of us are on the same page and this process needs to be worked on.
That comments will be taken seriously
That so many people, including people who work in HR in these areas, are spending time to have the dialogue about what works and what doesn't.
I am so glad that HR took the time to solicit our feedback, this is a valuable exercise.
There is a lot of overlap that can be streamlined to help us do our jobs better.
HR has really taken the time to put this summit together and it gives me hope that we are going in the right direction
Glad to see the collaboration across departments, speaking up about concerns and listening to each other and writing down ideas
The obvious preparation and effort applied to arranging this summit demonstrate a commitment by HR to make positive change.
that my input was taken and considered
I am glad we are all coming together to better understand each others' hardships in processing for such a vast campus.
There is a shared awareness of the issues that HR is facing.
Common concerns and frustrations has garnered conversation, which has hopefully brought ideas to the table to resolve issues across the board.
A common understanding of each work flow and how it impacts each area.
That we were able to identify some issues that were happening with the hiring for part-time lecturers.
I'm hopeful because I've learned I'm not alone, but I would like to better understand how this information is going to be taken away and used to make things better. That's still unclear to me.
The problem has been identified
HR coming together and putting a plan in place
that the time is being taken to address what issues people might have.
I see that others have the same type of problems/concerns.
The collaboration of effort has brought a sense of accomplishment towards our goal of revising the Onboarding process.
That an overhaul of the process is going to happen, and is informed by input of a wide variety of stakeholders across campus.
That we all were able to tell our expertise and experiences. All were heard.
I love that Chapman University was willing and able to put on this training/workshop. It shows that the university as a whole cares. The turnout was amazing and I love that they hired outsiders to assist in the facilitation of this.
I feel hopeful because things look like they may change.
Further understanding the on-boarding processes for each group.
Shared experiences. * Open dialogue.
There is consistency in the reported difficulties. * Open airing of concerns.
I am hopeful that this topic is being addressed.

Open dialogue, solicitation of ideas from a broad section of the campus. Amount of work done already in organizing the discovery process.
The fact that we're having this summit
I am glad to see that CU/HR will be streamlining the hiring process-
That the process I have been following and involved in has been correct. That the HR team has been working hard on improvements and planning. We are all thinking similar things and want to make things better
The transparency being provided into the entirety of HR positions/processes instead of every department's piece being done in a silo. I also appreciate that HR and the VP of HR are aware of this problem and are working to rectify/improve existing processes.
other staff having same concerns
Having a proactive and inclusive HR department that is taking the reigns in correcting system gaps and inefficiencies.
this was one very expensive event if you add up everyone's salary for a whole day. I hope the investment provides a valuable outcome
Our frustrations have been heard!
the collective input has been detailed and very informative
Everyone is truly invested in trying to make the process better. Everyone wants to do what they can to help make the process work as it should. While everyone is frustrated, everyone is ready to do what is needed to fix the issues.
Seeing everything we write down confirmed up on the screen is very validating and reassuring that my voice is being heard
That HR is willing to listen to where the problems may lie within this process.
Everyone involved in the process are being asked for their input and have the opportunity to participate, share and discuss with stakeholders.
The input came from the people who see it everyday rather than higher ups who go with the flow. That everyone has the same problems
We are all willing to work together to improve the on-boarding process
Input from a wide variety of constituents.
Better understanding on hiring process and expediting the process
I am hopeful that we can help HR department to implement real, needed and important changes to our current hiring processes and systems
It is evident that the HR team understands that there are some areas that need attention and that they're willing to work into providing solutions to these areas that have growth opportunities.
The energy put forth by those involved in these processes.
The process is actually being looked at, issues that are consistent across divisions are being identified and as the end user, we are able to voice ideas that make sense from our point of view.
Having the opportunity to shape the course and structure of the hiring and on-boarding process to further the Chapman Experience and to find a balance between departmental and human capital needs.

There seems to be a good amount of consistency in areas of frustration -- I hope that means those aspects will be addressed.
It is an open dialogue with many colleagues across campus, with many different experiences and perspectives. I appreciate seeing the various constituencies represented as hiring groups.
This summit and HR. Happy that this summit is taking place. There is recognition and action to address the hiring and onboarding process.
The fact that this summit was created to bring on the concerns and issues, and give thoughts and suggestions, make me hopeful.
The willingness to receive suggestions and implement changes.
That HR actually cares about the bottlenecks and making our jobs easier. By doing so, it will make my job easier and i'll be able to do it better.
We are getting some clarity on the process and identifying the issues that need attention. Mapping out the process is critical to the success of this process.
A lot of folks are invested and seem interested in improving things
Lots of new faces in HR and a drive to improve our processes. I feel we will see a lot of improvement in the next year.
VP Brian Powell's vision and goals for HR.
I am hopeful HR will automate the process where possible and remove unnecessary aspects of the process.
The feedback and desire for add'l training.
I am hopeful that these conversations are actually happening, and that many of us are articulating similar feelings and sentiments.
The fact that we're even here talking about what's going right and what needs improvement is encouraging!
The discussion and the ideas that are flowing are super exciting. I look forward to seeing the next stages and the updating of the processes.
The dialogue between people who have ahead in the process has been collaborative and we get to see processes from different perspectives.
Many individuals feel the same way (things need to be improved) and we may be able to bring about change with sheer brute force.
A better perspective on what takes to onboard.
I am pleased that HR is making the effort to reach out to the user community to find solutions to the complex processes that we are discussing today.
The additional HR staff who also specialize in certain areas.
I'm simply hopeful by the fact that HR is holding this summit and seeking feedback from a wide variety of constituents from across campus. I'm also hopeful that the timeline for implementation is fairly short and HR is ready to explore new systems/procedures.
that HR is open to hear all the concerns of the end-user.
Defining the overall process is motivating. it is nice to see the transparency = what we know and what we don't know. and all of the steps in the hiring process from planning to onboarding.

That there is an interest and effort to make this process more efficient.
I love that we've got together to learn and vocalize the things that we already know work and also raised concerns about things that need to be fixed. This was a good start.
There is a general idea of where we need to improve as an organization. To fix a issue you have to identify it and its cause. We are doing that today as an organization which inspires hope.
There is much work - and not surprisingly - some of the process is the same.
Hopefully hiring managers will have an increased role in determining salary ranges.
being able to discuss with others and trade notes on hiring and onboarding across departments and divisions
Knowing that some missing pieces are being identified at the HR level, where I always assumed this knowledge existed, is giving me some hope.

What participants are concerned about

Common Themes

- The volume and scope of work needed given the timeline
- Uncertainty about what is next
- There are other operational issues or areas of focus (beyond noted process steps) that need to be addressed
- Process information isn't clear, correct or is missing
- That input from the summit will not be used, or the project will not move forward
- Additional resources will be needed

Participant Comments:

Also concerned with the way HR classifies certain jobs of part time staff and how those classifications don't make sense for our department.
As an attendee to this event, it would be very sad for this to all fade away into the night...I would love to get an update a few weeks from now talking about the findings and possibly some of the next steps to come from this.
As the summit comes to a close will each of our departments be solicited for our departmental on boarding? I think there is value in sharing what we all do currently.
At the moment I don't have a concern
Certain systemic issues, such as comp, will likely not be addressed due to operational budget constraints.
Concerned that this is just for show and no action will be taken or no action will be taken soon enough.
Current process is very HR centric. Would prefer it be focused on hiring departments. * What will happen with the information generated from this morning?
Despite the summit, there seems to be a lot of finality around processes already discussed and being shared today by HR. I am slightly concerned that our comments may be set dressing and give the illusion of input without the allowance to truly digest and incorporate today's comments into the final workflow. * I'm also concerned that the student employment process (Undergraduate) may be given less planning consideration than Staff/Admin, Limited Term, Faculty, etc. We rely on student labor for many daily functions of our collective offices, and it would be a disservice to not give them the same consideration for improvements to workflow, processes, etc.
Duties are listed that are NOT a part of everyday responsibilities are listed and causing confusion. * * There are a bunch of steps and areas to a process that can be simplified.
Each process seems long, manual, and cumbersome. There is a lot of redundancy in the processes and confusion over next steps.
Finding a solution that is flexible enough to work for all. * Ensuring that new processes/systems are enforced consistently across the board.
Half of the title of the summit is "Onboarding", and I don't know that this has been specifically addressed, except perhaps only in sticky notes.

How do we move forward and implement these suggested changes?
How extensive some of the holes are that need to be filled in.
How to we bring all the pieces on the board together for a new detailed design in only one day?
How will all of the information on the walls be captured and shared?
How will it be corrected? Most areas can't take on any more work, we need staffing support.
I am concerned that solutions will take time, perhaps years, and people will become frustrated that this was an exercise in futility. Please keep us informed of progress!
I am concerned that there were so many areas with green, unknown cards to begin with and am concerned that this process will result in a clear system
I am concerned that these great conversations will stay in this room, and nothing will change. I am concerned about current staff morale and overload, and I think those conversations need to happen, too.
I am surprised that there are a lot of pre-hiring processes that are unclear from position to position, I would expect it to be a University standard.
I don't think that people thought the last question was asking if they were done contribution for the whole summit - I think we all thought there were more session - more deep diving & learning to be offered.
I feel this has been a positive experience. I do not have many concerns.
I was assuming today was information gathering, and tomorrow would be training and planning on better/new processes. I'm disapointed to learn that this has been 100% information gathering, with no real actionable takeaways to improve these processes. Also, it was a lot of work to clear schedule for 2 full days. It almost feels disrespectful to request this of us, and then have it be all for nought. Seems slightly disorganized.
I worry that some voices will be louder than others and the squeaky wheel gets the oil.
I would like a system where different hiring managers within our office would be able to access a dashboard - that would let us all see where a position is in the hiring process. At this time, folks have to asks a lot of questions of various people to try to find the answers - but often with poor or spotty results.
I'm worried that a lot of HR people seem just as confused as I am.
I'm worried that senior leadership may not be delegating enough resources to the different departments that need more help
Ideas of change may not be fully understood without direct conversation since written messages may be easily misunderstood.
In the areas where my department is involved, there are a lot of unknown green card points that HR would have been able to fill in if we were asked about them before the summit.
Infrastructure to help implement and on-going support of the on-boarding process improvement/automation.
It seems HR is less concerned with output and workflow and more on the "whole" when there are still so many task-oriented requirements that need to get done, and are not getting done in a timely fashion

It seems overwhelming. Also, some of the Orange stickers didn't feel like they were really accurate, even though they were supposed to be processed that are well understood.
it seems that we have provided info for the HR functions. But there is soooooo much more to the process * Are departments being helped?
it's a daunting task but am thankful that everyone is working towards the common goal of transparency.
Just getting people hired on time. I think all of this sounds great in theory, but the biggest issue is that HR NEVER responds to emails and continues to fail to communicate with its co-workers. I'm concerned I will still have to make several phone calls just to get someones start date matching with all the other issues.
lack of attention to the first principle. "viewing staff as talent" i think this is a fundamental cultural change that will require more leadership. it will take more effort to facilitate this change from the senior staff level down, so that resources are given to infrastructure and that overall professional staff levels increase.
leaving after this meeting and no change has been done to the process
Making sure we get all the needs addressed
Much of this work could have been accomplished at a distance...since we are doing this online even though we're sitting in this room. * I guess I did expect something else, with more concrete results. * And now, knowing that tomorrow doesn't take this to the next step is a disappointment.
No concerns
Not getting the process in place in a reasonable amount of time.
Not knowing what the next steps are for implementation of new systems and policies. The "unknown" of what the future of hiring/onboarding will look like.
Nothing will be done to meet the staff concerns.
Overall process will take more time and effort from all departments to breakdown the silos for both sharing best practices and to cultivate a unified experience.
People will want their process, and not bend for the general good of a common process.
Processes need to be streamlined (and hopefully eventually be online). There is still a need to touch a task multiple times and still too much back and forth between units involved in processes.
Realizing all the manual steps to the proecess and the time it will take to automate.
Size of project, number of ares requiring constant collaboration and the long term commitment required by multiple stakeholders. Can we keep the momentum?
so many departments contributed so many dysfunctions, that this is an enormous task
Still so many steps to complete the process that it may be easy to miss a step and get thrown off track.
That some details that were added are very different from what we do in our department. How will editing of future drafts occur?
That the feedback is not addressed and we continue to have a problems with the hiring process.

That there isn't a way to quickly fix anything because there is SO much we can improve on - it will take time. So my concern is that people will walk away and not see immediate change and become even more frustrated.
That there won't be follow up with what needs to happen next.
That two full days were set aside amidst our growing task list.
That we have a systemic issue.
That we keep the momentum afterward
The amount of information is a lot to take in on the processes, and i would rather have it be more condensed to get a clearer picture
The changes that will be made will not be short term resulting in sliding back to non transparency and lack of communication.
The confusion on some of the process; some had very different understanding of the roles.
The culture of departments being separate versus them working together to achieve a common goal.
The decision to alter tomorrow's schedule was premature.
The dept onboarding and employee induction process definitely needs more work and definition.
The entire process seems like it needs simplification and an opportunity to eliminate redundancy. This is a separate from analyzing issues with individual steps in the process.
the fact that HR does not seem to understand the budget process at all. All of those tasks were green and uncertain
The feedback does not translate into changes. Status quo is a powerful force, especially when change requires adding resources (financial, human, space, supply, etc.) -- I am nervous that the status quo will remain for most, if not all, areas.
The format is a little chaotic, so I wonder if all the meaningful comments and suggestions are getting through. Maybe a document could be sent around of the mapping, comments and missing pieces for further reflection.
The post it wall is overwhelming to see how many steps are involved to hire one individual
the process still seems long, and there are still so many steps. I see the steps for a new position, I do not see the steps for replacing a position. Many times a person gives 2 weeks notice when leaving Chapman, and we are all so stretched already, that it is difficult to cover the work load until the position can be refilled.
the scope is so large and filtering through it all may delay a solution * * Perhaps a smaller focus group to create a process that could then be reviewed/tested by more areas would be more effective
The sheer amount of information being collected. seems to be too much to wrap our arms around to be able to affect real change
The suggestions and changes that are being made/offered will not be done in a timely manner. Also, the changes and suggestions need more details and I think that there should be a group of individuals who help re evaluate this processes in a deeper scope. I would like to be apart of a focus group for one category (Lecturers).
The time it will take to implement this process. This could be a 10 year process.

The timing of when some of the solutions discussed may be able to be put into practice.
The workflow for lecturers is really off to begin with. Why is that?
The workflows on the wall are confusing.
There are a lot of suggestions, concerns, issues and questions. Getting everything corrected/added or started is a concern.
there are so many ppl that feel this system is broken. I particularly do not feel it's broken.
There is a lot of confusion about how the lecturer hiring process is done. The process map needs a complete overhaul.
There is a lot of work to do!
There is a piece that might not be specific to onboarding but is related and HR specific that needs to be addressed, and this is the ERCR process as it relates to allocating faculty salaries to grants. This ties in to the lack of transparency and communication issues we've seen today, as well as an opportunity for automation. * * Other things that cause me concern is that we may have today identified issues, but I'd like to know what the design and "correction" process is going to look like, and who will be involved here.
There is still much more work to be done.
There may be too much to tackle.
There still seem to be some components that we were not able to get all of the answers. There also seems to still be some areas where things can fall through the cracks. It always comes back to the need of having better communication.
There won't be enough or the key people who will come back tomorrow to make the session impactful. Really important to have representatives from each college, department, etc. Everyone here has unique issues in the hiring process that need to be addressed.
There's A LOT of notes. Is summer a viable deployment timeline?
There's A LOT OF WORK!!
There's so much with the On-Boarding stage within departments that are done (or NOT done) based on random factors (who's "running" the on-boarding... Director? Hiring Manager? Supervisor? Dept. Admin?) that it worries me about how we could possible move forward with providing a consistent "Chapman Experience" for all new employees.
Things that make me feel hopeful: Chapman * Things that cause me concern: Chapman
This is a GIANT can of worms, that won't be solved with a few "tweaks." What is the plan for addressing some major roadblocks in the short-term?
This is such a complex process, I hope all angles are being thought through and that a diverse and applicable group of people continue to be involved.
Time to development, train and implement the entire hiring and onboarding process. So much training needs to happen for most of the 11 steps, especially for hiring managers. It is a culture shift, so both hiring managers, their supervisors, and department/university leadership needs to be trained.
Timeline - this might take longer than a semester to review and implement.
Too much information, not enough time to discuss
Two days is limiting. Need more time.

Ultimately, the process doesn't become quicker. Can you measure the current process (approx) and time the new process?
Uncertain how our feedback will impact process. Unclear what options are available to HR for improving processes.
we have written quite a lot- both on paper and on covision. We have identified 6 different talent areas that need help. each of these have different needs? how are we going to address these needs? how do these notes translate to action?
We haven't addressed the training on boarding and who is going to ensure compliance with the training (HR, Departments, etc).
We need more focus on current CU personnel.
What's next and what will come to fruition with the data that has been collected.
will there be any substance that comes out from this event? Who will be following through, what are the next steps? Where or who can reach out to after this summit?
Wondering if this is a people problem (lack of knowledge and direction) vs. process

Comments on Choke-Points: Input on observations about choke points that were noted throughout workflow processes

Common Themes

- Consistency in choke points across processes/groups
- IS&T
- Budget processes
- WF Planning
- Class/Comp
- Background Checks
- Approvals
- Dep. Onboarding
- Recruitment
- Payroll process/time sheets

Participant Comments:

A lot of confusion around budgeting and account numbers, ERCR too confusing (from dept side)
A lot of orange and not much green. There seems to be a lot of work to do to sort all this out. I think the next step is to find the lowest common denominator and work your way up. While there may be some lesser challenges, the ones most loudly and most frequently articulated need to be acknowledged and addressed. Keeping the community informed of progress is critical.
A lot of orange stickers. It seems that the problems and concerns are higher.
a lot of orange sticky dots on the same steps.
A lot to work on!
All groups - People are frustrated with the budget approval process. * ONBOARDING!!! currently appears to be very vague across depts. * * Student Employee process, esp. those aspects related to rehires and establishing payroll. * * Staff/Admin process - IS&T onboarding/survey; salary approval
Also it's a major red flag that its so difficult to reclassify and promote internally. It looks like no one knows how to do that or what that process should look like.
Any time there is a need for a signature or approval there seemed to be a chokepoint.
Areas of Concern: * -Reclassification/Promotion * -Hiring * -Training for hiring managers * -On-boarding (what is the framework?) * -Seems to be confusion/miss-information around G-ships * -HR needs to work more closely with Faculty Affairs
Background checks seemed to be an issue.
Budget enhancement process needs more transparency; salary ranges need more transparency and consistency; promotion and re-classification process needs to be stronger, more consistent, and more transparent; we want staff to be seen as more than a workflow...but our resources and system aren't supporting that yet.
Budget planning seems to be a common issue.
Budgetary process is unclear for the positions being requested. Need to streamline a more transparent process for budget funding
budgeting and approval needs work
budgeting and planning, onboarding and approval processes have a lot of orange, not as much green.....

Choke points are consistent. There are issues at salary development and onboarding.
Choke Points: * Financial Approvals seem to cause pain across the boards. * When there is back and forth required without automation that could provide a bird's eye view of the process, questions/answers can get stuck in email & voicemail boxes.
Choking points are: workforce planning, budget and funding, job description and job classification, background checks, onboarding and orientation, federal work study and training.
Common areas of concerns at the various levels for all on-boarding
Common frustrations in certain areas. However, I think more consultation should have been done prior to the summit. The initial mapping is off, and there are elements missing that are some of the most key ingredients.
common issues among all areas
common sticky-dots throughout the areas (undergrad, faculty, etc) makes for good starting points.
Consistent areas * Budget approval process * Unnecessary steps eg approvals again after the first approval steps have been completed * Confusion re onboarding and who does what
department managers need a roadmap for how to onboard during the first 90-180 days of a new employee. training and resources needed.
Dots everywhere
Each individual process should be evaluated for efficiency. Most have unnecessary or redundant steps.
Everyone has the same issues and challenges
Folks have similar choke-points.
For staff and admin hiring, almost every card is a choke point. This highlights a very broken system
for undergrad staff- the largest choke points were about timesheets
High level pain points in budget approval process. Many aspects needing automation. Requests for some processes to be streamlined better (taking extra approvals out towards end of the hiring process). IS&T survey and processes are a major issue. There is actually no training available in PeopleAdmin where noted. Communication gaps in certain processes where hiring managers want more. They feel uninformed.
HR onboarding process * Approval process level approvals * Obvious lack of information or understanding of the budget process involving new positions
I know that HR is at the center of this, but departments around campus need to understand what department on-boarding means
I notice a general consensus on the areas that go well and those that do not
I notice the dots gather around the beginning and ending stations the most. Especially around three main sections: Budget approvers, recruiters, and onboarding (department & HR)
I noticed a lot of issues at the IS&T survey/deployment across various constituents
I noticed that all of the areas that I identified as choke points already had several orange dots. It was relieving to see that I was not the only one with these issues. I look forward to seeing some solutions in these areas. Thank you all for caring!
I think its a huge issue that there is so many choke points in the budget office.
I think one choke point that is not being addressed is equity among hiring, promotions, and salaries, as well as professional development for current staff. Some supervisors do not have any interest in their

employees' professional development or advancement or advancement, and those in support roles suffer being overworked and undervalued.
I think the process cant end with department onboarding. One of the biggest pain points is hiring managers NOT knowing what department onboarding is!!! Hiring mangers need to understand their responsibilities
I'm too new to understand what it all means....
IS&T survey needs much more work
Knowing when to hire a student from HR to when they start is a major issue
Lack of transparency in most processes. One department has no idea what another department's role in a process might be.
Lot of dots around budget approval.
Lot of pain points around the lecturer process.
Lots of choke points on the green cards which are existing processes. I can't help but think a lot of that is because people simply don't know the processes. Communication and work flow will be huge in the end of this process.
lots of chokepoints under staff/admin. * Faculty hiring/onboarding is smooth. I agree because I have no complaints.
Lots of orange dots - Are we being honest about what is REALLY a huge pain point vs a green pain point?
lots of red dots under the initial steps of hiring, so again, we all have similar pain points.
Many people feel there is a disconnect with the departments and HR in terms of compensation analysis, there seems to be redundancy if the budget and hiring range has been determined before the posting, why is an additional analysis needed? Also, there are much stronger feelings (red dots) than I expected, and every single category has the same issues.
Need additional understanding on budget planning with all areas. When? How? Which? Need additional work to clarify classification and compensation. Need to carve out budget for delayed grant funded positions. Need to understand why a position needs to be created with HRIS pre-recruitment. Need to understand the piece related to budget analyst and posting funding for a position.
notation about order within flow, as well as orange dots are often similar problems - job description variations and revisions seem to be a common issue
OFA and HR should share and collaborate
On boarding recruitment and comp analysis are issues.
Onboarding is an area of growth. this is the milestone where the new employee is really impacted - i think all of the inefficiencies from earlier milestones pile up at the end. lots of people see onboarding as a huge priority of pain, but this might mean a few other earlier milestones need to be fixed concurrently. * * also - the rehire process for student staff. it is inconsistent and impacts IS&T and the Hiring Manager. major inefficiency. * * for staff/administrators - the overall lack of transparency is noticeable. some of the earlier milestones are genuine unknowns.
onboarding process is difficult since you have to rely on so many others to help with the onboarding
Overall choke points seem to stem from lack of transparency.
people are concerned
post-hire onboarding needs work: IS&T and departmental onboarding

Problems center around workforce and budget planning, salary ranges and offers, IS&T and department onboarding- with emphasis on assistance from HR, determining who does what (HR vs. Dept), and getting essential training identified and completed.
Red dots seem concentrated when information/task transfers from office to office.
self-service options should be identified and prioritized. not everyone wants to deal with a person.
Several dots on the compensation.
Several positions had clearly identified choke points. It is apparent that an overwhelming majority are dealing with the same blocks.
Similar frustrations - similar choke points.
Similar orange dots at comp/class, need more transparency and understanding of this process, as well as when considering promotions or classification changes. General misunderstanding and lack of transparency about the process to determine these causes frustration for the hiring managers and supervisors
So many budget and position approval steps. 95% of the time, a position we're trying to fill is an existing or approved position with a budget - why does it need to go through this so many additional times? Budget/funding is the #1 area that needs some transparency. And onboarding - what is institutional-driven and what is departmental-driven? The major thing I notice is that when there are SO MANY STEPS, any delay or chokehold can cause a significant delay in the process, and when there are multiple opportunities for this, the timeframe has the opportunity to expand further.
Some of the chokepoints can be resolved by training hiring managers on HR processes.
Status of paperwork--Department submits, but does not know if HR/IS&T/Payroll has processed.
Student Employment!! Bottleneck, bottleneck, bottleneck. Needs more staffing in August to handle influx
Student hiring is the most jacked up area to deal with
Suggest correcting/completing the current process for Lecturers and then starting over.
That not all choke points are the same for everyone. That there are so many issues that affect so many different positions.
The accumulation of dots indicates that some departments are more proficient at different phases of the process - which in and of itself seems like an issue. Are department heads in HR not getting the same training? * * The dots indicate that there are clear priorities. * * Onboarding has a long way to go in all areas. * * I appreciate that most units are able to initiate the hiring process by identifying needs, though it seems that HR could help in the workforce planning by offering training, mentorship, and/or research-based suggestions for establishing the best org structure(s) possible.
The budget system is unclear. The hiring steps aren't transparent and seem to be an obstacle for many.
The choke points are very consistent across all processes. One of the areas that stands out to me is the Departments vs HR on boarding process and who's responsibility is to ensure compliance with mandated training.
The ERCR process needs to change
The majority of issues surround Onboarding, which to everyone seems to specifically mean getting everyone set up with needed accesses BEFORE they start and the necessary training for everything AS SOON AS they start. There is also significant issues around Class/Comp
There are a large number. Is there a priority in terms of which of the 6 categories will be worked on first? What is the plan?
There are a lot of choke points, which is concerning for how priorities will be determined.

There are a lot of dots with the lecturers. Needs the most help.
There are a lot of issues with onboarding. Including, getting people access to the appropriate systems and training.
There are common choke points, mainly surrounding a halt in communication from HR during the hiring process. Budget approval seems to be a sticking point for staff.
There are dots on literally every step of the process. I think this warrants throwing out the current process and completely starting over, looking at what other organizations do, especially those that are known for doing hiring and onboarding well. Why reinvent (or fix) the wheel, when someone else already has a fancy, new and improved, well working wheel? Or even get some of the business professors involved. What does research show? What are students being taught on how to do these things most effectively?
There are many points in the process that depend on a single person in HR. What can we do to automate those processes, or create more redundancy? Can more responsibility be put on the hiring departments?
There are not many green dots. Not many slight problems, mostly severe
There are so many steps in the process I get lost in the beginning and can't even identify the choke points. I just know the process needs to get better and be much more efficient.
There are some choke points around approval when it comes to the higher up approvers.
There are some clusters, a lot at the beginning of the process around the budget approval and job description approval. A lot at the end around IS&T processes.
There is also a huge discrepancy with what the hiring managers ask for and the salary range offered by HR. Pay the talent what the talent deserves.
There is a concentration of areas that need some urgent attention.
There is a definite disconnect between what happens at the start of the hiring process and what happens once the new hire reaches HR. So many gaps to be understood and filled.
there is a disconnect between HR and what department onboarding should be
There is a general request for greater transparency across all processes.
There is a very evident pattern in the areas identified in the different categories displayed around the room. The red dots don't necessarily apply to HR. I think some of the roadblocks also exist at the individual department levels
There is an issue in reclassification/promotions along with salary scale.
There isn't one universal system for all hiring. Each process and system is different based on the hiring classification.
There needs to be a transparent and equitable process for enhancements. Some department leaders will not ask for enhancements for departments that desperately need more staff and funding. How do staff members advocate for themselves or their department?
There needs to be more structure/guidelines to help clarify the process.
There's a lot of effin' dots
Time sheet submission and logging is a bottle neck deal. * Hiring process and access to time sheet is another bottle neck. * Holding students accountable for not doing their part is a major contributor to bottle neck issues
Too many hands in the pot. Why are so many steps needed to accomplish these processes.
Too many unnecessary steps, once department approves budget for position it has to go through other steps and can still be not approved.

Training for new employees is decentralized. The Registrar is „Á responsible,À for FERPA, HR for Sexual Harrassment, Compliance for Ethics and its very confusing to the new employee.
Varies between the different groups.
Waiting for the the background check and waiting for the results slows down the process.
way too many * most are tasks that we have to wait for HR to do
What's important to note or consider is some of those dots represent a lack of information. For example, it's difficult to manage a hiring process when you don't have access to position funding or budget information. Someone within each unit should have access to this information. We rely too much on HR to provide this information, which is an inefficiency.
Why is a funding source needed to post a job?

Prioritization of high-level choke points by participants

Name three high priority choke points or obstacles to fix in the redesign.		
<i>(104 Participants chose up to 3 items)</i>		
<i>Item</i>	<i>Votes</i>	<i>Percentage of votes</i>
Compensation and classification	42	13%
Budget and funding	42	13%
Departmental onboarding	32	10%
Promotion process / reclassification	30	10%
Training	30	10%
Student hiring	26	8%
ERCR Process	23	7%
IS&T	23	7%
Workforce planning	14	4%
Job classification	10	3%
Payroll	10	3%
New-hire paperwork	9	3%
Background checks	8	3%
Federal Workstudy	7	2%
Job description	6	2%
Total Checks:	312	

Common themes on participant needs: What other needs do I have?

Common Themes

- Process and turnaround times
- Better access to data and reporting
- Better understanding and/or clarification about roles in the Hire and Onboard Process
- General improvement of stages of the workflow and/or enhancements to what is currently delivered by workflow
- Changes to the way that the institution or departments operate
- Documentation of processes and procedures
- More education/training
- Better communication
- Classification compensation and equity
- Increase capacity

Participant Comments:

A realistic turnaround timeline for hires.
Ability to approve job postings before an award or contract for a sponsored project/activity is received
Access to Work Study Award amount or if they have the grant in aid at all * Access to the number of different jobs each student worker has on campus, which is deducting money from their grant in aid * Access to PeopleSoft applicants, if I can see who applied online, I can manage their hiring paperwork and take some worry off of HR.
All Chapman specific on boarding should be done by HR and intentionally similar for all employees. Department specific tasks/skills/on boarding specifics should be organized and implemented by department with assistance from HR.
All of these onboarding, and IS&T, and training items could be attached to the job description and live with the job and the process throughout. Then, as a checklist, these things could be accomplished according to a timeline.
As in the past, I need to know that this workshop isn't an exercise to say hiring and onboarding has been addressed. Some concrete changes are needed.
automate ERCR or self service
Be able to hire student employees in the Spring (when they actually go through the recruitment process and are still on campus prior to leaving for the summer) for their late-summer or fall start dates (hopefully without having to go through the rehires spreadsheet process!)
Best practices, flow charts, and how to manuals on how to do each step in the process provided by HR.
Better communication from HR needs to happen. They are „Äunknown,Ä to be a black hole where they don't respond to emails or calls, and no one does anything with work place environment complaints.
Can HR do applicant screening with job requirements and salary range please?

Can we go directly to HR and request additional FTE staff members? :-))
Chapman currently does not have a mechanism to communicate transparency and context relating to salaries. More resources and training to managers would help efficiency. * * Compensation structure is unclear; academic units aren't privy to the information that HR is basing decisions on, yet are responsible for communicating to HR the job description updates that should reflect a change, and communicating with and coaching staff when we don't know what scenarios will be. "in line," with the university's structure * * Managers and Directors don't have the ability to discuss with authority specific goals related to an individual's path to development regarding title and compensation (e.g. "if you are able to do x within the next two years, that would typically indicate you are ready for x title, which would come with a pay increase in the range of x.")
Chapman is a nice place to work in many ways, but more attention needs to be paid to how much work staff are doing and are likely not properly compensated or properly classified..
Clarity in order of priorities, system to track processes and deadlines
Clearer approval process for new positions or off-cycle requests.
Complete ERCRs.
completing the new survey completely and timely
Does every hiring manager have hiring committees? are they required?
Don't rush onboarding, leads to mistakes. * Focus on continual onboarding and focused trainings throughout our employment at Chapman. Onboarding shouldn't end after the first 90 days but be an ongoing opportunity for training and betterment, both for the employee and employer
ERCR revamp or transparency, understanding payroll "tables" and automating this or putting it in the hands of departments. Responses to inquiries. Specific problems to be addressed when identified and resolvable. When something is done the right way and input incorrectly on HR side, I need to not have to go through the process of determining and resolving the problem - you have the info and the tools, why is an ERCR required to fix?
Everyone to have grace and patience and also folks to jump in and become part of the solution
Existing employee salary assessments and job classifications.
FTE
getting the right computer equipment/printers timely and set-up by the time the new employee arrives
Help with onboarding system/platform. Is there a system?
Hiring process training for hiring managers. We need to know what/who is involved in each stage of the hiring process from beginning to end. How does it work? What can the hiring manager do to help speed along the process and assist HR?
Hiring process training. Knowing where in the process that we currently reside but also to be better informed and a clear vision
How can we hire more staff? Like HR was, most departments are now understaffed. What is being done about that? That was a big part of the Chapman Experience conversations.
HR information - work study explanations, promotions, sick pay for student employees
HR is not my top skill. I can do the tasks--write JD, design orientation, etc--but could use some guidance and structure from the experts.

HR needs to be involved in the onboarding process. right now they are not involved, so their is no coordination between the hiring manager and support departments (like risk management, events scheduling, payroll, etc). * * need leadership with facilitating a change in mindset between viewing student affairs as a side unit and workflow as opposed to talent.
HR needs to be more heavily involved in the initial onboarding of new hires. All new hires should leave orientation with ID's, building/office access, working email, working timesheet and parking permit. Theses are basic needs for all new employees.
I believe most delays can be on the student or department end
I don't think so?
I just need the hiring process to be as simple and efficient as possible.
I need better communication with the on-boarding process for part-time lecturer contracts and when the faculty orientation is.
I need to know what has been promised to faculty member as HR so I can send them to the right people to address their needs. (finalizing additional pay, will they have an office - shared?, what key card access SHOULD they receive, not what does the faculty member want
I need to know when students need to take a break to avoid meal period violations hitting the department budget
I think a template of potential job descriptions and an archive of job descriptions for the University would be extremely helpful. * I also think there needs to be adjustments made to meet seasonal and part-time employee needs. HR doesn't understand the unique nature of some departments.
I would like there to be a more universal way for someone to know what and how the advancement process works. How can someone move within their position, and when is it time to move on - or how can they develop their skills to fit a position that is a higher level - what is the process in advancing.
I would like to see more responsiveness from Student Employment and HR. Sometimes we do not have timely communication.
I would love more training in hiring & on-boarding. Having a supportive structure for departments and managers for hiring and on-boarding would be helpful.
I would love to have HR support my dept by meeting with us to do workforce planning for the future and assist us more with JDs that accurately reflect jobs and each person's place in our dept to support our dept mission and the overall mission of the university. HR specialists have a lot of knowledge to share! * Additionally, a template for dept. on boarding and active links to the training for student assistants.
I'd appreciate email confirmation when the process is complete.
If training could be identified at the job description we could plan for it better What training with HR do vs. departments
In conversations, supervisors have expressed a need for a different timesheet system for students, because having to approve dozens and dozens of timesheets every week is extremely time consuming. A clock in, clock out system has been requested to help manage this cumbersome process such as Humanity, which is already being utilized by some
Is there the option of HR doing initial screening. Also, the People Admin software is not always easy to use. Why can't we have a system with Single Sign-on? I would like to flag or sort applicants to make screening easier. There's no training on People Admin.
It would be nice if more of it was electronic and routed electronically so that it could be done quickly and bottlenecks could clearly be identified in holding up the process.

It would be nice to have a training for hiring supervisors/managers once some solutions are reached.
Key card services has never been reliable
Key is communication through each of the process.
knowing salary ranges
Like many systems across campus - the hiring and onboarding process seems built for a much smaller organization and has not been scaled up for where we are today. The number of approvals and the amount of control that senior leadership has over the day-to-day operations slows us down significantly.
Making training mandatory for supervisors. Oftentimes, they claim to not have time and ask someone else to do it for them, i.e PeopleAdmin, reading resumes, etc.
Maybe have automatic triggers in the system that advances to the next phase w/o human intervention.
More communication consistently from HR about new hire staff/administrators hiring and onboarding. We want to look professional and efficient, not inept.
more competitive pay ranges for staff
more strategic recruitment
Need more staff to handle faculty hiring in the Office of the Provost.
No.
No...except....I hope the Seahawks win tonight's Monday Night Football game. GO HAWKS!
OFA and HR need to be on the same team
One system / position control log that can be shared by all parties instead of internal shadow systems.
one thing I noticed is that these topics are mainstream and highly valuable but there is not a track for international students/faculty and staff that needs to be addressed.
please add the pay group to the applicant sooner as some of IS&T provisioning is based on that
please be transparent and create a flow chart.
please let hiring manager know WHEN and WHAT job sites the posting is posted on
promote within chapman first then look at external candidates.
Recruiting help is critical. When we do get a position posted, we need help finding candidates.
Salary range should be posted to candidates. Very inefficient and off-putting to prospective candidates- waste of everyone's time.
Student FWS \$ when hired
this is a LARGE role, more dedicated language should be included in JDs to account for this responsibility in our departments. While technology has provided efficiencies, there are SO MANY steps and we need MORE time to complete the entire hiring and onboarding process better. As an institution, we need to plan better and be realistic in the time it takes to do this important work, instead of just adding it to our overfilled plates
Training. Guidelines. Standard Operating Procedures. Policy awareness.
Transparency with candidates - this is their experience.
Transparency, please. :)

We need more intuitive features on PA to better help us navigate an otherwise confusing hiring dashboard.
We need to have the departments responsible for their students.
We need to know what the individual department needs communicated from HR as well.
Welcome email is received after PT lecturer has started working or there is no welcome email at all.
Why are part-time, casual employees lumped in with Limited Term? This is it's own category with it's own needs and it seems like many departments accross campus are using people in these roles.
Why is the job recruited when the job doesnt exist in HCM?
Workforce planning needs. Who should be helping me with strategy?
Would it be possible to hire students starting August 1st, rather than as of September 1st? Regardless of FWS or Non-WS, it would simplify the amount of paperwork students need to complete to begin a job in the fall semester. Even if August 1-31 had to be billed as non-work study to comply with certain regulations, making the students complete 'summer' paperwork and, soon after, 'fall' paperwork (for September 1st and beyond) seems like a lot of extra work
Would like to see more transparency on the processes of HR pertaining to the steps they are taking so that we could better understand the lag during the process.
Yes
Yes, ONE SYSTEM to manage all types of new hires and employees regardless of classification type. A transparent system to identify employee data including classification type, classification changes, title, salary, hire dates, end dates for limited term, position changes, etc.
Yes, the need for transperancy!!!
Yes, to fully understand the promotion and reclassification process. Including salary ranges. More transperancy.

Participant Needs: What needs to go faster

Common Themes

- The Hire and Onboarding process in general
- Communication, notifications and response times
- Systems and tools
- Budget and/or other approvals
- Classification and Compensation Process
- New Hire Paperwork and Orientation
- Posting of positions/Recruitment
- Background Check

Participant Comments:

#58 - Yes, there is always an influx of student hiring at the beginning of the school year. Can this be expected and prepared for, so as to not crash the system every year. Student Employment is painfully slow.
#74 - Good point. Why are there jobs from 10+ years ago still in the system? * Can we please purge the job listings?
1. Salary approvals for hire / promotions * 2. Re-classification / promotions / hiring: There is little flexibility to adjust job descriptions to get the best-case-scenario of skills to compliment hires in other positions (especially in tech/post positions). Such changes result in months of negotiations with HR. * 3. Ability to post enhancement positions so they can start June 1.
all approval processes - which could be streamlined better if all the information for a position was done at the budget planning/enhancement time frame (classification, job description, correct salary level, etc.)
All of it. After going live with the new process, the speed of the entire process needs to be assessed. Does it ultimately take less time?
Approval of posting and funding. Notification of background check clearing, confirmation of start date, requested access assigned with original request instead of day of employment when nothing works.
approvals * communication * getting jobs posted
approvals for new positions, reclassification, or promotions.
Approvals in HR
Automation.
Background checks and new hire paperwork. Entry into the OFA portal by HR that a lecturer has been approved. Also, status updates of where in the process a hire is at a given time.
Background checks and updates to the OFA add/update instructor queue needs to be quicker.
Backgrounds for grad assistants who are going to work with children need to go faster. This way they can start on time, rather than waiting 2 months for their life scan to be completed.
Budget and Grant Approval.
budget approval and needs
Budget approval and overall approval process, IS and T set up * External advertising of roles

Budget approvals * Position classifications * IS&T processes * approval of new positions * entire hiring and onboarding process * Paperwork processing - go to automation * Payroll setup
budget decisions
Budget part takes waaaaay too long
Budgetary positions need access to view workforce data- compensation. This allows hiring departments to organize their requests based on what is available in funding.
Communication about agreed upon salary range between hiring manager and H There seems to be too much back and forth.
computer and systems access need to be faster
Effective communication
ERCR flow, system security and proper access, payroll activation of time-sheet and compensation set-up
ERCR process and student employment hiring in order to process payroll timely
ERCR processing
ERCrs. * * Approval of positions and promotions.
Everything
Everything in Student Employment.
Everything.
everything. manual is archaic. please automate or make more stuff electronic. save a tree
Finishing the new ERCR and putting the form and the detailed instruction on the website.
from paperwork getting to HR to getting a new hire in the system for time sheets. Responses from HR on where a new hire is in the process.
Get job posted quicker.
Get rid of some of the redundant approvals. * Background checks
Getting an opening for an existing position posted more quickly.
Getting new hires setup- timesheets, access, training
Getting position funding nailed down before opening the requisition
getting the employee set up with their access, and computer needs.
hiring and budget verification approvals, onboarding process/design -
Hiring process,
Hiring process.
HR communication and responses * HR paperwork process * HR entry into the system
HR communication. When HR doesn't answer emails/calls or diverts calls to our office when they should be handled by HR it causes a lot of confusion.
HR responsiveness
HR's approval of new staff job descriptions and salary range.
I believe giving each hiring supervisor/manager a dashboard to track where their newhire status is at any moment would alleviate some of the anxiety with this process. At that point analysis can be done to identify choke points in real time and perhaps a monthly summary shown on what could be improved.

I think the communication needs to go out faster: * - what is your email * - your ID * - your required access/trainings * * Where do you go on your first day? * - what time? * - what to wear? * - what to expect?
I think the job classification need to happen faster. When we submit a job description, we need approval faster with salary range
I think the majority of people feel that the set up of access before day one and training on day one and the first week need to happen faster. There is a lag between a new hire starting and them getting set up with access and training.
I think we need to determine „Ownership,“ of the training process. If the departments are the „owners,“ then we need to provide them with a checklist and timeline. If HR is going to be the owner, then what training programs are they going to be responsible for.
If you are replacing an existing position there shouldn't be such a convoluted process to get the position approved.
Job descriptions and classifying jobs. * Budget approval.
Job posting live in PeopleAdmin for staff/limited term positions.
Knowing when the person was actually hired and can start rather than guessing.
OFA needs to identify final candidates sooner than one month before the semester. It is not enough time to add an influx of hiring to an already busy season
Okay to hire additional staff and additional student staff
Once a new hire has been selected - send the alias and ID# asap to hiring manager - and cc the other hiring managers with that same chart string. (Department) so that so that no balls are dropped!
Paperwork and approvals for hiring students
Part-Time Lecturers - Background checks, emails about HR Orientation, submitting information to payroll so that new part-time lecturers can be paid.
Payroll time sheets need to be accessible to students once they are eligible to work
possibly students getting access to their time sheets quicker
Posting approval
posting positions, training for hiring/onboarding, comp and class review
Process approvals, automation would help
Recruitment. It takes a long time for HR to advertise high-level positions in specific job sites that are more in line with department needs.
response from HR once papers are submitted (student hires)
Response times (if a response at all) from HR personnel need to be improved. The hiring process should be expedited to allow several areas to work parallel rather than wait until each has completed their individual task. * * If there is ANY problem, tell ME immediately. The breeziness that HR has operated in the past delays effective processing. Anything that impedes a successful first week of employment should be mitigated (device access, keycard access patterns, proper software, required trainings [either departmental or campus-wide], copier codes, parking regulations, etc.)
responses for internal links for student worker jobs * responses for change of approve * Background link being sent to PT Lecturer * I9 appointment setup

Responses from HR.
Responses to emails and phone calls.
Standardized procedures.
Student employees getting access to their timesheets (new and rehires) * * Changes to student staff rehire's supervisors in the timesheet system (ERCR-driven)
Student hire paperwork processing
Student hiring managers need to request the close of their student recruitment before they can begin hiring for a new academic year. Too many students apply to old applications and are discouraged after not hearing back from old posting supervisors
Student Hiring Process, specifically being hired and then gaining access to time sheet in their MyChapman portal
student hiring. when a student employee is hired, the entire process should be initiated to get them set up as an employee. * -paperwork * -IS&T * -access to key card * -timesheet * * all of this is inefficient. i am not convinced it is a speed issue. sometimes the process is fast, although most of the time it isn't fast. i think the issue is inconsistency. we have to work to fix key cards multiple times after they are coded. students have to log into their timesheets multiple times before they know whether it is working or not.
targeted recruiting
Temporary employees placement. Usually the very nature of a temp vacancy is that there is some urgency but they are not treated this way and can take longer
The approval process in hiring Temporary Limited Term staff. Ideally, if it can be done within three to five days, so the Faculty can be staffed more quickly.
The budget and compensation analysis process needs to happen sooner and faster.
the comp & class review
The compensation and classification of the position should be completed in a more timely manner. This would free up the hold up for the department.
The getting people hired and having their stuff ready to go on the day they arrive. We should be able to have a new hire show up get a new computer, key card access, business cards, etc. on their first day. It's part of feeling welcomed. * * The communication regarding promotion/reclassification absolutely needs to go faster. This entire process is why we are losing so much young talent also it does not promote the positive vibes of the chapman experience.
The period between hiring and onboarding.
The point of identifying a promotion need and actualizing it.
the process of hiring students and getting them set up in the system- especially at the start of the academic year when HR is serverly impacted. Our students might go over a month with seeing a paycheck and sometimes it is student error- othertimes they get lost in the system. * * for professional staff and admin- understanding the process of promotion and why it takes so long once revised job descirptions have been submitted for review.
The salary and job classifications.
time between identifying a need, and filling that need - really the overall process needs to be streamlined -
Time sheet access for employee. * Position posting once department has done all approvals

Participant Needs: Where do I need/want to be more involved?

Common Themes

- More access to workflow related information
- Compensation and Classification
- Development of processes, checklists, procedures, etc.
- Training
- Want to be less involved in the hire process and/or want HR to be less involved in departmental processes/decision making
- Recruitment
- Approvals
- Planning

Participant Comments:

???
Academic units should have the ability to determine needs and changes to staffing without approval from HR, who may not be a full understanding of how our environment works (we understand the need to collaborate and welcome consultation)
Am involved in every step and it's a lot on top of my day to day work. Sometimes it would be nice not to have to do everything in this process and have more support from HR
Before a candidate is selected for hire.
Being notified of the assigned PSN, as it moves through the process, employee id, email, phone - if new.
budget approvals, chartfield approvals
budget, compensation, planning, training
Clearly defined step-by-step processes for what I am accountable for for each type of Hiring - Onboarding Process
Communication about status of the HR processes. Instead of emailing with no responses, there should be some communication method in place to track the status- like a package tracking system.
Communication between departments, HR and payroll with the process of hire.
Communication on budgetary approval and executive sign offs when budgetary plan has been approved
compensation
Compensation analysis; pre employment screening special circumstances
Compensation analysis. Trust me to be the expert on what my department and my people are worth.
completing the new hire survey completely and timely
Confirming the position description is up to date and currently reflects position needs. Advising HR on the reality of the market for the position.
department needs
Departmental onboarding * If there were more standardized ways of collecting information, hiring managers would be more equipped to provide that information.

Designing department on-boarding/training checklists, schedules, benchmarks (hopefully after being given a "best practices" list from this process!) Some help with the "flow" of processes within an onboarding timeline, as well as some "Chapman Big Picture" materials would be awesome.
During the classification and compensation analysis process
During the onboarding process.
Everywhere
everywhere
Experiencing the hiring process for each classification to understand where the potential faults are.
Finishing the hire.
hiring/onboarding training and comp and class, workforce planning principles and practices
I can and want to help with training where needed. Lack of training is a big pain point.
I do not need to be more involved.
I need to know more about where my students are in submitting their paperwork and if the hold up in processing is actually student submission
I need training on job description writing, position classification and compensation. I also need to know how to find out about funding, salary cost savings, etc.
I should request more training for myself and my team to stay up to date on the latest policies and procedures.
i think i need to be more involved in workforce planning. we are hiring managers with years of experience. how can we assist in informing the university at large about the needs for our areas?
I would like to be able to view the hiring process online in a database or workflow setting. Need to also be involved or offered more details as to why compensation requests aren't matching with what HR offers.
I would like to have access to more training ...
I would love to have more transparency. The dashboard would allow us to see where the process is, who is working on what step, etc.
I'm already very involved in the processes that I have control over.
If PeopleAdmin had a function where the person who posted the position could send a friendly reminder to the approver, that would be great.
If we know about new hires sooner, we can prepare communicative materials more thoroughly.
In budget decisions
In the salary range and final salary for the position, based upon my knowledge of the department needs, volume and level of the position we need and the quality of the final candidate. We want to secure and motivate people, not scare them off because of being low-balled.
Informed of status more often - HR to get out of black hole experiences
IS&T hiring survey
IS&T Survey
It needs to be determined where the ownership for training lies. Then depending on that, you can determine how personnel along the way can be more accountable.
It would be helpful to have the units doing the hiring have more authority/access to budget information.

job descriptions and compensation benchmarking--should be joint effort between HR and department. Need more transparency.
knowing the steps, and where we all are in the process
More in the hiring/interviewing process. Sometimes a person is hired without knowledge to other parties.
More involved from start to finish
More involved with the redesign of the budget planning/enhancement phase which would include HR at the beginning instead of after the lines are approved.
More involvement
More transparency about the hiring process
N/A
Need information about the overall ERCR process (which departments do what? where and how is the information on the form being captured?)
Need to know when a decision on a candidate is made so we can start the onboarding process internally within our department.
Onboarding
onboarding IST
Once a final candidate is selected, the hiring manager should be aware of next steps (background check, assignment letter, etc.) * * Also, budget managers and hiring managers should be involved in the ERCR process (approval workflow, processed by HRIS, processed by payroll, etc.)
Planning and Communicating
recruitment process
Salary determination when position is being approved. Either during the enhancement request or comp analysis phase (not sure which one is best).
Seems in every step of the on-boarding process. Specially, for any required training
Through the entire process from approvals through hired and on campus start, including completion of new hire paperwork.
Training
Training
Trainings to gain access to pertinent information pertaining to my role as Undergraduate Student Work Study Hiring Manager
Transparency
we need access to shared drives and input portals that give us new Faculty and Lecturer information
We need to do more one on one training with student and staff hiring managers to let them know what needs to be communicated to HR
when deciding what is important to my unit I need HR to listen and give me help.
when steps are completed, in process, or have a hold up.
Where-ever I can be of assistance.
Workload is high! I couldn't be more involved.
Yes, where? That is a great question.

When could I be informed sooner?

(Comments not themed, question led to divergent input)

Participant Comments:

know sooner when my student hire is not approved to work or continue working due to improper paperwork/identification
?
1. Onboarding materials and information to allow time to prep and communicate with other staff and the new hire. * * 2. Changes in policy and documentation
Access to human capital and budgets.
After selecting a student for hiring. Notification of exactly when they can begin working would be appreciated.
All approvals
All day, everyday
Almost all the processes would benefit from a faster feedback loop.
approval processes on confirmation of budget, chartfields and position approvals in order to post position. after recruitment when background check, new hire paperwork completed and onboarding completed at various stages to follow through on missing/missed steps.
Approved new hires so I can update my internal PCL to be as current and accurate as possible. Difficult to assist my areas when I don't have all the information.
As soon as the workflow moves from me to the next step in the process. I would like to see the process map in action for each hiring-onboarding process.
At each critical point, budget/position approved, posted, background check sent and cleared, access deployed both systems and card access
budget decisions
candidate has been selected for position * new positions, reclassification, department moves, or promotions.
comp and class results, and if the recommendation is to hire at a salary more than budgeted, offer extra budget to get us to where the position should be compensated, otherwise it does not feel good all around, like we are bringing in talent for less than what they should be offered
Early on in the process
Every step of the way. Keep the communication lines open.
First, we need to know the scope of the on-boarding process. Having a workflow set-up in the system, would help in checking the status. PeopleSoft may have a hiring on-onboarding process to help
For "out of cycle" approvals, where funding is coming from
I am involved at the right time for my involvement in the process.
I could be informed definitely within two weeks of the live scan. I feel like it should not go past that.
I don't understand this question.
I just need to know, I have no issue waiting

I should be informed of progress and who is working on that particular approval, posting, permissions etc in real time all the time. Much of my frustration comes from lack of understanding of where the job posting lies and why
I think when a new hire is brought to HRIS with a start date of less than a week out, that is not enough time to get them set up with all they need. HRIS is already being informed ASAP so we can create positions and shells, but everyone then needs time to set up accesses.
I usually am the one submitting the position requests, working on the salary range, etc so I am always informed.
I want to be informed every step of the way. There should be a database where each step of the process can be checked off as we hire someone new. The same way we have approvals to spend money, we should have a system that allows us to see where the hold up is with the hiring process. The biggest issue on being informed is just not being given an eta on things will be completed with HR.
I would like to be informed sooner on when a background check is complete and a new-hire has been notified.
I would like to know sooner when my student hire is not approved to work or continue working due to improper paperwork/identification
I'd appreciate auto generate emails with an update where the new hire is and the remaining steps needed to complete the process.
I'd like information ASAP so that I can get my internal OnBoarding documentation ready for the new hire - and the folks that will be involved in training them.
If i have all of the information prior to receiving a request.
If PeopleAdmin could send reminders that your job post is still sitting in pending status of other approvers, that would be great. Some staff are handling multiple responsibilities, other than the HR function, so it would help to speed things up.
In all steps....need a transparent process that is clearly visible to everyone along the way.
in every instance and at every point in the process
Inform us when jobs are posted * Always inform us if HR has weeded out potential (and hireable) applicants * Inform the department if ANY student is already working another on-campus job which would affect their WS award, # of hours they are allowed to work, etc. - currently we have NO idea if someone is working elsewhere on-campus unless 1) they tell us during the hiring process, or 2) we get a notice from HR/Student Employment that we are in violation or OT. This needs to be improved.
IS&T new employee survey.
It would be nice to "follow along" on the process.
Knowing where I am at in the job process. It seems like it takes months upon months to get a job posted to the actual hire. Waiting over 3 months is far too long
let's be proactive and not reactive. also, when a process change happens, let me know before, not after i do it the wrong way (which would have been the old way)
my requests with HR
Not so much sooner than informed throughout the process. Where are we in the process? Is the position waiting approval from HR, budget, etc.?
Notified when steps have been approved eg when the budget has been approved

Now
On any step where I have submitted info - it would be advantageous to have a feedback "loop" that updates me on the status of the hire.
on process how to hire a limited term hire
Once background check has cleared.
Once the candidate accepts the job, HR should be automatically notified, even if some details are pending, so we can get a head start
Once the candidate has been offered the job and has accepted, all involved departments should receive a consistent, simultaneous notice with all necessary hire information.
Overall, I would love a transparent system. If there is a road map we can follow or have available to help us along in the process. And a way for us to know that our new hire is pending approval from a background check or perhaps they are missing a signed document. It is all mysterious and I would not mind being copied on emails about their status.
Receive notification when an applicant applies to our open position.
Status of hiring/onboarding and ECR processing
Status or documents, particularly right after hire. Is person set up HR/Payroll/IS&T?
Student Employment Hiring * General Hiring and On-boarding processes
Students gets hired without HR knowing about it
The Enhancement process conclusion.
There should be readily available access to all of this information. I didn't even realize how much of the process I didn't understand until I saw it all in front of me today. There should be ongoing trainings, and information available online. You don't know what you don't know you don't know.
We need PeopleAdmin to be utilized to its full capability. If Hiring Managers select their candidate, automated emails instruct the student of the next step. IF the hiring managers instructs the student themselves, sometimes information is forgotten. That's why there is an automated email - to do this step FOR the supervisor instead.
When a new position or promotion has been requested. When the job description and salary range has been approved by HR.
when a student has submitted their I-9 documentation or if something is being held in their file.
When background checks clear, and when employee is ready to start their first day
When I'm trying to help somebody and the ultimate answer resides with HR.
When important milestones are completed.
When jobs are posted. * When background checks are complete
When student works accounts will be deactivated!
When the departments put in the hire proposals.
When the job posting is approved and live. When new apps arrive. Can we put each new applicant on a Gantt Chart so we can see the progress being made by the hiring manager, and where a selected candidate is all the way through the hiring process.
when the position is approved, when the posting starts, when there are applicants to review - and where others are in the process. A lot like the work flow approval in People Soft, we can see where the approval process is
When there is a holdup somewhere in the process. Sometimes the process is hung up somewhere and I am never informed.

when there is a problem with Student Employee paperwork
Whether or not a student employee has access to their timesheet (currently supervisors are not notified at all)

Closing thoughts about the Summit

Common Themes

- Overall positive experience
- Experience was validating
- Enjoyed sharing, collaborating/networking
- Learned more about processes, roles or other aspects of Hire and Onboard
- Positive comments about facilitation/Covision
- Hopeful about the process ahead
- Concerns about future activity
- Was overwhelm confusing, frustrating

Participant Comments:

Great feedback.
i'll believe it when i see it
Long overdue.
It was a great start and hope this doesn't lose steam. It was great to share commonalities no matter what department it is.
There is optimism to start solving problems. We've never done this before, and the commitment to being engaged in fixing some of our problems leaves me feeling positive.
It's a good start.
A lot of work, but much need work to move Chapman to a true R2 Research Institution.
Great! I enjoyed today. Thank you for all of your efforts.
Being such a new employee it allowed me to gather much information both of my role and the roles/duties of other departments.
I liked the Covision element, great way to get a lot of candid feedback, real-time
Appreciate HR putting this together.
Today was a relief to be able to express all frustrations with the current system
i think that a lot of this could have been done online before we came and that would have given us a head-start
You all ROCK!
I liked the pace of the day and the exercises
I was a little unsure at first, I was surprised by the final outcome. * Thank you for inviting me, I feel special to be invited.
Is the rumor true that we can wear jeans and Chapman apparel if we come back for day 2?
I hope this leads to positive changes in the hiring process.
Can't wait for more automation and streamlining!
Very informative but feel that I still need to state my concern more in details.
Very eye opening - great that so many people are able to give their input on the processes
thank you for opening the discussion! i'm very excited to see this through to fruition and wish us all good luck!
Good enthusiasm. Seem to be willing to change practices.
Thank you for the opportunity to give feedback on this process! Very grateful to the entire HR team for inviting us to be part of this - I know it can't be easy to invite a room of 100 people to pick apart your work.
Was happy to see how many people participated in the exercises
A good start, but will need to put in a lot of work.
I think this was a worthwhile exercise. * It was nice to know that you aren't alone in the process. * I think it identified a lot of gaps that need addressing and a lot of people will be looking for change
I really liked having the maps digitally available for comments on covision. I thought the technology was very helpful and appropriate for the event. * * I would make the font smaller for better privacy when seated next to so many different departments at once. Confidentiality promotes honesty.

It was overwhelming and confusing. Some staff may not be fully involved with all the processes when it comes to hiring and on-boarding. I am hopeful about change coming in the near future.
I am happy that HR is engaging staff and administrators. I think moving forward we need to think about how to engage faculty administrators/supervisors more. Also, I hope you have gotten extra help in the office while you turn your attention to process. We still want to hire people in the meantime.
I liked the lunch!
Lunch was awesome
Excited to see where this goes!
This is absolutely a worthwhile endeavor. The session could have been a bit more organized (particularly with the boards that show existing processes). It was a difficult to get to all of the hiring areas.
That it was beneficial to learn that there were other people who are frustrated and confused by the current processes that are happening currently. That there is also a need to change current process for hiring lecturers and grad assistants.
Setting clear guidelines will help alleviate many of the issues.
I think this was a great session. Had the opportunity to express some of my concerns and thoughts as well as the opportunity to collaborate with wonderful peers. Furthermore, it provided a sense of validation!
I have a positive outlook moving forward that what was produced today will lead to efficiencies for CU and the processes it deploys
It was really helpful to see the current process. THIS is some of the best onboarding I've had. * * I wish since that we have all carved out the time, that we were continuing to work tomorrow to push forward new processes. I would have really loved to see Day 2 consist of comparing different models used by other universities and weighing the pros and cons of each. The system feels broken enough, that we should just throw it out entirely and start from scratch, imitating what someone else has already figured out.
I think this is an ambitious task to take on that really needed to be nurtured. Maybe look to those who really have a high volume of onboarding to be involved in the footwork from all department.
I feel uncomfortable typing some things because the font is large and readable from behind. If someone sees me type something they disagree with, we could quarrell :(
It is hopeful to see that HR is open to fixing and adjusting what is not working. It is great that the department is willing to allow input from all other departments and design a process that works for everyone.
I am really pleased that HR is addressing fixing the hiring process here at Chapman. I'm glad that I came, and can be a part of the process of improving the on-boarding experience for our new hires, and our current staff.
Can't wait to Fill/Patch the Black Poles!
I feel like we gave a lot of feedback to work with thus far. * There is so much that needs to be done.
Really validating and eye opening. Thank you for the snacks and the lunch, very much appreciated. Thank you for taking the time to put down the processes at the university and involving us in this conversation. You could have just revamped all this sans our input but you are being such amazing team players in gathering us here today! #GoPanthers!

Thanks for opening the conversation and I hope that it continues, with periodic feedback to not just the participants today, but the entire Chapman University community.
Room temperature was good - not too cold
It is interesting to see what other people think about existing processes. It became clear that there is widespread confusion.
A worthwhile Summit event, this process is long over due. Tomorrow recommending turning down the Covision speaker's mic.
Focus on automating the process so that it is easy to track new hires.
This is a good start to identifying the needs of the departments and HR regarding the Hiring and Onboarding process. The collaboration is a great means to bringing needed change going forward.
It is clear a lot of work went into planning for today. While it is clear there is much work to be done, the HR team is clearly going to implement the work needed to eradicate the pain points in hiring and on boarding. It is refreshing to be a part of. Thank you
It was very well structured. I do think there are too many steps and some redundancy and that it can be streamlined. I do like the fact that you are soliciting input on the process.
A huge overwhelming project!
It seems like we were given the opportunity to really address our concerns and see how the university, as a whole, views the current HR processes. I would hope that the involvement in tomorrow's session would allow us to address more result oriented solutions to the majority of the concerns mentioned in today's session
I think it was a fantastic exercise overall. It has only just scratched the surface on some of the issues we are facing, but it's a great start in identifying common priorities that need to be addressed. I'm grateful for HR including such a large and diverse group of employees. We are all experts in our own areas and deserve to be a part of this assessment and redesign.
Excellent way to allow those who are shy to contribute to the large work ahead. It was user friendly and facilitation was handled smoothly. There should be more in-person interaction, in general. The room was organized but often confusing.
I learned a lot, and the interaction parts were good. It was a little overwhelming insofar as I have more limited knowledge of the HR function. When I have an issue, I will normally go to Joseph Kim, Nashaunda Williams, or my supervisor. It was helpful to see all the different aspects of the HR process. I learned a lot, and I also learned that there is a lot I do not know. Thank you for hosting it.
I was confused and frustrated for most of the day until it was mentioned about the possibility of reducing 22 steps down to 8 steps. At that point I actually felt a little encouraged.
I appreciate the hard work behind this summit. Very professional and hopeful ideas.
Went well, many stakeholders attended and shared. My only criticism is the messaging about being required for Tuesday then changed to not required then hoped that everyone return. Regardless, I think as long as everyone is included in future sessions or opportunities to give their input the implementation will be successful.
I liked having name tents and sitting at assigned, then different seating at the break
I feel glad that HR recognizes that the system and processes in place are broken. I feel hopeful something may get done in the future. * * I feel sad that the system is still and will remain to be broken for awhile.

Elephants don't sound too tasty. * This is a large project. Not sure about Summer 2020 timeline. * Not sure how the feedback on the walls will be captured and will it be captured properly. * Like the summit but the prepwork wasn't quite there. * Free breakfast and lunch is awesome.
I really hope that HR will read all of these comments and respond to people's emails and return phone calls within 24 hours.
I think the session being configured so covision and internet access work concurrently would be helpful for future sessions.
It was a great start to improve our onboard and new hire process and hope to see our recommendations get applied. It was helpful to have group and individual side conversations about our processes and hear from other departments about the same challenges.
it would be helpful as Shannon alluded to sharing the process to all in this room prior to May so that we can be more effective in our current day to day hiring practices and understanding where the process should/as designed be....
covision works pretty good. * happy to give input * disappointed that there are so many choke points -- had hoped to identify only a few solid ones. so the process could be more easily fixed * I kind of wish that a proposed process could have already been designed and we were here to work out the kinks and make sure the new process will work. * I understand the phases, but I had hoped that we were already in phase 2, since we have discussed in prior meetings in the past year what the issue were
It was a bit overwhelming seeing all the steps and processes followed for each area of hiring. Some need more focus than others and that may be based on the volume of people in those categories
There was some good dialogue today, and it's good to that HR is re-thinking the process. I have currently have concerns about the lack of knowledge HR has in some of these areas. When we came in and looked at the boards that concerned our area, so much was missing, even though a lot of what we do is documented, and hasn't changed much over the years.
there are many concerns and frustration across the board. i can see why there are for a smaller program/dept. perhaps the programs that have smooth processes can share with everyone else. ours seems to work just fine.
Disappointed in the process steps displayed. Felt like we have made no progress. Frustrating. Please consider disassembling the pieces or making the paper steps available for those involved in each area to rearrange the steps more accurately.
I got a little discouraged mid-day when it was implied we might be able to wrap up most of the work today. I did hope to have some discussion about current processes, though I appreciate what's been done today. I want to reiterate the need to discuss a related HR function which is ECRs for salary allocations/corrections/salary allocation ends/etc.
Feeling very optimistic and glad to see so many people (mostly HR!) committed to improving, streamlining and automating these processes with input from several constituents from across campus.
Today was a great opportunity to capture data in a constructive manner. I look forward to smaller group discussions for more productive solutions.
One day was enough to collect information on the current process. Two days may be unnecessary.

tired. I appreciate that we had the opportunity to reflect on the processes in place. I do however feel concerned that there was a lot on the maps that were "unknown" to HR and the hiring managers. It seems like that step alone will take time to revise before making changes.
Thank you to everyone at HR. Today was amazing. Joseph, you are so great at what you do! Thank you for being the man in student employment!
Mostly thankful that the process is in motion, that thoughtful consideration is being made for progress, and that the HR team has responded to the needs of the university. * Looking forward to watching the process unfold and participate in positive change. * Thank you for the opportunity to participate.
I want to thank everyone involved for inviting me and allowing me to share my experience and expertise on the areas I have influence. This is a great summit and very informative. * I learned a lot and looking forward to tomorrow's morning sessions. I don't believe I can stay the entire time but I am willing to help whenever or however I can. * * Thanks again for the invite, lunch and the information. I think once you (we) have been able to update the processes and steps discussed today, this will be a better organization overall.
Good start; necessary to tackle a project this size. Brian is doing this the right way. If the great minds here stay engaged we will be successful. Change is difficult. Many past false starts and attempts to change definitely create skepticism but I think we can break through.
I would like to thank Chapman University the entire HR team, and CoVision for allowing us all to participate in identifying pain points, and working towards improving the system. It was wonderful the way everyone was allowed to verbally express their comments and concerns, able to write them down, able to discuss amongst their peers and able to visualize it around the room. Thank you everyone for giving us this opportunity. I look forward to seeing the outcome of this workshop! Thank you! :)
It was great to network with other key players around the campus community. Sharing and communicating not only concerns, but ways to help improve. Willingness to put in the time to move towards process improvement/automation. Knowing that we were selected for our input does stimulate employee motivation and promote a positive work environment.
I really appreciate you assigning seating so we mix up our teams and departments. I enjoyed the breakout sections in small teams to work on identifying the info for the green cards, i.e. workforce development. * Would have liked more time working through the 11 steps with like team so we could use this time to get some of the work done in each of the steps. * I appreciate being invited to participate. * Wondering why you did not mention Airplay onboarding since it was just rolled out last week. Is this new process going to be something different or just building out airplay more?
Thanks for putting this together... I hope we see some plausible results in the near future. Not sure who is going to cook the "elephant". :-))
An eye-opener to the HR process and the current limitations. Excited about the work to come.
Good overall, maybe a bit more structured to begin with- some deeper explanations before diving into activities. Would have helped to get some understanding of the mapping categories ahead of time in order to think about some of these things and provide better understanding. You have a lot of great long-term employees here that can give you great input. Realizing it's a starting point, you would have alleviated a little stress and misunderstanding of the process with some prior info and guidelines. Hope that helps.
I am not alone
I believe it has been a good start and the data will generally provide some information on areas to look at. However, a more in-depth one-on-one conversation with those having the most trouble or frustration with the process would probably yield greater results.

I am optimistic that changes will be made to improve some of the processes related to HR activities that are the cause of frustrations for our newly hired u-grad, graduate, and professional staff members. Looking forward to being a part of a process that will get us to more transparency, great efficiency, and a greater sense of being something bigger than just our own unit/dept in order to actualize all the "Chapman Experience" work that has already been done.
There's a lot of work ahead but so glad to see HR taking the lead and some movement in this area. I had thought the two days would include some of the design phase but then again wasn't quite sure of what exact work would be completed when the summit was scheduled.
Like the use of covsion. Interesting tool. Perhaps the group was a little too big? I think it would have been fine not to pair up with people because often you had nothing in common and could have done it alone. The messages about coming back tomorrow were confusing. Don't need to but then please come back?
Very informative and went really well. Nice to see what the process is and how many issues/problems other departments have. It is a great start to a major project
More hopeful that things will improve as the day went on. I hope HR will gain a better understanding of how the departments function and how there can be improvements within departments as well as the hiring process.
Other departments on campus have not been able to hire / expand with the university. Especially those departments that are part of the choke points. These are groups that have stayed small despite growing exponentially over the last few years. We need more support to keep up with demand.
Extensive. My dean made me come here and I only operate the latter three steps of the hiring process with undergraduate students. For my position and tasks, this was a complete waste of my time. However, that is not a reflection of you all. I believe it was the poor and ignorant decision of my higher ups. * * I think you all presented the event well. It was overwhelming. Fairly well-planned and executed. Kudos to HR. Considerably, our feedback could've been gathered and presented in smaller groups directly with HR- separate meetings like for those who work with Faculty hire/onboarding, Limited Term, Undergrad, etc. * * But altogether, well-done.
Great starting point but overwhelmed by seeing all the information for each classification and challenges. It's a huge task to take on and to tackle and I hope there will be immediate process implemented.
I thought today was so informative and learned a lot that I wasn't aware of. I am not involved in the hiring process as much as the on boarding and am feeling overwhelmed at the steps that are involved to hire a staff member. I truly appreciate the time and effort that has been done. to make a day like this possible.
#018 I'm also curious about Chapman Attire and jeans on a Tuesday
-have more steps involved in hiring process in office - often refer to notes I don't have, or are a collaborative effort with staff that were not here. * -want to see a more streamlined process - but it is hard to please everyone - would like to see generic process, that expands based on the complexity of the hire. * -sometimes steps have steps and processes within them - will design so that deep, or will we also be allowed to "customize" parts as well - as they pertain to our department?
I feel like some of this work could have been done in advance electronically. Overall, it was good, and I'm thankful to our HR team for leading us through this important process. The covision piece was really helpful and enjoyable.
I loved changing tables twice and meeting new people!

I thought this was beneficial for key contributors to come together and voice concerns and ideas for improvement. It's a little disheartening that so many people either aren't interested in continuing to participate or don't think HR is serious about committing to fixing issues and discouraging that rather than wanting to help come up with solutions, instead want to just make negative comments. I think the mood of the room significantly changed after lunch after the announcement about tomorrow being optional.
We will have more clarity once the edited processes on the board are re-drafted for people to see.
The food was delicious, thank you for letting us eat at the dining commons!
From today, I learned that improving the hiring and onboarding process is larger and more complex than I realized. I think the workshop was planned well to include participation from all those in attendance. * Thank you.
A lot of information to digest. I think I had moments of yes lets do this and thoughts of this is a lot. I also had some feelings of frustration and confusion. Compensation, promotions, and classification are definitely at the top of my list. With the minimum exempt salary raising in January, what is the university's plan?
concerned about having another system that feed into a system (HR process that feeds into payroll. which has been moved to People Soft) Hope that we can avoid redundant entries to multiple systems
Appreciate the efforts of the planners and time commitment. Would have been helpful to not only include the HR roles, but more of the staff roles related to these 6 categories prior to the start of the day. Look forward to what is next.
#101 #18 Ditto jeans and Chapman apparel on a Tuesday!
THANK YOU EVERYONE <3
For Day 2, as we continue to go to the map to consider current processes, please stress the Guiding Principles, as well an overview of the Chapman Experience findings, so that we have those as frameworks to offer mission-driven solutions

Thoughts on remaining work in the assessment phase

Common Themes

- Update workflows
- Identify and deploy groups for follow up activity on specific components of Hire and Onboard
- Continued and/or expand collaboration efforts
- Continue to expand knowledge about current processes (fill in gaps)

Participant Comments:

Bring a subject matter in to help us understand budget(s) regarding new hires, merit, promotions, budget enhancements. A lot of confusion on who/how/when
I noticed that the cards on the board between Staff & Admin and Faculty, have not been entered into Covision ...
I agree with Sonia that we should at some point regroup for further student employment conversation. It is nice to talk about our roadblocks but also good to move forward to think of solutions.
Formation of sprint teams/notifications/game plan
There are some items that are "low hanging fruit" that can be addressed for offices on campus. It would be wise to identify those.
Get updated workflows for Subject Matter Experts to review before sprint sessions
identify/define the groups and sub groups that fit into the 6 major groups
The International and Student team came and added a bit more to the G-ships which needs to be fleshed out a bit more.
I appreciate being invited and being able to participate these last 2 days. I think there are many changes to be made and I'm optimistic about the movement we can make in the coming months. Thank you to the individuals and to the departments that approved this extra time to come together to collaborate with HR.
Ensuring that all areas involved in each hiring group participate and have a voice in what that final process looks like
From the last group I was in I actually think we need to add a step, termination. Especially with respect to student employment. Our student workers is a population that 100% will need to be terminated due to the nature of their attachment to our university and how to we do this professionally and efficiently. Severing appropriate access to buildings and sensitive information as well as keeping HR informed of an accurate student employment count.
We would benefit from showing the processes to the end users/staff for feedback on where the bottlenecks exist.
Looking forward to documenting all of the feedback and moving on to the next phase.
Add in updates to certain areas, i.e. hourly rate for lecturers which is replacing flat rate contracts
Capturing all of the information gathered and sharing it with stakeholders
The Gship work will continue. So much good information to begin to build a solid process.
What's for dinner? * I think one item that remains is an assessment of existing systems and seeing what is available or how we can leverage these systems to accommodate the desired hiring and onboarding processes. For example, can we use PeopleAdmin to hire lecturers? Can we use Peoplesoft to onboard student employees?
Just the beginning of the marathon...endurance, endurance, endurance.
Creation of consistent practices, but making room for deviations where needed

it sounds like folks have some systems in place that has been working in the short term for the onboarding process. It would be nice to have the opportunity to trade notes on these types of resources.
Focus in on the areas that generated the most concern
If you need more detailed information on what a department actually does under each of the steps - let us know.
Continued transparency across all departments involved in HR related processes
Build out onboarding plan, what HR covers, what departments should cover, and what other departments might be partners in onboarding. Need lists of training required and who offers the training and frequency
Updates on all the new inquiries and what has been done will be great to have periodically. The status of where the phases are at and what end dates are we looking at, would be nice to know as well via emails.
A lot of information yet to be captured, but what a great experience the last few days working with colleagues who are committed to improving the process. #changemanagement #activate #collaboration #teamstructures
I think we have had some wonderful conversations digging deep into the nitty gritty of processes that need improvement and ideas on how to make them better. There is so much to cover so this will all take time and we may need more sessions in between or maybe that's what the sprint groups are for. I hope we can get a really good, well rounded group of contributors for the the groups to help make the best possible changes going forward!
The collective conversations about various topics allowed us to begin drilling-down into areas in a helpful way...I feel like that should continue. Those conversations, like the one on student employment, helped identify other system-based issues to address.
providing checklists and training for hiring managers on how to conduct a successful recruitment from concept to onboarding
Would recommend a yearly meeting similar to this where processes, concerns, etc. are discussed. This has been truly enlightening and encouraging.
Please remember to include the compensation and payroll groups in areas that need this focus
More conversations about merit, promotion, re-classification, salary ranges...
i agree that termination needs to be added to the conversation as it plays a large role in the student employment side of things
need training on true talent management for supervisors
Identify the "quick fixes" that might be possible where the impact would be felt across each department involved (e.g. creation of an automated ERCR and workflow)
Great job everyone!
Thank you HR team. I so appreciate your time and willingness to speak with us. I feel heard and I feel like there is a chance for real partnership for continued positive change and real success in the future. #Panthers4Life
Is there a flowchart or job description for all the individuals in HR. This would assist staff in knowing who to turn to with problems and ideas. * Thank you for the Summit and caring
Great suggestion... use this summit model in other areas of the university.

Closing Feedback about the Summit (Day 2)

Participant Comments:

• amazing, getting feedback, getting everyone's input - incredible
• ditto, enjoyed talking to a lot of people I usually email
• thank everyone for their candidness
• got to meet a lot of people; see eye to eye on a lot of issues; participation was fantastic
• summit was uplifting and inspiring
• really appreciated everyone entering into Covision; so worried about this Summit beforehand; appreciated the work of Sam, Nelli, Lenny
• opportunity to work collaboratively on such a big project
• I learned a lot from a lot of different people; heard so many perspectives
• the support from Campus amazing, thank you
• loved being a part of this
• so appreciated being a part of this project so intensively for weeks; Sam, Nelli, Lenny
• it was great! from IS&T perspective, I'm hopeful that this collaboration can continue
• energy level dropped down today but looking forward to seeing what comes next
• happy for everyone who stayed through whole summit; hard work; a lot more conversations to have; but many were had; we're all in this together - a journey, hang in there
• a wonderfully informative exercise; happy to share the work with my work mates
• enlightening and encouraging; high level of engagement; exciting to see everyone working together
• great experience for me; learned a lot; appreciative of HR's work that went into this; this process could work in other departments
• appreciation of the work that went into this; enjoyed the conversations; looking forward to what's next; I'm invested in the process going forward; keep it moving
• thanks to all for their contributions
• appreciate that all can recognize G-ships; wacky positions; unusual role, complex, but touches so many departments
• excited to be a part of the whole process; we're all in this experience together; excited for what this process will bring to this campus - a catalyst for what can be done
• Summit very informative; thank you; looking forward
• excited for HR to be leading this effort
• safety in numbers!
• this has been therapeutic; a confessional; stretch and grow as a community
• thank you HR for putting this on; didn't know what I was getting into; this was WORTH IT; simple questions answered; enjoyed the break-off groups
• thank you HR; thought this was a training! happy to be included in this conversation'
• thank HR as well; hours of work went into this! usually nothing happens after meetings like this, but not here ...
• thank you all for this opportunity
• encouraged by all the feedback; so many touched by this work
• I've never been involved in such a huge collaboration; exciting to be a part in next year
• finally I get to meet everyone I've been emailing with

• the summit has been fantastic; I appreciate your time and concern for this work
• very appreciative of the work that is going on; and learned so much about other departments
• thanks HR for putting all this together! looking forward to the outcomes and to being involved
• thanks to all here today, and yesterday; candid participation is so important
• grateful to collaborate with such a great group of people
• super excited and hopeful; noticed how much HR does; don't know how they do it; encourage HR to let us know what they're doing!
• a cleansing experience for me; I breathe it, live it, cry it; brought me back to why I love Chapman so much - law school, everyon so generous with their knowledge; reminded of a treasure chest, full of jewels — all of you are jewels
• pleased to be in a room with so many talented individual; loved all the sincere offers to help us be better; it's a marathon, with sprints; demos willl raise the credibility

Appendix 6: Milestone and Steps for each employee type

The following were the milestones (in red) and steps used for the Summit facilitation. Areas noted in green were those that HR staff didn't have process information for.

Staff (Non-Exempt) and Administrators (Exempt)

1. Staff and Admin

1 Workforce Planning

- 1.1. Enhancement Process
- 1.2. Off-cycle request process
- 1.3. Executive Order Process
- 1.4. Administrative workforce planning
- 1.5. Reclassify/Promote Decision Process

2 Budget Planning

- 2.1. Budget Approval Process

3 Hiring Request Made to HR

- 3.1. Hiring Manager consults with Comp Analyst on position
- 3.2. Hiring Manager initiates talent acquisition request with Talent Specialist
- 3.3. Talent Specialist consults with Hiring Manager on Process
- 3.4. Talent Specialist creates log in and grants access to Hiring Manager in PeopleAdmin
- 3.5. Hiring Manager attends PeopleAdmin Training

4 Create Draft Job Description

- 4.1. Hiring Manager drafts Job Description & Submits Budget Limit
- 4.2. Talent Specialist Verifies Position Request Type & Forwards to Compensation Analyst
- 4.3. Talent Specialist updates job description & submits request to Area Budget Reviewer

5 Position Approval and Position Funding Approval

- 5.1. Area Budget Reviewer approves funding and verifies funding source (FAU)
- 5.2. Area Administrator approves position request
- 5.3. Division Budget Reviewer approves funding & position request
- 5.4. Talent Specialist is Notified that the position has been approved

6 Position Classification & Compensation

- 6.1. Compensation Analyst classifies the position & identifies salary range and recommended hiring range approve to move forward
- 6.2. AVP Budget Delegate validates funding budget string

7 Recruit

- 7.1. Talent Specialist posts position
- 7.2. Hiring Manager reviews applicant pool

- 7.3. Talent Specialist closes posting
- 7.4. Hiring Manager requests that the Talent Specialist closes position posting
- 7.5. Hiring Manager interviews
- 7.6. Hiring Manager selects final candidate
- 7.7. Hiring Manager performs reference check on candidate
- 7.8. Hiring Manager notifies Talent Specialist on final candidate

8 Initiate and Complete the Employment Contract

- 8.1. Talent Specialist provides guidance to hiring manager on hiring range and approves verbal job offer
- 8.2. Hiring Manager extends verbal job offer to Candidate
- 8.3. Candidate accepts verbal job offer
- 8.4. Hiring Manager notifies Talent Specialist of accepted job offer
- 8.5. Talent Specialist initiates background check by sending link to candidate
- 8.6. Candidate submits background check information
- 8.7. Talent Specialist notifies hiring manager of background check and recommended start date
- 8.8. Talent Specialist verifies background check
- 8.9. Hiring Manager finalizes start date and notifies Talent Specialist
- 8.10. Talent Specialist sends offer letter/orientation materials to candidate and notifies HRIS
- 8.11. Talent Specialist sends request for digital I9 to candidate
- 8.12. Parallel Process

- 8.13. Candidate signs offer letter
- 8.14. Offer letter to Talent - New Hire to Orientation
- 8.15. Talent Specialist Receives Offer Letter forwards to HRPC
- 8.16. HRPC Analyst collects new hire paperwork
- 8.17. HRPC Analyst/Talent Specialist verifies new hire paperwork
- 8.18. HRPC Analyst/Talent Specialist consolidates new hire data into new hire proposal and sends to Talent Manager
- 8.19. Talent Manager verifies new hire proposal
- 8.20. HR AVP-Talent verifies & approves new hire proposal
- 8.21. Candidate completes digital I9
- 8.22. New Hire attends new hire orientation and completes new hire paperwork

9 System Actions (HR, IS&T, Facilities) are Initiated to Activate New Hire

- 9.1. HRIS Analyst generates (job shell) employee ID number
- 9.2. IDM is generated in Peoplesoft
- 9.3. Talent Specialist retrieves IDM and forwards to Hiring Manager
- 9.4. Talent Specialist sends IDM and resource survey (IS&T questionnaire) to hiring manager
- 9.5. Hiring Manager completes and submits the IS&T questionnaire to IS&T
- 9.6. IS&T Onboarding Process
- 9.7. HRIS Analyst reconciles job info & creates job (position & incumbent)

10 Payroll and Accounting Functions are Activated

- 10.1. Peoplesoft Entry and Notification to Budget

10.2. Budget Analyst deposits funds into budget chart string

10.3. Payroll Director validates new hire proposal

11 Department Onboarding Process

11.1. Department Onboarding Process

2. Limited Term (Grant Funded - Master Merged w/ Dept Funded)

1 Workforce Planning

- 1.1. Exception to standard workforce planning (enhancement, off-cycle, etc.)

2 Budget Planning

- 2.1. Budget Planning

3 Hire Request made to HR

- 3.1. Hiring Manager may consult with Comp and or Talent Manager on position
- 3.2. Hiring Manager initiates talent acquisition request to Talent Manager
- 3.3. Talent Specialist consults with Hiring Manager on Process
- 3.4. Talent Specialist sets up PeopleAdmin log in
- 3.5. Hiring Manager attends People Admin Training

4 Create Draft Job Description

- 4.1. Hiring Manager drafts Job Description & submits Budget Limit
- 4.2. Talent Specialist consults on and approves the Job Description and sends to Compensation Analyst

5 Position Classification and Compensation

- 5.1. Compensation Analyst classifies the position & identifies salary range and recommended hiring range, sending to Talent Manager
- 5.2. Talent Specialist receives salary range and classification and forwards info to Hiring Manager
- 5.3. Hiring Manager receives and enters salary and classification info into PeopleAdmin

6 Position Approval and Position Funding Approval

- 6.1. Area Budget Reviewer approves funding verifies account
- 6.2. Area Administrator approves position request
- 6.3. Division Budget Reviewer approves funding & position request
- 6.4. Talent Specialist determines/verifies budget source (Grant or Department)
- 6.5. Talent Specialist requests verification of grant funding from Grant Administrator
- 6.5. Addition to headcount? No - to 6.6.1 . Yes to 6.8
- 6.6. Grant Administrator verifies funding and approves request
- 6.6.1 AVP Budget Delegate validates funding budget string
- 6.7. Talent Manger receives verification of grant funding and approval from Grant Administrator

- 6.8. Compensation Analyst reviews the position (on behalf of CHRO)

7 Recruit

- 7.1. Agency or CU Temp
- 7.2. Waiver of recruitment?
- 7.3. Talent Specialist posts position
- 7.4. Hiring Manager reviews applicant pool
- 7.5. Hiring Manager requests to close position posting

- 7.6. Talent Specialist closes position, alerting Hiring Manager
- 7.7. Hiring Manager interviews & selects final candidate
- 7.8. Hiring Manager performs reference check on candidate
- 7.9. Hiring Manager notifies Talent Manager about selected candidate
- 7.10. Talent Specialist will do equity check in consultation with Compensation (if needed)
- 7.11. Waiver of recruitment approved
- 7.12. Agency Temp Process

8 Initiate and Complete the Employment Contract

- 8.1. Talent Manager approves verbal job offer, alerting Hiring Manager
- 8.2. Hiring Manager extends verbal job offer to Candidate
- 8.3. Candidate accepts verbal job offer
- 8.4. Hiring Manager notifies Talent Specialist of accepted job offer
- 8.5. Talent Specialist initiates background check by sending link to Candidate
- 8.6. Candidate submits background check information
- 8.7. Talent Specialist verifies background check
- 8.8. Talent Specialist notifies Hiring Manager of background check
- 8.9. Hiring Manager finalizes start date with Candidate
- 8.10. Talent Specialist sends offer letter/orientation materials to Candidate and notifies HRIS
- 8.11. Parallel gateway
- 8.12. Candidate signs offer letter, returns to Talent Manager
- 8.13. Parallel gateway - Offer letter to Talent / New Hire to Orientation
- 8.14. Talent Manager Receives Offer Letter, forwards to HRPC
- 8.15. Talent Manager adds to the Talent Mgmt Calendar (to cue orientation and benefits)
- 8.16. HRPC Analyst collects new hire paperwork
- 8.17. HRPC Analyst/Talent Specialist verifies new hire paperwork
- 8.18. HRPC Analyst/Talent Specialist consolidates new hire data into new hire proposal, forwards to HR-AVP Talent
- 8.19. Talent Manager verifies new hire proposal, forwards to HR-AVP Talent
- 8.20. HR AVP-Talent verifies & approves new hire proposal
- 8.21. New Hire attends new orientation and completes new hire paperwork

9 System Actions (HR, IS&T, Facilities) are Initiated to Activate New Hire

- 9.1. HRIS Analyst generates (job shell) employee ID number
- 9.2. IS&T IDM Representative generates user name
- 9.3. Talent Specialist looks up IDM info
- 9.4. Talent Specialist forwards IDM to New Hire
- 9.5. Candidate claims IDM
- 9.6. Talent Specialist sends resource survey (IS&T questionnaire) to hiring manager
- 9.7. Hiring Manager completes IS&T questionnaire
- 9.8. IS&T Onboarding Process
- 9.9. HRIS Analyst reconciles job info & creates job (position & incumbent)

9.10. Gateway - Peoplesoft Entry and Notification to Budget

10 Payroll and Accounting Functions are Activated

10.1. Budget Analyst deposits funds into budget chart string

10.2. Payroll Director validates new hire proposal

11 Department Onboarding Process

11.1. Department Onboarding Process

3. Undergrad Student

1 Workforce Planning

- 1.1. Department workforce planning

2 Budget Planning

- 2.1. Federal Workstudy?
- 2.2. Budget Planning

3 Hiring Request Made to HR

- 3.1. Hiring Manager initiates request for student position
- 3.2. Rehire?
- 3.3. Talent Specialist consults with Hiring Manager on Process/Position

4 Create Draft Job Description

- 4.1. Hiring Manager attends PeopleAdmin Training
- 4.2. Hiring manager drafts job description
- 4.3. Hiring Manager creates job/posting request in PeopleAdmin

5 Position Approval and Position Funding Approval

- 5.1. Operations Admin verifies and approves budget for student position
- 5.2. Department Head approves position request

6 Recruit

- 6.1. Talent Specialist Validates Job Description and Position Information
- 6.2. Talent Specialist Posts Job
- 6.3. Hiring Manager reviews applicant pool
- 6.4. Hiring Manager selects candidates and requests close of position
- 6.5. Talent Specialist closes position posting
- 6.6. Hiring Manager conducts interviews
- 6.7. Hiring Manager Selects final Candidate

7 Initiate and Complete the Employment Contract

- 7.1. Talent Specialist advises hiring manager to send student to HR for paperwork
- 7.2. Candidate completes new hire paperwork
- 7.3. HRPC or Talent Assistant collects all new hire paperwork
- 7.4. HRPC or Talent Specialist creates hiring proposal
- 7.5. Talent Specialist verifies credits, enrollment, federal workstudy status, determines need for background check
- 7.6. Talent Specialist performs background check (if required)
- 7.7. Talent Specialist validates hiring proposal information
- 7.8. Talent Specialist assigns position number

8 System Actions (HR, IS&T, Facilities) are Initiated to Activate New Hire

8.1. HRIS Analyst creates job in PeopleSoft (person + position)

9 Payroll and Accounting Functions are Activated

9.1. Payroll Validates

10 Department Onboarding Process

10.1. Departmental Onboarding

Lecturer (Part-Time)

4. Lecturer

Workforce Planning

Academic Position Planning

Network resource letter is (or is not) sent out to new hire

Mywindows profile is set up for new hire

Shell Position Created in PeopleSoft

New Hire lecturer receives welcome email from Department

Budget Process

Budget Approval

Hiring Request Made

Hiring Request

Create Draft Job Description

Job Description Drafted

Position Approval and Position Funding Approval

Position is approved

Funding for position is approved

Position Classification & Compensation

Position is classified and salary range identified

Recruit

Recruitment for position

Initiate and Complete the Employment Contract

Initiation and completion of employment contract

Parallel Gateway

Talent Manager receives welcome email as cc: generates email with link to background check and sends to Lecturer

Talent Manager creates digital I9 request for new hire

Talent Manager sends a link for background check to New Hire

New Hire Lecturer completes background check

New hire completes I9

Talent Manager verifies background check

Talent Manager sends new hire paperwork to new hire lecturer and requests appointment date and photo for ID

Talent Manager validates and confirms the authenticity of new hire paperwork

Talent Manager submits for Everify

New Hire Lecturer meets with Talent Manager to complete new hire documentation

Parallel Gateway

Talent Manager finalizes Mywindows profile

Parallel Gateway

Contract for Lecturer is created

Faculty Affairs Coordinator sends contract to HRIS

Parallel Gateway

Academic Personnel record is created ??

Talent Manager sends hire paperwork to HRIS for entry

System Actions (HR, IS&T, Facilities) are Initiated to Activate New Hire

HRIS Analyst reconciles hire paperwork and contract to create job in PeopleSoft

HRIS Analyst creates job in peoplesoft

New Hire Lecturer sends photo to IS&T

ID card is generated

Network resource letter is (or is not) sent out to new hire

Shell Position Created in PeopleSoft

Payroll and Accounting Functions are Activated

Payroll Verifies

Departmental Onboard Process

Departmental Post-Hire Onboarding

Lecturer Orientation?

Faculty (Full-Time)

1 **5. Faculty**

1 **Workforce Planning**

1.1. Academic Position Planning

1.2. Academic Hiring and Recruitment

1.3. Shell Position Created in PeopleSoft

2 **Budget Planning**

2.1. Budget Approval

3 **Hiring Request Made**

3.1. Hiring Request is made

4 **Create Draft Job Description**

4.1. Job Description Drafted

5 **Position Approval and Position Funding Approval**

5.1. Position is approved

5.2. Funding for position is approved (budget limit)

5.3. Provost approves

6 **Position Classification & Compensation**

6.1. Position is classified and salary range is identified

7 **Recruit**

7.1. Recruitment

8 **Initiate and Complete the Employment Contract**

8.1. New Faculty member receives welcome email with instructions to contact Talent Specialist to set up hire paperwork and benefits

8.2. Talent Specialist receives welcome email as cc and sends request for date to complete new hire paperwork

8.3. New Faculty Member responds to welcome email with preferred meeting time to Talent Specialist

8.4. Talent Specialist sends new hire paperwork and to new hire faculty member

8.5. Talent Specialist will request digital I9 for faculty member

8.6. Faculty Member completes digital I9 comes to HR and completes New Hire Paperwork

8.7. Talent specialist validates and confirms the authenticity of new hire paperwork

8.8. Talent Specialist submits I9 documentation into Everify, receive clearance for employment

8.9. Faculty Coordinator uploads documents into shared drive

8.10. Faculty Coordinator creates ERCR & notifies Talent specialist that new ERCR is available

8.11. Talent Specialist merges ERCR info with faculty member info and validates data, and forwards to Talent Manager

8.12. Talent Manager verifies new hire ERCR, forwards to AVP-Talent

8.13. AVP-Talent approves ERCR, and forwards to HRIS Specialist

9 **System Actions (HR, IS&T, Facilities) are Initiated to Activate New Hire**

9.1. HRIS Specialist reconciles job information - position and encumbent

9.2. HRIS Analyst submits to payroll

10 Payroll and Accounting Functions are Activated

10.1. Payroll Verifies

11 Department Onboarding Process

11.1. Faculty Orientation (includes benefits orientation)

11.2. Departmental Post-Hire Onboarding

6. G-Ship GTA 1 and 2 (Instructors of Record)

1 Workforce Planning

- 1.1. Academic workforce planning

2 Budget Planning

- 2.1. Budget Approval

3 Hiring Request Made

- 3.1. Hiring Request is made

4 Create Draft Job Description

- 4.1. Draft Job description is created

5 Position Approval and Position Funding Approval

- 5.1. Position is approved and funding is approved (budget limit)

6 Position Classification & Compensation

- 6.1. Position is classified and salary range is established

7 Recruit

- 7.1. Recruitment

8 Initiate and Complete the Employment Contract

- 8.1. Talent Coordinator receives request for G-Ship hire from Grad Ed Coordinator
- 8.2. Talent Coordinator drafts offer letter & sends it to Grad Ed Coordinator
- 8.3. Grad Ed. Coordinator extends employment (offer) letter to new hire
- 8.4. Grad Ed Coordinator notifies faculty of employment letter
- 8.5. New hire signs employment letter and returns it to Grad Ed Coordinator
- 8.6. Grad Ed Coordinator sends employment letter to Talent Coordinator
- 8.7. Talent Coordinator verifies previous employment at Chapman
- 8.8. Talent Coordinator sends email with background check link, and request for orientation to G-ship to new hire
- 8.9. Talent Coordinator sends digital I9 to new hire
- 8.10. Candidate responds to email with orientation date
- 8.11. New hire completes digital I9
- 8.12. Talent Coordinator confirms orientation date with new hire
- 8.13. New hire completes new hire paperwork on-site
- 8.14. Talent Coordinator verifies background check
- 8.15. Talent Coordinator forwards master pay and employment info to OFA
- 8.16. OFA Completes Payment
- 8.17. Talent Coordinator sends new hire paperwork to HRIS Analyst for entry

9 System Actions (HR, IS&T, Facilities) are Initiated to Activate New Hire

- 9.1. OFA Payment Processing?

9.2. HRIS Analyst enters payment information into PeopleSoft

9.3. Classroom and instructional set up

10 Payroll and Accounting Functions are Activated

10.1. Payroll validates

11 Department On-boarding Process

11.1. Department Onboarding

6a. G-Ship GRA, GWA, GTA 1, GRA Residential

1 Workforce Planning

- 1.1. Academic workforce planning

2 Budget Planning

- 2.1. Budget Approval
- 2.2. Grant verification

3 Hiring Request Made

- 3.1. Hiring request is made

4 Create Draft Job Description

- 4.1. Draft Job description is created

5 Position Approval and Position Funding Approval

- 5.1. Position is approved, funding is approved (budget limit)

6 Position Classification & Compensation

- 6.1. Position is classified and salary range established

7 Recruit

- 7.1. Recruitment

8 Initiate and Complete the Employment Contract

- 8.1. Operations Administrator generates ERCR w/Department Budget data and Grant Funding data
 - 8.2. Grad Ed Coordinator Verifies and Approves ERCR
 - 8.3. Talent Coordinator receives request for G-Ship hire from Grad Ed Coordinator
 - 8.4. Talent Coordinator drafts offer letter & sends it to Grad Ed Coordinator
 - 8.5. Grad Ed. Coordinator extends employment (offer) letter to new hire
 - 8.6. Grad Ed Coordinator notifies faculty of employment letter
 - 8.7. New hire signs employment letter and returns it to Grad Ed Coordinator
 - 8.8. Grad Ed Coordinator sends employment letter to TA Coordinator
 - 8.9. Talent Coordinator verifies previous employment at Chapman
 - 8.10. Talent Coordinator sends email with background check link, and request for orientation to gship to new hire
 - 8.11. Talent Coordinator sends digital I9 to new hire
 - 8.12. Candidate responds to email with orientation date
 - 8.13. New hire completes digital I9
 - 8.14. Talent Coordinator confirms orientation date with new hire
 - 8.15. New hire completes new hire paperwork on-site
 - 8.16. Talent Coordinator verifies background check and sends new hire paperwork to HRIS
- ### **9 System Actions (HR, IS&T, Facilities) are Initiated to Activate New Hire**
- 9.1. HRIS Analyst enters payment information into PeopleSoft

10 Payroll and Accounting Functions are Activated

10.1. Payroll validates

11 Department On-boarding Process

11.1. Department Onboarding

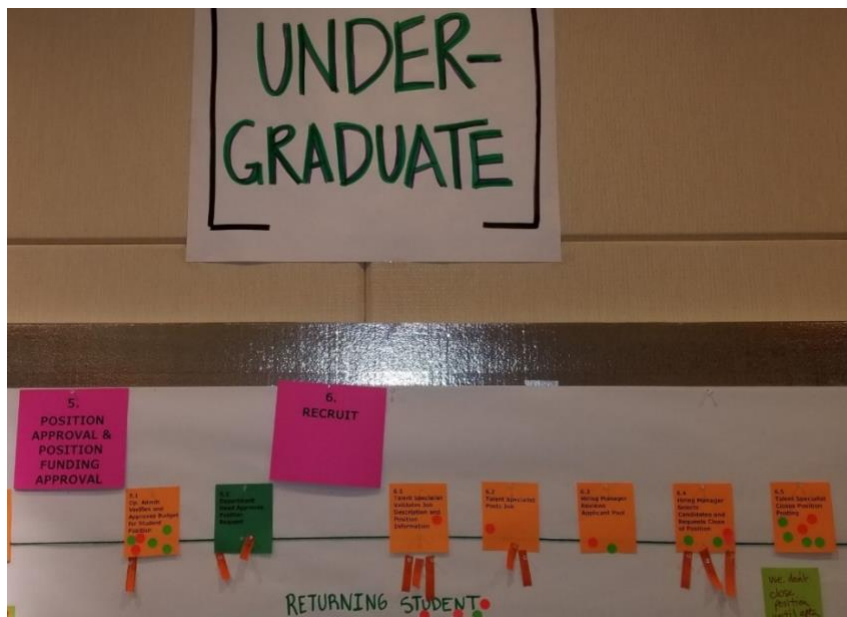
Appendix 7: Hire and Onboard Summit Participant Data – Milestone & Steps

Introduction

The Summit was an interactive workshop where participants provided feedback for six (6) pre-defined hiring & onboard processes, namely:

1. Staff & Administrators
2. Limited Term
3. Undergraduate (Students)
4. Lecturer (Part-Time)
5. Faculty (Full-Time)
6. Graduate Assistantships (GShips)

An example of a process is shown below:



For each process, there were eleven (11) milestones and numerous steps in each milestone. For example, in this picture:

Process: Undergraduate (Students)

Milestones (in pink) shown

- 5 – Position Approval & Position Funding Approval
- 6 – Recruit

Steps (in orange) shown

- 6.1 – Talent Specialist validates Job Description and Position Information
- 6.2 – Talent Specialist Posts Job
- 6.3 – Hiring Manager Reviews Applicant Pool
- 6.4 – Hiring Manager Selects Candidates and Requests Close of Position
- 6.5 – Talent Specialist Closes Position Posting

Collection Method

Participants were asked to provide feedback at the **step** level (e.g., 6.1, 6.2, 6.3). The feedback elicited was broad: is the step correct, what is missing, what is your process.

Participants provided feedback online via Covision and they were welcome to add post-it notes manually to the boards. During the Summit, those manual post-it notes were added to the online Covision system, so all data was in one location.

Categorization Method

After the Summit, a team of four (4) individuals categorized each comment collected in Covision. When the team believed that the comment would best fit into two (2) categories, then both categories are listed.

The team used the following categories in the assessment:

This step or issue will require restructuring of workflow and/or other to resolve
This step or issue is related to how the organization is structured and/or operates
This step or issue could be resolved by clarifying functional roles
Education related
Additional information about a step or process (not a complaint or suggestion)
This set of items are complaints or suggestions that are not actionable
This step or issue could be solved with better access to data and reporting
This step or issue is primarily related to behavioral changes in work
This set of items appear to work fine, and they should probably be preserved
This step or issue can be resolved with minimal effort in the short term
This miscellaneous set of items is high priority to consider or is out of scope
This miscellaneous set of items is not high priority to consider or is out of scope.
This step or issue is related to lack of capacity or resources

Note that there may be some ambiguity in the category assessment, as step comments could be categorized in different ways. Thus, the categories should be thought of as “guideposts” to eventually steer the design process.

Workforce Planning

While there are several comments reflecting areas of improvement for overall workflow of workforce planning (overly complicated, needs to be streamlined, etc.), the predominate themes in this milestone revolve around clarification of roles, process, timing and authority structure for planning processes, transparency in decision making and process, and where/how various departments and individuals play a role. There are a number of areas where participants have made suggestions about the timing of workforce planning, budget planning and other efforts in relation to the deployment of hire and recruitment processes, noting changing priorities and operational circumstances that effect original strategic decisions.

STAFF	Category	Additional Category
1.1. Enhancement Process		
this process takes place the year before with all department enhancement requests from following fiscal year (usually a year or more forward) You only do these requests to budget requests once a year (problem)	This step or issue is related to how the organization is structured and/or operates	
If this is where the salary range is determined, the hiring mgr. or dpt dir. should be involved.	This step or issue could be resolved by clarifying functional roles	
At times I need to fill a position before I'm able to submit for an enhancement.	Education related	This step or issue is related to how the organization is structured and/or operates
What is this? How does someone learn how to start this step without first contacting HR? A lot of these steps assume there is someone in the department with institutional knowledge. How do new administrators and new departments without a go-to person figure out these processes?	Education related	
Those that submit for enhancement should seek guidance on work-force planning & compensation teams first. This is a step that is missed and affects the recruitment process.	This step or issue is related to how the organization is structured and/or operates	Education related
missing part- how to know before hand what to budget for	Education related	
Academic Units * -Internal discussion, vetting, and prioritization of business needs. Process differs in each unit. * - Preliminary approval from Dean * - Provost's office sends spreadsheet with recommended enhancement requests (which often include items/staffing related to new programs) * - Division revises spreadsheet and submits request to the Office of the Provost (August) * - Provost	Additional information about a step or process (not a complaint or suggestion)	

reviews enhancement requests, prioritizes needs, and meets with dean to reveal which requests will be forwarded to the Budget Office / BOT for review/approval. * - Enhancements (including any new staff lines) are announced, usually in January (?) * [An additional step should be included which assesses workspace for potential new hires]		
An additional step should be added where units will have the tools to accurately identify what salary range will be needed for a specific position. Approvals for specific positions often seem to be based on a low dollar amount rather than the priority of the need (e.g. a \$50k salary position enhancement is much more likely to be approved than a \$70k position). Having information on competitive and appropriate salaries before the enhancement is requested will ensure that units are not set up for a failed search.	This step or issue could be solved with better access to data and reporting	
Directors shouldn't have to ask for enhancements so their talent can receive an annual cost of living wage increase	Education related	
Once enhancements are improved, units should be able to begin the search process with a June 1 start date (historically, we are not even allowed to begin the posting process until the new fiscal year).	This step or issue is related to how the organization is structured and/or operates	
This step is crucial, but seems to be too dependent upon some subjective factors, such as: an individual's ability to lobby, positional power, decision-maker preferences, competition among departments, etc. There appears to be no objective institutional review process for determining when capacity has been overwhelmed in an area and additional resources are needed. It is a system that doesn't seem to have evolved from when Chapman was a very small college.	This step or issue is related to how the organization is structured and/or operates	This set of items are complaints or suggestions that are not actionable
Need to understand how to use the Enhancement process - how to plan for the Enhancement process - To do list?	Education related	
1.2 - Off-cycle request process		
now this makes sense - when not part of the enhancement request period. Not sure what the steps for this would be, unless you have available funding in other areas of your budget. If this part of the process involves requesting money from higher up - that usually is difficult at best	Education related	This step or issue is related to how the organization is structured and/or operates
Not sure what this is, but this overall process is way too complicated. I just want to get someone hired in a timely manner!	This set of items are complaints or suggestions that are not actionable	Education related
Off-cycle requests needs to be clarified. What events occur to allow an off-cycle request to be approved?	Education related	

need to have better idea of what a off-cycle involves. We were under the impression that if you miss the enhancement process, you are out of luck	Education related	This step or issue is related to how the organization is structured and/or operates
1. Where does the hiring manager start with this? Is there a form that is completed? Is there an email sent? Is there a phone call? What is the sense of urgency on completing off-cycle request process.	This step or issue will require significant restructuring of workflow and/or other to resolve	Education related
Too many are allowed; Flexibility is good and rush circumstances can occur, but the regular process must be the rule not the exception	This step or issue is primarily related to behavioral changes in work	
No. Clearly define what this is. Not aware of an off-cycle request process that currently exists.	Education related	
1.3 - Executive Order Process		
I don't understand what this means.	Education related	
I am not clear on what the EO process is as it exists at Chapman. Would you share more details?	Education related	
Don't understand what the step entails	Education related	
What does this mean	Education related	
No idea what an executive order process is.	Education related	
This is used for "special exceptions" requested by a dean or exec with the power to influence. Usually this would be due to a need that has come up mid-year that would have a major impact on the student population	Additional information about a step or process (not a complaint or suggestion)	
No. Clearly define what this process is. Not aware that an Executive Order Process exists.	Education related	
1.4 - Administrative workforce planning		
Step is clear.	Additional information about a step or process (not a complaint or suggestion)	
Most of our actions are about replacing a departing person, so the planning piece varies.	Education related	
Who should I contact for workforce planning? Do I work with the recruiters?	This step or issue is related to how the organization is structured and/or operates	Education related

We should attach the IS&T needs/survey (keycard, equipment deployment, software, etc.) to the JD BEFORE we list for applicants. This will speed up the process later on	This step or issue will require restructuring of workflow and/or other to resolve	
Departments assess their own needs, taking into consideration their compensation budget - and decide what type of employee classification(s) they can afford to add, while staying within budget.	Education related	
Would this step come before the 1.1 Enhancement Process?	Additional information about a step or process (not a complaint or suggestion)	
LIMITED		
NOTED AS "Exception to standard workforce planning (enhancement, off-cycle, etc.)"		
Part-time casual employees are a part of the regular workforce, not exceptions.	This set of items are complaints or suggestions that are not actionable	Education related
Often a regular part of the workforce plan and not necessarily an exception. This is particularly true when hiring is related to sponsored activity.	Additional information about a step or process (not a complaint or suggestion)	
It is hard to sort out, we have some limited term employees and the ERCR has been difficult. There is confusion on their start dates and end dates and this impacts their access. I have a hard time tracking all of our limited term staff and what paperwork is "received" by HR. Ill get emails waaay late in the game on a need for an updated ERCR or they forgot to sign a paper....	This step or issue will require significant restructuring of workflow and/or other to resolve	Education related
UNDERGRAD		
NOTED AS "Exception to standard workforce planning (enhancement, off-cycle, etc.)"		
Yes, this is when we decide how many and what type of student workers we need	Additional information about a step or process (not a complaint or suggestion)	
Workforce planning for Student Workers is handled via email, PDF and or hard copy. Supervisors send communication of said student workers they would like to hire or re hire from prior academic year. Supervisors also send a list of graduating seniors from prior year to help keep a current count of overall pool of student workers.	This step or issue could be solved with better access to data and reporting	Additional information about a step or process (not a complaint or suggestion)

Really think about what you are hiring a student to do. Hopefully they are being hired for an enriching employment experience, and not just to do busy work in the office. We care about each panther's CU experience, and student workers often work for CU after they graduate. We must groom them to be well rounded individuals by giving them meaningful work and holding them to a higher standard of professionalism.	Additional information about a step or process (not a complaint or suggestion)	Education related
Yes. Make clear this step is dept-functional area defined. Are there information that can be provided to help dept-functional areas create those processes?	Education related	This step or issue could be solved with better access to data and reporting
LECTURER		
1.1. Academic Position Planning		
Academic Position Planning includes: * 1. Provost Office gives schools/departments their allocations for a term. * 2. School/department builds class schedule.	Additional information about a step or process (not a complaint or suggestion)	
Evaluate # of students + sections (+undergraduate + transfers + freshmen)	Additional information about a step or process (not a complaint or suggestion)	
Verify unit load: Per semester less than or equal to 6 units. Per actual calendar year less than or equal to 18 units.	Additional information about a step or process (not a complaint or suggestion)	
Chair and PT lecturer coordinator or admin assistant to create schedule + identify roles	Additional information about a step or process (not a complaint or suggestion)	
1.2 Network resource letter is sent out to new hire		
Lecturer often asks about what access they will have, which copy rooms, gym access and HR needs to be able to outline those accesses to the new employee during orientation	This step or issue will require restructuring of workflow and/or other to resolve	Education related
No, this does not happen this early in the process.	Additional information about a step or process (not a complaint or suggestion)	

Unclear what this is. After Instructor/Advisor table setup.	This step or issue will require restructuring of workflow and/or other to resolve	
Collect CV & MPP. Seems too soon if a search is going on.	Additional information about a step or process (not a complaint or suggestion)	
1.3. Mywindows profile is set up for new hire		
So much of this process is done outside an enterprise system. With MyWindow going away, we need a robust system replacement - and replacement of FileMakerPro. This is unstable and not secure	This step or issue will require restructuring of workflow and/or other to resolve	This miscellaneous set of items is high priority to consider or is out of scope.
No, this step doesn't happen this early. Happens later, after a person has been identified for a class.	Additional information about a step or process (not a complaint or suggestion)	
With mywindow retiring... what will the new process be?	This step or issue will require restructuring of workflow and/or other to resolve	This miscellaneous set of items is high priority to consider or is out of scope.
After 7.1	Additional information about a step or process (not a complaint or suggestion)	
For rehires only: campus solutions... 1. Previous Chapman? 2. Add/update person - email & phone number 3. Instructor/advisor table - enter all designees	Additional information about a step or process (not a complaint or suggestion)	
1.4. Shell Position Created in PeopleSoft		
I'm assuming this is referring to Campus Solutions?	Additional information about a step or process (not a complaint or suggestion)	
This step should be 1.5, and the current 1.5 (New Hire Lecture receives welcome email) should be 1.4	Additional information about a step or process (not a complaint or suggestion)	

1.5. New Hire lecturer receives welcome email from Department		
Many lecturers receive very late notice that they will be teaching, leaving HR with very little time to collect paperwork.	This step or issue will require restructuring of workflow and/or other to resolve	
Many welcome emails don't have all of the TM team copied in them so if someone is out, the welcome is lost in a barrage of emails.	This step or issue will require restructuring of workflow and/or other to resolve	
Need orientation date	This step or issue will require restructuring of workflow and/or other to resolve	
FACULTY		
1.1. Academic Position Planning		
Clear. Position is discussed with the Dean and Dept chairs.	"This set of items appear to work fine, and they should probably be preserved,	
1.2 Network resource letter is sent out to new hire		
Clear. Dean and Search committee Chair decide which platform (Indeed, etc.) to place the ad and how long.	"This set of items appear to work fine, and they should probably be preserved,	
1 green dot - one yellow ribbon	This set of items are complaints or suggestions that are not actionable	
1.3. Mywindows profile is set up for new hire		
Clear. Depts should have shell in dropbox as well.	Additional information about a step or process (not a complaint or suggestion)	
GSHIP		
1.1. Academic Position Planning		
Please consider the Graduate students who are completing assistantships in areas OUTSIDE academic affairs units. For example, Grad Assistants (hourly) in Student Engagement, and Residential Graduate Assistants (stipended) in Residence Life.	Additional information about a step or process (not a complaint or suggestion)	

Sometimes this is "built" when the PhD/research program is built.	Additional information about a step or process (not a complaint or suggestion)	
All comments after this are part of final review and may contain some duplications if it helps clarify the numbering system.	Additional information about a step or process (not a complaint or suggestion)	
1. Workforce Planning: * -There is NO workforce planning * -Offered with admission * -How does Graduate Resident Assistantship fit in the process? * -Missing Visa Process * - International Students? Where is the workflow?	Additional information about a step or process (not a complaint or suggestion)	
1. Workforce Planning - department has pot of G-ship money for allocation.	Additional information about a step or process (not a complaint or suggestion)	

Budget Planning

Participants noted a lack of clarity around roles and approvals within the process and/or lack of clarity about how/when compensation and classification integrates with budget processes and planning. Several respondents indicated that off-cycle or other budget request processes outside of enhancement were unknown or not clear as to process or procedure. Throughout the participant comments, requests or suggestions to document or educate operations about budget and other fiscal processes was noted.

Access to (or lack of) access, reporting, visibility into, and ability to track budget and funding information in relation to human capital, was noted as a pain-point/choke-point with specific references to Federal Work Study. Accessibility of department level budget and human capital information via reporting was also noted as pain-point/choke-point by HR classification and compensation staff in a follow up session on their respective processes.

STAFF	Category	Additional Category
2.1 - Budget Approval Process		
Step is clear, but in PeopleAdmin some budget managers are both the divisional budget reviewer and the area budget reviewer, and we have to go back and forth in PeopleAdmin.	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
having the budget department approval aligned with the HR	This step or issue could be resolved by clarifying functional roles	
Yes, it is clear. However, there is no really transparency on the pay-scale. Some people with less experience and even education have higher salaries than those with more experience and with terminal degrees.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Is there anyone on the academic side that could help me understand how our budget works?	Education related	
Chicken and egg. Budget and compensation decisions need to be based upon feedback. One locks in the other.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
Suggestion: 2.2 - Notification process on communication for budget approval between HR and budget office seems to be missing. The budget office often asks us to confirm the budget with HR and HR often directs us to the budget office to confirm funding. The departments need more clarity of who has the upper hand on allocating the funding, and what to whom the dept. needs to follow up with once the budget is approved for the position.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles

Slow process of approval and collaboration.	Additional information about a step or process (not a complaint or suggestion)	
If Laura Baker is going to be the sole person responsible for providing updated funding sheets (which are required for every hiring transaction an academic unit makes), there should at least be a mechanism where she gets updated information on hires directly from HR. Or, HR could keep this information to streamline the process.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be solved with better access to data and reporting
Would this be better situated in 1.1 Enhancement Process?	Additional information about a step or process (not a complaint or suggestion)	
Is this the budget approval from the total Human Capital Management budget process? Not sure exactly what this step represents.	Education related	This step or issue could be resolved by clarifying functional roles
Operation administrators at the colleges or department level should have access to salaries and be able to coordinate with their divisional budget managers. I can spend more time with HR analyzing our workforce and giving us guidance on how best to leverage our monies.	This step or issue could be solved with better access to data and reporting	
LIMITED		
2.1 - Budget Approval Process		
What process exists for getting funding besides enhancement?	Education related	
What is the process for converting someone from limited term to full time?	Education related	
What processes exist besides enhancements?	Education related	
It has been hard to budget plan when we create new positions to campus we have to see with HR what an appropriate pay range would be, but HR really needs a job description and level to answer than question fully. Ultimately, a workforce planning mini session with HR might have been helpful on the front end. This could help us gauge better for budget planning. Can we do this now? Is this an enhancement request for future? Should we connect with UA on funding? Also, do these positions fit into the overall strategic plan for our dept and the university? A dept. may want a position, or feel they need it but perhaps HR can offer guidance on how these limited term appointments support our strategic goals.	Education related	This step or issue is related to how the organization is structured and/or operates

Need job description before requesting hire and determining compensation.	This step or issue will require restructuring of workflow and/or other to resolve	
There can be lengthy delays at this step. We have cancelled vacancies because of it	Additional information about a step or process (not a complaint or suggestion)	
UNDERGRAD		
2.1 - Budget Approval Process		
The idea is clear, but I'm not sure if our department does this. We usually hire the same amount of workers or the needed amount, from year to year. Of course we are aware that the min. wage keeps increasing and our budget stays the same -- so we have cut back on a few hours	Education related	This step or issue is related to how the organization is structured and/or operates
This is difficult for our dept. We are not kept in the loop if Chapman as a whole will be putting more into our budgets for student employment due to minimum wage increases. So each year budget planning is hard, if everything remains the same we can plan but frequently we get blind sided with increased rates but not increased funding. We need clear communication on what to expect for each fiscal year to appropriately forecast for how many student assistants we need. This also helps us know how many hours we can work them before they exhaust their federal work study awards.	This step or issue could be solved with better access to data and reporting	This step or issue is related to how the organization is structured and/or operates
Step is not needed. Can be taken out and handled by HR. * Undergraduate Student work study manager just needs to know if they are in good standing or if they are close to budget limits. Again, this can be communicated by HR. Not necessarily a step needed for the Undergraduate Student work study manager to be efficient or effective.	Education related	This step or issue could be resolved by clarifying functional roles
Yes. Make clear this step is dept-functional area defined. Are there information that can be provided to help dept-functional areas create those processes?	Education related	This step or issue could be resolved by clarifying functional roles
2.X - Federal Work Study		
Yes, this is when we determine if we will hire WS only or either WS or Non WS	Additional information about a step or process (not a complaint or suggestion)	

This step is pretty hard as many students who are hired are recommended or the person already knows who they want. I usually never have the chance to ask them if they have work study or not	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
It would be very helpful for students and departments to have more information regarding Work Study. Some student employees are not aware that they are eligible for work study.	This step or issue could be solved with better access to data and reporting	Education related
Yes, it is clear.	Additional information about a step or process (not a complaint or suggestion)	
Students need to be more accountable for tracking this and notifying their supervisor when running close to exhaustion. Students can have upwards of 5 jobs on campus and as long as they do not work over 19 hours in a week this is permitted. There needs to be something to track all Chapman University payable hours to better know when students need breaks to avoid meal period violations.	This step or issue could be solved with better access to data and reporting	Education related
Step is not clear. * * Undergraduate Student Manager for each department with work study should have access to all information needed to know if said student(s) applying for work study position(s) has work study or if they do not have work study. Then, if they do have the grant in aid, the award amount should be listed as well as if said student has accepted the award or not. * * This pertinent information should only be granted to the department administrator who manages all supervisor and work study awards, not to immediate faculty who utilize work study workers to complete shifts, jobs or tasks. * * Additionally, the department Undergraduate Student work study Manager should know if said student is working or has applied to any other work study position across campus, and if they are being paid for any additional service rendered on any and all work study jobs applied for or working. Since each grant in aid is a single grant of \$3,000 (maximum) which any and all jobs applied to and working on campus is paid from the same \$3,000 award.	This step or issue could be solved with better access to data and reporting	This step or issue could be resolved by clarifying functional roles
Somewhat. Some student supervisors do not know what FWS is.	Education related	

There needs to be an easy report to tell if student does or doesn't have it.	This step or issue could be solved with better access to data and reporting	Education related
I think there needs to be some broad education across the university on what Work Study is, and that it is not synonymous with Student Employee. * And then, people need to know how to layer it into a larger student talent pool.	Education related	
Missing graduate Non FWS	Additional information about a step or process (not a complaint or suggestion)	
we require students staffing during the summer when there is no federal work study. Our department oversees facilities that need to be fully operating prior to student returning. This in turn takes a large chunk out of our budget. Is it possible to move the federal work study timeframe sooner?	This step or issue is related to how the organization is structured and/or operates	
No. I've never received guidance on how FWS works, other than to select FWS as an option in PeopleAdmin for specific reasons that I determine appropriate for the position I want to hire.	Education related	
Q - When posting a position - is it permitted for the HM to post it as a FWS/NWS position, but only hire FWS for that position?	Additional information about a step or process (not a complaint or suggestion)	Education related
This is not a clear step. * * It may be accurate, but I need more information. * * Federal Work Study is chokepoint: * - Some students don't have work study and are being hire into work study only positions. This causes a delay in verification as HR is not notified ahead of time of the approval	Additional information about a step or process (not a complaint or suggestion)	Education related
Students need to track their federal work study. An issue I have is I do not know how much work study I have left in my student's account and they bounce back and forth between payroll, financial aid, and HR to find out how much they have left - when they are supposed to track it themselves from the beginning	This step or issue could be solved with better access to data and reporting	Education related
review of rules involving student work study - department budget needs if works in the summer and /or goes over allotted work allocations.	Education related	

There should be a better understanding on how much department budget covers on Federal work study. Also before/after hire the department needs to be notified if the person has another job that they have on campus.	This step or issue could be solved with better access to data and reporting	Education related
How does Student Employment & Financial Aid collaborate?	This step or issue could be resolved by clarifying functional roles	Education related
What is the general philosophy in terms of the university awarded FWS to students? There are more students with a FWS award than positions on campus; conversely, there is a lack of office space for my student employee.	Education related	
What are FWS rules - how much covered by dept or govt?	Education related	
How is the FWS money allocated? Per semester/year?	This step or issue could be solved with better access to data and reporting	Education related
If minimum wage goes up, department needs to know immediate impact and long term impact as it relates to overall budget	This step or issue could be solved with better access to data and reporting	Education related
We know the positions we need to fill - however we do not know what qualified student we will find that are hourly or workstudy	Additional information about a step or process (not a complaint or suggestion)	
Budget allocations need to be set in stone at beginning of FY (not last minute adds)	Additional information about a step or process (not a complaint or suggestion)	This step or issue is related to how the organization is structured and/or operates
Is there a rate of pay difference between work study vs. non-work study?	Education related	
LECTURER		
2.1 - Budget Approval Process		
This is only for exceptions.	Additional information about a step or process (not a complaint or suggestion)	
What is the budget? N/A	Education related	
FACULTY		
2.1 - Budget Approval Process		

R2 * Need Acct # Faster	Additional information about a step or process (not a complaint or suggestion)	This step or issue could be solved with better access to data and reporting
4 orange dots	This set of items are complaints or suggestions that are not actionable	
2.2? * need account number faster	Additional information about a step or process (not a complaint or suggestion)	This step or issue could be solved with better access to data and reporting
GSHIP		
2.1 - Budget Approval Process		
2. Budget Planning * -50% of G-ships are offered at time of admissions, other 50% are direct hires by faculty/department. * 2.1 Budget Approval or Grant Verification: * -This doesn't happen here - offered with admission.	Additional information about a step or process (not a complaint or suggestion)	
2. Funding Sources and hire as it relates to International Students: * Candidate award letter is sent, student accepts and enrolls, * a. hiring mgr/department begins paperwork * -determines budget source * -if project-funded, goes to Sponsored Research Office to check for export control. If yes, move on to hiring process, if no STOP HIRE. * -If dept-funded, just verify funding source.	Additional information about a step or process (not a complaint or suggestion)	

Hire Request

Participants in this area noted a lack of understanding or clarity in some of the specific step orders that involved consultation, approval and information exchange between compensation/classification and department hiring managers. Other comments denoted a general lack of clarity around this portion of the process in relation to other functional areas (recruitment, etc.).

Comments about the accessibility of classification and compensation practice/procedure and/or information was, again, noted as a pain-point.

A number of participants made comments/suggestions about system training and usability for PeopleAdmin (HR workflow tool), indicating that more training or information about how to use the system was needed and/or the frequency of use for the system makes knowledge about use of the tool perishable.

STAFF	Category	Additional Category
3.1. Hiring Manager consults with Comp Analyst on position		
No, the Budget Manager usually consults on this step.	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
There is usually very little feedback in this category. We submit a proposal but it comes back with less and we don't know why.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Does this always happen? Sometimes hiring manager not involved in this process	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
Can we meet with Comp Analyst for existing position.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
I've never experienced this step. I've hired 6 staff over 10 yrs and I always get "told" what the salary max will be.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
Should I be working with this group instead of the recruiters? How long does this take?	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve

Hiring managers usually don't know about financing positions. They don't necessarily know the salaries or if there is salary cost savings available, they don't know how to write a job description or coordinate the steps in hiring. We need training for all Supervisors, whether they be administrators, faculty or deans and it needs to be mandatory.	Education related	This step or issue will require restructuring of workflow and/or other to resolve
My supervisor is the one that consults with comp analyst on the positions in our office. However, with the minimum salary exempt raising in January, what work is being done to deal with salary compression issues in departments? In our department specifically, entry level exempt staff will be raised to that minimum, and myself as a mid-level manager also needs to be raised to that minimum. With that, there is no difference in salary amount between me and the people I supervise and if there is, the margin is very little.	Education related	This step or issue is related to how the organization is structured and/or operates
Is this that necessary if a replacement person - what happens to like-for-like?	This step or issue will require restructuring of workflow and/or other to resolve	Education related
hiring manager is dept staff? * comp analyst is HR? * what is deadline for completion of this process?	This step or issue could be resolved by clarifying functional roles	Education related
Needs a process to change salary requests or challenge the comp analysis	Education related	
What is the feed back loop on this?	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles

3.1 & 4.1 & 4.2 & 5.1 * 3.1-Consult with comp analyst - what is the goal? To create a pay range? * 4.1 - Submits budget limit. What happens when the recommended pay range is outside of the budget limit? ALL hire should be paid within a range based upon the job description not what the department/college cant afford. Financial support needs to be provided when this occurs. * 4.2- what is the goal to AGAIN to consult with the compensation analyst. We just did this in 3.1. * 5.1- Identifies the salary range? what was the point of 3.1?? * This entire process needs to be streamlined. Hiring managers need to be advised on the pay range for a position based upon the job description and market. If there budget does not support this range then they can either not move forward with the position or financial support needs to be provided. The hiring manager should be the one to decide if the candidate is low/mid/high in the range as they are the ones interviewing the candidates. HR currently want to tell hiring managers which is frustrating as they are not part of the candidate evaluation. If some hiring managers are not qualified to make these decisions then they should get training. Hiring managers who are qualified to make these decisions should not be made to feel like they are jumping through hoops with compensation.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
This is not a transparent process. There needs to be more information provided to the hiring managers about what information informs a given salary, and the ability for hiring managers to share industry-specific information that may help inform competitive salaries for a specific position.	Education related	
Switch 8..8 & 8.7	Additional information about a step or process (not a complaint or suggestion)	
Steps 3.1 through 6.4 are out of order. These steps need further review and discussion.	Additional information about a step or process (not a complaint or suggestion)	
Issues with current salary compression	This step or issue is related to how the organization is structured and/or operates	Education related
3.2 Hiring Manger initiates talent acquisition request with Talent Specialist		

It wasn't very clear to me. I was just told to contact one person in HR and they would guide me step by step. * Had no instructions on PeopleAdmin, didn't know how or where to post position, didn't know steps of what to do once in PeopleAdmin. Had to figure it out as I went along as a newer supervisor.	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
3.3. Talent Specialist consults with Hiring Manager on Process		
I guess this just doesn't always happen	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
Workflow checklist needed	This step or issue will require restructuring of workflow and/or other to resolve	Education related
3.4. Talent Specialist creates log in and grants access to Hiring Manager in PeopleAdmin		
This and the next step only happen if it's the first time the manager has ever gone thru this process. I am not aware of any actual PeopleAdmin training.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Not accurate and unnecessary step: Hiring managers should already have access to PeopleAdmin.	Additional information about a step or process (not a complaint or suggestion)	
It is not clear, does this need to be done every time there is a new position for hire?	Additional information about a step or process (not a complaint or suggestion)	Education related
3.5. Hiring Manager attends PeopleAdmin Training		
Not sure that all hiring managers are aware of this step and get the appropriate training. May need to be part of the discussion when working on job creation with upper admins.	Education related	This step or issue could be resolved by clarifying functional roles
This step seems to be out of sequence. Shouldn't the training of the hiring manager happen prior to the setup of login found in 3.4?	Additional information about a step or process (not a complaint or suggestion)	
This training should be completed before they hire anyone.	Education related	

People involved in hiring should be familiar with People Admin prior to beginning of process - I feel this would be helpful at the beginning of the process. Additionally if the "role" is not that person's sole function, it often is not clear who is what - is this listing a department function, or an HR function. I wish this was clearer.	This step or issue could be resolved by clarifying functional roles	Education related
Training by HR and not department head would be ideal	Education related	This step or issue could be resolved by clarifying functional roles
I was trained on Peoplesoft over 2 years ago. I have never retrained. If the expectation is that we will retrain each time we hire, that expectation has not been communicated.	Education related	
Hiring managers don't know that they need to attend training. What about monthly/quarterly training so the process is clear and fresh in hiring managers' minds?	Education related	
Should the hiring manager attend people admin training concurrently when getting people admin login	Education related	
Needs to be enforced and happen more regularly.	Education related	This step or issue is primarily related to behavioral changes in work
LIMITED		
3.1. Hiring Manager may consult with Comp and or Talent Manager on position		
Is this Nashaunda or are there others? Who are the Comp/Talent Managers?	This step or issue could be resolved by clarifying functional roles	Education related
There are numerous HMs in our office - An AVP handles this step.	This step or issue could be resolved by clarifying functional roles	Education related
Need to automate 3.1 - 6.8	Additional information about a step or process (not a complaint or suggestion)	
3.2. Hiring Manager initiates talent acquisition request		
Challenge on this process if it's grant funded at times there is a delay in receiving the award and getting entered in PS for a budget string but PI needs to get the personnel positions filled in order to conduct their research.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue is related to how the organization is structured and/or operates

UNDERGRAD		
Hiring Manger initiates request for student position		
Not really. Does it mean when we put the job posting in People Admin?	Education related	
Hiring Manager creates job posting for PeopleSoft so student workers can apply for work study jobs available. * * This step can use an update. Hiring Manager who posts job posting should have access to remove old job postings from past years. Hiring Manager should also be able to open and close said job postings as they are filled. Or post when openings are available.	This step or issue will require restructuring of workflow and/or other to resolve	
Not sure what this step means. Was this an internal dept-functional area task thought to take place? Or, are we to begin requesting positions for student workers from HR?	Education related	
internal hire... can the internal job post link be automated rather than requesting this from the HR specialist to avoid delays in the hiring process.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
3.3. Talent Coordinator consults with Hiring Manager on Process/Position		
Never had this happen previously. I just go into peopleadmin and post my job.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
this step does not happen	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Not clear. I don't feel there is much consultation at the People Admin posting level. Maybe just auto emails that the job is posted and/or an email with an internal link	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue is primarily related to behavioral changes in work
Step not needed. Peoplesoft has an option for you to send the job posting to your Talen Coordinator for approval. Upon receipt, Hiring Manager and Talent Coordinator can meet about any issues. * However, if no issues, Talent Coordinator can approve job posting and you move on to posting the job for potential student workers to apply	This set of items are complaints or suggestions that are not actionable	
Not sure. How this is written isn't clear. Does the student worker process need to have HR people resources dedicated to scoping the position?	This step or issue will require restructuring of workflow and/or other to resolve	Education related

3.5. Hiring Manager attends People Admin Training		
This does not always happen. I will often handle the posting of the Temporary, Limited Term staff. However, only in this case, the professor who is supervising the student will be the Timesheet approver. I am not part of this process where they receive the instructions from HR. I believe the process is okay, but I know in one case where a professor was unclear at first about approving the timesheet.	This step or issue could be resolved by clarifying functional roles	Education related
This exists? What training is available?	Education related	
I'm not aware of training that is offered for PeopleAdmin nor is it listed on HRs training website. This would be helpful for end users or even a video tutorial for new users to reference to.	Education related	
Is this real? I would love to do People Admin training to get access to the needed information about Work Study awards, if granted or not, how many jobs said student works or is recording shifts for across campus, lastly how much award was granted.	Education related	
No. This step is clearly out-of-order, unless you are saying that the hiring manager needs to attending PeopleAdmin training each time a student worker is hired, in which case this would put the onus on HR to provide more training on PeopleAdmin	Education related	
Hiring managers don't attend trainings. and HR is influxed and unable to help with so many posting issues	Education related	
This was never done for us. I was given a login and figure it all yourself. HR needs to have a training session	Education related	
3.2 Rehire?		
What are the steps to actually do this? From discussions, I'm learning that an ERCR is required, but prior to today, I did not have any idea how to do this.	NA OUT OF SCOPE	
The rehire process is sometimes unclear- if students are on the rehire spreadsheet do they still need to complete re-hire paperwork?	NA OUT OF SCOPE	
I feel like Rehire? is a completely separate process or a pre-process. Usually part of the planning step. In the summer we determine who we want to re-hire and who wishes to be rehired. Then we submit a list of those re-hires to HR. After that, we determine which positions still need to be filled and then post those jobs.	NA OUT OF SCOPE	

So much about this word is unclear. * * New Hire/New Position/Rehire * * We do not know when a student classifies as a new position or as a rehire. What does the rehire spreadsheet take action on. Why are students who were put on the spreadsheet not reactivated? Can we deactivated on a less regular basis so returning students do not have to constantly reapply to the job their returning to. * * There must be an easier way to add someone to a rehire spreadsheet with late notice. Sometimes student travel plans changes and they can come back to work for us when originally they were not able to. This means we want to rehire them but HR says it is now a new position, what does that mean for our required actions? How does that differ from a rehire?	NA OUT OF SCOPE	
What do we do for this process? Does the student actually fill out the application or do they turn in paperwork and start working again?	NA OUT OF SCOPE	
The ERCR process could be clearer in terms of who should complete, how to complete, and timeline. Updated salaries are not always reflected in payroll.	NA OUT OF SCOPE	
This process is confusing	NA OUT OF SCOPE	
Every Undergraduate Student who qualifies for work study should complete the hiring paperwork each year. Just like the grant is replenished and granted each year, students have to apply each year. * Undergraduate Student work study Manager should have a system in place or should create a master list of their student workers from the prior year. Once the Undergraduate Student work study manager hires their student work force for the academic year, they should communicate upon time of hire which student workers are rehires and which are new hires. This step should be reoccurring annually, and communicated to the HR representative they work with.	NA OUT OF SCOPE	
Not sure. The process, as I understand, is managed from HR by running a report to check appointment end-date and contacting the dept-functional area to verify the appointment is ending-ended.	NA OUT OF SCOPE	
Clarity: Unclear * Accuracy: N/A * Missing: clear direction of when someone is a rehire or a new position or a new hire	NA OUT OF SCOPE	
What documents and applications are required for rehires? New positions? New hires?	NA OUT OF SCOPE	
The rehiring process is very confusing- we rehire people and complete annual paperwork. Is there a way to transition staff without having to complete paperwork again? especially since we are completing a rehire spreadsheet annually.	NA OUT OF SCOPE	

rehiring is always a question. * Do we need to post the job if we are rehiring the same student? informing the department when they can do an internal posting. Having a clear automated procedures or information tool or Q/A online that hiring manager can go to for clarification.	NA OUT OF SCOPE	
Is it possible to have a system that identifies the specific job code that corresponds with the correct FWS/Non FWS position?	NA OUT OF SCOPE	
LECTURER		
FACULTY		
GSHIP		

Create Job Description

Throughout the comments for this phase of work, participants noted a need for support in the creation of Job Descriptions for non-academic employee types, either via consultation or through other resources (templates, training on how to create a JD, etc.). The same was not noted for Faculty, Gship and other academic titles with the exception of Lecturer where several comments pointed towards either not having JD's or the need for them.

Within this phase there was a continued theme of needing clarity around (or access to) salary ranges, hiring ranges and/or other classification/compensation information.

STAFF	Category	Additional Category
4.1. Hiring Manager drafts Job Description & submits Budget Limit		
Is there a database of job descriptions?	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Departments need assistance with understanding job tasks for each level of position. Most of have our own understanding of what we think they are but there is no common standard or University standard. Our job descriptions are only as good as the individual performing the work and their supervisor decide them to be. Could there be a database of job tasks that are used to create or populate a job description so that when all tasks are there, the job description is automatically leveled with a salary range? My department's job descriptions are very inconsistent, yet the position levels are the same.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Are templates distributed/available, that include salary ranges?	This step or issue will require restructuring of workflow and/or other to resolve	Education related
What is a budget limit? I believe our department typically submits a requested salary range, that is typically lo-balled by HR.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Having an online template and generic job description that can be modified would be helpful	This step or issue will require restructuring of workflow and/or other to resolve	Education related
This process does not include enough people; Subject matter experts within the same department can be incorporated to ensure that duties that directly affect partnering departments are in line and accurate	This step or issue could be resolved by clarifying functional roles	Education related

Needs to be more accountability with accurate and updated job descriptions. Some staff have had the same JD for over 10 years with no updates. HR needs to have some oversight with this.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
4.2. Talent Specialist verifies position request type & forwards to Compensation Analyst		
Is it possible to pass this step if I worked with them earlier in the recruitment stage?	This step or issue will require restructuring of workflow and/or other to resolve	Education related
wasn't compensation analyst already consulted with Hiring Manager? why are they involved again?	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Are these steps 3.1-4.3 outside people admin	Additional information about a step or process (not a complaint or suggestion)	
4.3. Talent Specialist updates job description & submits request to Area Budget Reviewer		
Can we get email notification when this happening? Or see a flow chart on each position through the process? Again knowing who to follow up with would be a huge help.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
LIMITED		
4.1. Hiring Manager drafts Job Description & submits Budget Limit		
More training for hiring manager on how to write a JD. I would honestly attend a JD workshop. This is a crucial step that I feel we flounder through and hope for the best.	Education related	
Job description should be provided at time of hire request	This step or issue could be resolved by clarifying functional roles	Education related
4.2. Talent Specialist verifies position request type & forwards to Compensation Analyst		
Job description should be provided at time of hire request	This step or issue will require restructuring of workflow and/or other to resolve	Education related
UNDERGRAD		
LECTURER		
4.1. Hiring Manager drafts Job Description & submits Budget Limit		

This does not happen in all the schools.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
I have not seen a job description for a lecturer position.	Education related	Additional information about a step or process (not a complaint or suggestion)
Not available but needed because sometimes requested from PT lecturer.	Additional information about a step or process (not a complaint or suggestion)	Education related
FACULTY		
4.1. Hiring Manager drafts Job Description & submits Budget Limit		
Clear. Search committee chair discusses the JD with the committee, asks for feedback. Committee finalizes the JD.	Additional information about a step or process (not a complaint or suggestion)	
where is faculty affairs?3 orange dots	Additional information about a step or process (not a complaint or suggestion)	This step or issue could be resolved by clarifying functional roles
GSHIP		
4.1. Hiring Manager drafts Job Description & submits Budget Limit		
Step not needed. * All GShips are described in the GShip handbook	Additional information about a step or process (not a complaint or suggestion)	Education related
I'm not aware of this process.	Additional information about a step or process (not a complaint or suggestion)	Education related
4. Draft Job Description * -No, all are in G-ship handbook	Additional information about a step or process (not a complaint or suggestion)	Education related

Classification & Compensation

The predominate themes associated with Classification and Compensation generally center around the need for more clarity and transparency in how salary, hiring ranges, etc. are determined within HR, approval processes, and access to this information throughout workflows. Additionally, the timing of when classification/compensation activities occur (consultation, determining ranges, approvals, etc.) is noted as being unclear, inconsistent or unknown by participants.

Classification and compensation in relation to academic positions (Faculty, Lecturer, Gship), and student positions were not noted specifically as pain-points.

STAFF	Category	Additional Category
5.1. Com Analyst Classifies the Position & Identified Salary Range and Recommended Hiring Range Approve to Move		
If this is where the salary range is determined, the hiring mgr. or dpt dir. should be involved.	This step or issue could be resolved by clarifying functional roles	Education related
This step should be sooner in the workflow process. Who should I work with?	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
Typically on these, the budget needs to be approved (step 5&6) need to be first, prior to submitting through PeopleAdmin	This step or issue will require restructuring of workflow and/or other to resolve	Education related
why is this being done after the fact?wouldn't this be necessary before budget approval processes?	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Need more transparency for this process.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
I would like to understand what the Comp Analyst is looking for and how the recommendation compares to other units across campus.	Education related	
Need to help with annual revision/funding if recommended of a job if \$\$ range is higher than budget	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
5.2. AVP Budget Delegate validates funding budget string		
Not accurate, chartfields are loaded before the beginning of the next fiscal year so funding should already be allocated correctly.	This step or issue could be solved with better access to data and reporting	This step or issue will require restructuring of

		workflow and/or other to resolve
isn't this already done? Once (especially) enhancement budget /position is approved , shouldn't hiring process begin? Job description has been submitted with enhancement request - salary range determined.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
Who is this and why does it not happen during 4.1?	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
LIMITED		
5.1. Com Analyst Classifies the Position & Identified Salary Range and Recommended Hiring Range Approve to Move		
This needs to be sooner really, especially for new positions. I have no idea what an appropriate pay is for some of these positions and need guidance.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Revisit budget based on classification recommendation (funds required could change based on class/comp)	This step or issue will require restructuring of workflow and/or other to resolve	
5.3. Hiring Manager receives and enters salary and classification info into PeopleAdmin		
This should happen at Step 1 and 2/Initiate hire	This set of items are complaints or suggestions that are not actionable	
UNDERGRAD		
5.2. AVP Budget Delegate validates funding budget string		
Clear. But usually just use job description from previous year, or re-vamp it.	Additional information about a step or process (not a complaint or suggestion)	
I believe this step is already covered in Department workforce planning. If not, I believe both steps can be combined.* However, if separate, job duties should be created in the planning stages and made final when job description is ready to be posted	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
Clear. * Include step 4.2.1 - Include Review draft job description with HR, if needed	Additional information about a step or process (not a complaint or suggestion)	

5.3. Hiring Manager receives and enters salary and classification info into PeopleAdmin		
Many hiring managers do not know how to create a posting from scratch and when creating from old postings, old information is often left uncorrected.** When creating a new position, HM's should request HR to close all older positions so students can have the clearest insight to available jobs on campus.	Education related	This step or issue will require restructuring of workflow and/or other to resolve
Why doesn't Undergraduate students section start at 4.1 and 4.2? 4.1 and 4.2 is identical to 1.1 * 1.1 to 4.1 seems like the department Directors duties and 4.1 starts the Undergraduate Students Hiring Manager duties	Additional information about a step or process (not a complaint or suggestion)	
After creating the job posting in PeopleAdmin we choose the option to have it sent to our Director for posting approval. Once approved potential students can begin applying for the available job opportunity	Additional information about a step or process (not a complaint or suggestion)	
Clear.* May need to clarify that the information provided on the HR JD template copied into the PeopleAdmin.* Caution - If you're promoting the PeopleAdmin tool in this process there may be an expectation from people that PeopleAdmin may be the final solution	Additional information about a step or process (not a complaint or suggestion)	
User Guideline will be very beneficial at this step.	Education related	
LECTURER		
5.1. Com Analyst Classifies the Position & Identified Salary Range and Recommended Hiring Range Approve to Move		
Salary Given by Provost (not Faculty Affairs) in an email in Fall to use for Next Calendar Year	Additional information about a step or process (not a complaint or suggestion)	
FACULTY		
5.1. Com Analyst Classifies the Position & Identified Salary Range and Recommended Hiring Range Approve to Move		
1 green dot	This set of items are complaints or suggestions that are not actionable	
GSHIP		
5.1. Com Analyst Classifies the Position & Identified Salary Range and Recommended Hiring Range Approve to Move		

Step not needed. * All positions are listed in GShip handbook.	Additional information about a step or process (not a complaint or suggestion)	
Important that department/college identifies if graduate student is in GRA position or a G-Ship before being added to a sponsored project. This is the only way SPS can ensure that the personnel expense is posting to the correct expense account code.	Additional information about a step or process (not a complaint or suggestion)	
With the new labor law in effective soon how do we differentiate between a ghip and graduate research assistant hired through student employment. This needs to be defined to faculty so they know how to accurately classify their graduate research hire.	This step or issue is related to how the organization is structured and/or operates	Education related
5. Position is Classified and Compensation * -No, all are in G-ship handbook.	Additional information about a step or process (not a complaint or suggestion)	

Approval of Position & Funding

While there are a number of other areas within Hire and Onboard milestones that have themes around role clarity and decision making authority, the comments about the specific steps in this milestone largely point towards clarification of the order of steps, and the staging of the process in general within the larger workflows. Participants note a number of steps that may (in some areas) happen in a different way or with different roles than what was originally drafted based on HR insight into the process. This may be indicative of approval processes that are not consistent or change frequently.

STAFF	Category	Additional Category
6.1. Area Budget Reviewer Approves Funding and Verified Funding Source (FAU)		
More clarification	Education related	
Does this go through People Admin 6.1-6.3	Education related	Additional information about a step or process (not a complaint or suggestion)
6.2. Area Administrator Approves Position Request		
clarification - is this an HR person, or a department person	This step or issue could be resolved by clarifying functional roles	Education related
LIMITED		
6.1. Area Budget Reviewer Approves Funding and Verified Funding Source (FAU)		
Can't move to Step 6 without budget code (chart string)	Additional information about a step or process (not a complaint or suggestion)	
For sponsored activity, funding is not always in hand at the time a position needs to be posted.	This step or issue will require restructuring of workflow and/or other to resolve	
6.6. Grant Administrator verifies funding and approves request		
Often looking to fill a function and not a warm body "position"; can be filled any many people available.	Education related	Additional information about a step or process (not a complaint or suggestion)
UNDERGRAD		
6.1. Area Budget Reviewer Approves Funding and Verified Funding Source (FAU)		
Can't move to Step 6 without budget code (chart string)	Additional information about a step or process (not a	

	complaint or suggestion)	
For sponsored activity, funding is not always in hand at the time a position needs to be posted.	This step or issue will require restructuring of workflow and/or other to resolve	
6.2. Area Administrator Approves Position Request		
This is not a step for me. I create and approve the job postings and they don't go to anyone else before being listed.	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
Once approved Undergraduate Students Hiring Manager is ready to list orientation dates and host job interviews for available positions	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
Should be a part of the 1.1 to 4.1 Department Director or Head duties described above.	This step or issue could be resolved by clarifying functional roles	Education related
Step is clear	Additional information about a step or process (not a complaint or suggestion)	
shouldn't this be higher up in the steps? A lot of things got done to prep for a student worker, and then department head says no?	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
LECTURER		
6.1. Area Budget Reviewer Approves Funding and Verified Funding Source (FAU)		
School Approval (Dean approves) * and OFA approves	This step or issue could be resolved by clarifying functional roles	
FACULTY		
6.1. Area Budget Reviewer Approves Funding and Verified Funding Source (FAU)		
If this is not a new or revised position, and there is already an FTE, a PCL, and a budget for the position, why does it have to be approved again? Same question for other areas that have FTEs/PCLs/established budgets.	This step or issue will require restructuring of workflow and/or other to resolve	
GSHIP		
6.1. Area Budget Reviewer Approves Funding and Verified Funding Source (FAU)		

Can this be automated. Currently it's a form completed with budget information entered but budget verification is not confirmed by the office.	This step or issue will require restructuring of workflow and/or other to resolve	
Not clear that this is taking place. Sometimes spreadsheet with total hires is provided to me internally, but not official.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
6. Position approval and position funding approval: * -Is done with ERCR generation later * 6.1 Position is approved and funding is approved (budget limit) * -extend budget approval for multiple grants? * -Budget is discussed and approved (or should be) prior to admission is given when tied to G-ship.	Additional information about a step or process (not a complaint or suggestion)	

Recruit

Predominate themes from participants for this phase of work include the need for enhanced resources for the recruiting process including; guidance (on process), best practice, training, system training (for PeopleAdmin), as well as enhanced center of expertise assistance for recruitment; enhanced posting platforms, recruitment services, etc.

As per a common theme in many other areas, transparency, trackability, ability to provide notifications throughout the process, and automation of work processes were noted as suggestions or needs by participants.

STAFF	Category	Additional Category
7.1 -Talent Specialist posts position		
Does the talent specialist work for HR? Or is this someone in the department?	This step or issue could be resolved by clarifying functional roles	Education related
This is done by a person in our team not by a talent specialist	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
need of advertisement for the position to get new talents	Education related	
Add section(s) where once position is posted on Chapman's website, the position is linked/posted to outside job sites like WACAC, NACAC, etc. and who owns that process.	Education related	
After posting a position and not getting enough applicants or desired applicants for the position. Next step: where are we advertising/ posting the open positions for a stronger applicant pool?	Education related	
Include pay rates ranges and knock-out questions to refine applicant pool. * List the sites that the position is being posted to and can be used. * Post to a word doc with Chapman Logo	Education related	
7.2. Hiring Manager reviews applicant pool		
The step is clear, however not every department follows the same process.I've seen people get hired without a hiring committee.	Education related	This step or issue could be resolved by clarifying functional roles
Is there ways in which the talent manager can review the pool or is this fully in the realm of the hiring manager?	This step or issue could be resolved by clarifying functional roles	Education related
There is no filtration process involved in this.We had so many unqualified applicants apply, which made it more difficult to review job applications.	Education related	
based on job description - does HR do any application review	This step or issue could be resolved	Education related

	by clarifying functional roles	
missing factor -every applicant needs to get a feedback in a week or so in regards to their application	This step or issue will require restructuring of workflow and/or other to resolve	
drop down break down of interview process to avoid legal issues - training/discussions on allowable questions?	Education related	
Can hiring managers be alerted if an applicant is screened by HR?	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Add rooms and schedules for hiring panel	This step or issue could be resolved by clarifying functional roles	
7.3. Talent Specialist closes posting		
This doesn't necessarily happen and may be out of order.	This step or issue will require restructuring of workflow and/or other to resolve	
Postings are not closed until position is offered and accepted to candidate. Out of order.	This step or issue will require restructuring of workflow and/or other to resolve	
7.4 indicates that the hiring manager reaches out to the talent specialist to request closing of posting. How does 7.3 and 7.4 work together?	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Letting applicants know the job has been closed and when they should/would be back in the process would alleviate stress in this grey area. People often call front desk asking if job has been filled or where the committees are in hiring process and it appears this would all be removed as a headache if an email was sent to candidates throughout the process	This step or issue will require restructuring of workflow and/or other to resolve	Education related
7.3 & 7.4 need to change places.	This step or issue will require restructuring of workflow and/or other to resolve	
Send notification to owner once the post is closing. * Don't process applicants until the owners have seen the whole applicant pool.	This step or issue will require restructuring of	Education related

	workflow and/or other to resolve	
7.4. Hiring Manager requests that the Talent Specialist close position posting		
Should this be 7.3 rather than the position closed at 7.3. This seems like a gray area in the process.	This step or issue will require restructuring of workflow and/or other to resolve	
This step is out of sequence with step 7.3.	This step or issue will require restructuring of workflow and/or other to resolve	
7.3 and 7.4 are backwards. The talent specialist should close after the hiring manager request this be closed.	This step or issue will require restructuring of workflow and/or other to resolve	
We sometimes interview while the posting is still open depending on the role	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
Switch 7.4 with 7.5	This step or issue will require restructuring of workflow and/or other to resolve	
7.5. Hiring Manager interviews		
There's a whole process around recruiting that is not represented here. We do at least tell HR where to post it. We also identify a hiring committee for most positions. We go through a process of screening and evaluating candidates. Also, does HR screen? That feels inconsistent.	Education related	This step or issue could be resolved by clarifying functional roles
There is much more involved than manager interviewing. Often manager needs to get a panel, find a location, schedule interviews that meet all interview team and candidates time frames. This can take a long period of time.	Additional information about a step or process (not a complaint or suggestion)	Education related
Hiring Manager assembles an interview team to assist in the process. , *Recommended*	Additional information about a step or process (not a complaint or suggestion)	Education related

1. Hiring Manager meetings with hiring committee- usually one, two, or three people who will actually be in the interviews? * 2. Hiring manager sets aside times and dates interview * 3. operations manager set aside locations and makes calendar events to reserve space for interviews. * 4. interview are conducted over a few days * 5. post interview debrief with committee members	Additional information about a step or process (not a complaint or suggestion)	
Add/create hiring panels	Additional information about a step or process (not a complaint or suggestion)	Education related
Put instructions in for interview process. Put generic interview questions other than departmental related questions.	Additional information about a step or process (not a complaint or suggestion)	Education related
7.6. Hiring Manager selects final candidate		
Include department to rank as well.	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
7.7. Hiring Manager performs reference check on candidate		
How many references should be checked? Is there a guide HR wants us to use or does vary based on needs of the department	Education related	
For internal applicants, they may not want for others in their department to know that they have applied for another job in another department. Can this process be eliminated if the candidate asks to refrain from the reference check from current employer?	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
7.8. Hiring Manager notifies Talent Specialist on final candidate		
By phone or email?	Education related	This step or issue will require restructuring of workflow and/or other to resolve
LIMITED		
7.2. Waiver of recruitment?		
What is this?	This step or issue will require restructuring of workflow and/or other to resolve	Education related

Can there be clarification on what qualifies for recruitment waiver or policy on this waiver?	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue is related to how the organization is structured and/or operates
7.3. Talent Specialist posts position		
For already identified hires, the Talent Specialist needs to provide the link to the Hiring Manager.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Send link to hiring manager	This step or issue will require restructuring of workflow and/or other to resolve	Education related
7.6. Talent Specialist closes position, alerting Hiring Manager		
Why close the position before the finalist is cleared for hire?	Additional information about a step or process (not a complaint or suggestion)	Education related
7.7. Hiring Manager interviews & selects final candidate		
Training on appropriate interviews is a must for all hiring managers.	Education related	
Should reference checks come before the job offer? Also, I think training for hiring manager on how to job offer is good. Should we say, this offer is contingent upon passing background check? Language would be helpful!	This step or issue will require restructuring of workflow and/or other to resolve	Education related
I have a job position that requires multiple people to fill and remains open throughout the academic year. It would be nice to auto email candidates not selected or possibly notify client not selected within a time period.	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
7.8. Hiring Manager performs reference check on candidate		
Can reference check be automated with standardized general questions and additional fields for more position specific questions since many faculty that are conducting recruitment don't know what questions to ask during this process.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
UNDERGRAD		
6.1. Talent Specialist validates job description and position information		
Job Posting gets approved and listed in PeopleSoft for student workers to apply.	Education related	This set of items are complaints or

		suggestions that are not actionable
What does validate mean? What happens if Talent Specialist doesn't agree with JD? Should this step move back to 4.3.1	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Send link to Hiring Manager	This step or issue will require restructuring of workflow and/or other to resolve	
6.2. Talent Specialist posts job		
For internal hires, HR needs to provide the job posting link the Hiring Manager.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Job Posting is active in PeopleSoft and searchable by department number or any other keyword search	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
Clear.	Additional information about a step or process (not a complaint or suggestion)	
When do we post for the next Academic year? As we begin hiring in Spring, causing confusion on application.	This step or issue is related to how the organization is structured and/or operates	Education related
6.3. Hiring Manager reviews applicant pool		
Undergraduate Student Hiring Manager hosts interviews and department orientations for jobs posted on PeopleSoft	Additional information about a step or process (not a complaint or suggestion)	
It is not clear if candidates are notified when they are not chosen for hire? are they notified when the job closes? * A cleaner way to view viable candidates. Many applications for few positions and it would be nice to remove those not chosen so the pool is clearer.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Does PeopleAdmin notify the hiring manager when applicants apply? Or does the hiring manager need to remember to periodically check the applicant pool?	This step or issue will require restructuring of workflow and/or other to resolve	Education related

6.4. Hiring Manager selects candidates and requests close position		
Position is not closed until after a job offer has been made accepted. Out of order.	This step or issue will require restructuring of workflow and/or other to resolve	
Upon selecting those who will be hired, each department should host an orientation or informative icebreaker of some sort about department need to know and or policy and procedures pertinent to any and all jobs held in the department. * If your department has a need for student workers throughout the academic year, especially at inter term and or break periods listed on the academic calendar, it is strongly suggested you do not close said job posting.	This step or issue is primarily related to behavioral changes in work	Education related
Provide language to hiring manager on what to say to candidates that were interviewed but not selected. I have been using language from my previous company, we called it a "warm letter" response. It would be nice to ensure we are staying in compliance with Chapman language.	Education related	
Hiring managers need to select the candidate for an automated email to be sent to the student with instructions regarding the next steps of the hiring process- next step should automatically be to request HR to close the posting	This step or issue will require restructuring of workflow and/or other to resolve	Education related
6.5. Talent Specialist closes position posting		
It is a clear step but HR cannot take the initiative to close positions, departments must explicitly ask us to close student positions on PeopleAdmin before HR can move forward	This step or issue could be resolved by clarifying functional roles	This step or issue is primarily related to behavioral changes in work
Step not needed in my role as Undergraduate Students Hiring Manager	This step or issue could be resolved by clarifying functional roles	
Move to 6.8	Additional information about a step or process (not a complaint or suggestion)	
We don't close position until after interviews and hiring process (just in case).	Additional information about a step or process (not a complaint or suggestion)	
We don't close position because we hire throughout Academic Year.	Additional information about a step or process (not a complaint or suggestion)	

6.6. Hiring Manager conducts interviews		
I use structured interviews for all my student candidates but that is from my past work experience. Are there Chapman specific interview questions? Is there training on interviews? There is no support for this step and I personally have a background in hiring and interviews but I know many peers not.	Education related	
are there any resources or recommendations for the types questions we should be adding during training	Education related	
This is a bit out of order. I interview and make sure job offer accepted before closing the position. This of course causes some issues with the job posting taking new apps for too long ** I also think when a job gets closed, not all of the applicants are notified that the job is filled. This would be nice if done automatically	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
Meet with potential student workers who have applied for student work study job opportunity and be sure they understand the complete scope of the job they have applied for as well as understand the hiring paperwork and what they are signing or agreeing to	Additional information about a step or process (not a complaint or suggestion)	
Training for hiring managers on structured interviews or any Chapman Applicants?	Education related	
6.7. Hiring Manager Selects final Candidate		
It is unclear if candidates that are not selected receive notification. In PeopleAdmin I will say not selected on each of the not selected candidates. I have been told in the past that this triggers an auto response to them saying they were not selected. Is that true? Should this be added as a step? I want to make sure we communicate professionally to our students as their work study jobs are so important to them.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
LECTURER		
7.1. Recruitment for position		
1.) It is a clear step but the authority is not clear. * - who recruits from submitted applications? * - who reviews resumes, reference checks, and previous experience? * - Who negotiates with the faculty member to agree to pay and amenities. HR is often contacted for additional things promised in a contract the HR cannot issue if the faculty member does not know how to utilize. ** Are we recruiting folks who can feasibly teach the schedule we're asking for? will they accept another teaching offer elsewhere last minute, causing a last minute hire - usually in the system way out of compliance	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
Where are lecturer postings listed on the web? I see mostly FT recruitment.	Education related	

Contract Stipend added to Campus Solutions * Recruitment is Af 1.1: *Academic Position Planning * Gather CV and Faculty Application*send email to Dept / FA / HR of New Hire	Additional information about a step or process (not a complaint or suggestion)	
FACULTY		
7.1. Recruitment		
search chair sends candidate's info to admin to create a folder for each candidate and enters data in a spreadsheet. committee reviews candidate's folder. decides who to phone interview.3 are invited for on-site.	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
3 red dots	This set of items are complaints or suggestions that are not actionable	
GSHIP		
7.1. Recruitment		
Need FTE	This set of items are complaints or suggestions that are not actionable	
Recruitment for Gships in Student Affairs is coordinated through faculty member in the School of Ed (Justin Koppleman), who works with the different hiring managers directly to draft position summaries/descriptions, which he then gets posted to current/prospective students within the Masters in Leadership Development, Higher Education track emphasis.	Additional information about a step or process (not a complaint or suggestion)	
7. Recruit * - No recruitment, often offered at time of admission Student Affairs DOES recruit sometimes	Additional information about a step or process (not a complaint or suggestion)	
How do colleges recruit for a GTA or a GRA? I do not see these positions in PeopleAdmin.	This step or issue will require restructuring of workflow and/or other to resolve	Education related

Initiate and Complete Employee Contract

Challenges in the uniformity and consistency of the steps in this milestone were noted throughout the participant comments, as were common themes around notification and visibility into where and when work is completed. As in many other process steps, clarity of functional roles, who is/should be responsible for extending offers and other components of work process are noted as a pain point or in need of clarification.

Participants noted miscommunication or lack of communication about when new hire paperwork is completed, as well as coordination of orientation and new-hire document completion.

Within this milestone, there are also comments that indicate choke points where key stakeholders (both within and outside of HR) may cause delays in approving or forwarding information in the process.

STAFF	Category	Additional Category
8.1. Talent Specialist provides guidance to hiring manager on hiring range and approves verbal job offer		
Since we have discussed budget previously, I don't understand why we need this step and the next one.	This step or issue could be resolved by clarifying functional roles	Education related
I wish there was some automation in this step. Things can get stalled here if Martha is busy.	This step or issue will require restructuring of workflow and/or other to resolve	
Not accurate, Talent Specialist works with Budget Manager to confirm range and offer, then presents to Hiring Manager.	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
this step was communicated clearly to me.	Additional information about a step or process (not a complaint or suggestion)	
This step is done outside PeopleAdmin and at times Division Budget Approver is not notified if salary is determined to be lower than budget.	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
If salary recommendation is higher than budget, Division Budget Approval is notified, but posting is not updated.	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve

Hiring range for the selected applicant based on qualifications? If not, then this convo should have taken place before bringing folks in for the interview.	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
Why this is being done again when range has already been discussed and approved?	This step or issue could be resolved by clarifying functional roles	Education related
8.2. Hiring Manager extends verbal job offer to Candidate		
The candidates usually need to understand benefits and we need to be able to connect them with a benefits person.	Education related	
I would recommend that HR begins extending the job offer. I often feel uncomfortable offering the position because I don't know what is allowable for a counter? Also when the finalist decides to counter, I often feel like I am not well versed in what the university offers in terms of benefits, perks...etc. I need a strong closer!	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
Verbal Job offer includes discussion that manager wants to hire (pending background check), potential salary, verify potential starting date and communicates hiring process moving forward. Upon verbal acceptance of above, Hiring manager tells talent manager that person has agreed to the terms (pending background check) and will be starting on X date.	Additional information about a step or process (not a complaint or suggestion)	
The timing between a verbal agreement and background check might take weeks. Not sure what the delay is.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Give more guidance for this step	Education related	This set of items are complaints or suggestions that are not actionable
8.3. Candidate accepts verbal job offer		
Discuss benefits with candidate	Education related	
8.4. Hiring Manager notifies Talent Specialist of accepted job offer		
Final salary shared manually, via email.Process dependent on the right people being copied consistently.	This step or issue will require restructuring of workflow and/or other to resolve	
8.7. Talent Specialist notifies hiring manager of background check and recommended start date		

The step is clear but not followed. ** we may recommend a start date but due to urgent circumstances or re-scheduled events, someone must be hired sooner than the recommended timeline, causing a delay in granting access, gaining equipment, and difficulty in schedule the appropriate orientation host for the new hire orientation appointment this particular employee will go through.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue is primarily related to behavioral changes in work
8.7 and 8.8 also seem out of order.	Additional information about a step or process (not a complaint or suggestion)	
How is the notification done/what is time frame?	This step or issue will require restructuring of workflow and/or other to resolve	Education related
8.7 - Hiring manager recommends start date	Additional information about a step or process (not a complaint or suggestion)	
8.8. Talent Specialist verifies background check		
8.8 thru 8.11 _ Automate please	This step or issue will require restructuring of workflow and/or other to resolve	
8.9. Hiring Manager finalizes start date and notifies Talent Specialist		
Omit	This set of items are complaints or suggestions that are not actionable	
8.10. Talent Specialist sends offer letter/orientation materials to candidate and notifies HRIS		
Needs to be better information in offer letters about exempt and non exempt. Definition and parameters at Chapman regarding them. This is especially important for internal promotions when someone is going from non exempt to exempt	Education related	This step or issue could be resolved by clarifying functional roles
Only hiring manager notified of start date. The rest of the group not notified until New Employee Questionnaire is sent out, often times within a week of start date so all internal operations setup (office space, org chart updates, etc.) feel rushed	This step or issue will require restructuring of workflow and/or other to resolve	
8.11. Talent Specialist sends request for digital I9 to candidate		

what is this step? Will need employees still have to present proof of documents on 1st day of work?	Education related	
8.13. Candidate signs offer letter		
Switch 8.13 with 8.14	Additional information about a step or process (not a complaint or suggestion)	
8.13 thru 8.20 _ Automate	Additional information about a step or process (not a complaint or suggestion)	
8.14. Offer letter to Candidate - New Hire to Orientation		
Inform about the orientation	Additional information about a step or process (not a complaint or suggestion)	
8.15. Talent Specialist Receives Offer Letter forwards to HRPC		
What is HRPC	This step or issue could be resolved by clarifying functional roles	Additional information about a step or process (not a complaint or suggestion)
8.18. HRPC Analyst/Talent Specialist consolidates new hire data into new hire proposal and sends to Talent Manager		
Resources not accurate.	This set of items are complaints or suggestions that are not actionable	
8.19. Talent Manager verifies new hire proposal		
8.19 and 8.20 are both necessary?	This step or issue will require restructuring of workflow and/or other to resolve	Education related
8.22. New Hire attends new hire orientation and completes new hire paperwork		
pain points on this: people often show up late, don't show at all, or push back their orientation date. ** If this happens, the process is delayed significantly. The reliability of the employee's commitment is crucial.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue is primarily related to behavioral changes in work
Not accurate, this step should happen on first day of employment.	Additional information about a step or process (not a	This step or issue will require restructuring of

	complaint or suggestion)	workflow and/or other to resolve
move to 11	Additional information about a step or process (not a complaint or suggestion)	
LIMITED		
8.1. Talent Specialist approves verbal job offer, alerting Hiring Manager		
Why is this needed if a salary range has already been approved?	This step or issue could be resolved by clarifying functional roles	Education related
Why is this salary approval needed if salary hiring range has already received approval	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Can HR conduct verbal offers to avoid misinformation provided to candidate.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
8.2. Hiring Manager extends verbal job offer to Candidate		
Step 8.9 happens here.	Additional information about a step or process (not a complaint or suggestion)	
8.5. Talent Specialist initiates background check by sending link to Candidate		
No communication to hiring manager here. That information would be helpful if shared.	This step or issue will require restructuring of workflow and/or other to resolve	
8.6. Candidate submits background check information		
Long period with no communication to hiring manager between Steps 8.5 and 8.7	This step or issue will require restructuring of workflow and/or other to resolve	
8.7. Talent Specialist notifies hiring manager of background check and recommended start date		
Long period with no communication to hiring manager between Steps 8.5 and 8.7	This step or issue will require restructuring of workflow and/or other to resolve	
8.8. Talent Specialist verifies background check		

Notification of background clearance is not consistent	This step or issue will require restructuring of workflow and/or other to resolve	
Visa process missing	Additional information about a step or process (not a complaint or suggestion)	
8.9. Hiring Manager finalizes start date and notifies Talent Specialist		
start date should be discussed during offer to confirm candidate can begin on that date.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
8.10. Talent Specialist sends offer letter/orientation materials to candidate and notifies HRIS		
Not done in time if background takes a while.This should happen earlier.	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
We had a part time person get called for a benefits orientation by HR. They did not qualify for benefits. I was not informed of the orientation so I could not run interference. It was a very defeating experience. There needs to be a step added for the HR section of orientation.	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
8.11. Talent Specialist sends request for digital I9 to candidate		
What is this?	Education related	
8.12. Parallel Process		
Difficulty in setting appointments and * not notified when they complete new hire orientation and New Hire Orientation is happening after term begins. Can there be several sessions???		
8.14. Offer letter to Candidate - New Hire to Orientation		
Who/What is HRPC?	This step or issue could be resolved by clarifying functional roles	Education related
Yellow card: * who/what is HRPC?	This step or issue could be resolved by clarifying functional roles	Education related
8.15. Talent Specialist Receives Offer Letter forwards to HRPC		

There have been times where HR has approved the hiring of a student without the Hiring Manager selecting the "Recommend for Hire" in PeopleSoft. This has caused confusion.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Class schedule created and stipend added to class.	Additional information about a step or process (not a complaint or suggestion)	
8.19. Talent Specialist verifies new hire proposal, forwards to HR-AVP Talent		
From Yellow card: * Process depends on a single person	Additional information about a step or process (not a complaint or suggestion)	
8.20. HR AVP-Talent verifies & approves new hire proposal		
Should happen at Step 8.3	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
From Yellow Card: * Should happen in Step 8.3 (HR AVP- talent verifies & approves new hire proposal)	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
8.21. New Hire attends new orientation and completes new hire paperwork		
From Yellow Card: * Digital i9? * From 2nd Yellow Card: (*8.22 New hire attends new hire orientation & completes new hire paperwork?)	Additional information about a step or process (not a complaint or suggestion)	Education related
UNDERGRAD		
7.1. Talent Specialist advises hiring manager to send student to HR for paperwork		
Who is the talent specialist? How does this communication happen? Currently it doesn't. I just hired 10 students and got NO direction despite sending many, many emails asking for this type of guidance.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Step is clear, but my department generally gives/emails the hiring documents to the student employees because we hire a large amount of students at the beginning of every academic year. Students will drop off the forms in our department for signature.	This step or issue will require restructuring of workflow and/or other to resolve	Education related

Host department based orientation for all students who have been selected to a Undergraduate Student work study job to complete hiring paperwork, online application and answer questions about time sheets and time sheet submission or any other general questions and concerns, prior to the 1st day of school.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Hiring managers need to allow HR to distribute the paperwork as it is constantly being updated and outdated paperwork cannot be accepted. Students get frustrated having to refill out paperwork but our forms are federal and change without our control	This step or issue will require restructuring of workflow and/or other to resolve	Education related
No. It's been my understanding that HR contacts the student directly to make an appointment to complete the student paperwork	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
HR needs to enter student into HCM Job Row, Student access to time-sheets needs to happen.* Hiring Manager needs to ask IS&T for Dept specific access.	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
7.2. Candidate completes new hire paperwork		
This step is clear. My department will collect the new hire paperwork at the beginning of the academic year because of the high volume of students the department hires and submit them to HR.	This step or issue could be resolved by clarifying functional roles	Additional information about a step or process (not a complaint or suggestion)
The candidate often procrastinates submitting paperwork or will submit it in incomplete parts. Students don't understand the identification requirement is a federal guideline that we cannot waive and they should be prepared to present proper identification before they can begin working.	This step or issue could be resolved by clarifying functional roles	Education related
7.3. HRPC or Talent Specialist collects all new hire paperwork		
There needs to be an extra step of informing the Hiring Manager that the paperwork has all been submitted successfully and letting the hiring manager know that the student is ready to begin working.	This step or issue will require restructuring of workflow and/or other to resolve	
if a student is missing paperwork or something is wrong- do they get notified that they should not be working?	This step or issue will require restructuring of workflow and/or other to resolve	Education related

This is often a bottle neck for HR. ** People think things are not being processed because HR has the paperwork, when the truth is HR does NOT have the paperwork - in fact, we are usually waiting on the student to submit a final document or piece of identification. ** Confusion occurs often, as it is misinterpreted as CU policy that so many forms of identification are required when it is actually federal law since 1986 that all employees provide 1 or 2 forms of identification proving their legal ability to work in the U.S.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
(undergrad) 7.4. HRPC or Talent Specialist creates hiring proposal		
Steps around this one are a mystery. I get an email from HR to send to my final candidate and then I have no idea where they are in the process. Are they done? Can I start working them? I rely on the honor system and ask that they tell me they are done doing the paperwork at HR and have provided all of their documentation.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
No. Not sure what this means - "hiring proposal". Is this an internal HR task?	Education related	
7.5. Talent Specialist verifies credits, enrollment, federal workstudy (FWS) status, determines need for background check		
Y'all run background checks on student employees?	Education related	
Sometimes students aren't enrolled in enough units or have not accepted their work-study award for their work-study only position. This causes extra delay	This step or issue could be solved with better access to data and reporting	This step or issue will require restructuring of workflow and/or other to resolve
No. Don't understand what is being done in this step. I wasn't under the impression student workers required a background check.	Education related	
7.6. Talent Specialist performs background check (if required)		
My students should have had background checks, but didn't. When is this decision made and why is the hiring manager not included?	Education related	
How are decisions about who needs background checks made? This step seems to be missing.	Education related	
LECTURER		
8.1. Talent Specialist provides guidance to hiring manager on hiring range and approves verbal job offer		
Referring to comment 003, not every school/department waits until the class makes. They	Additional information about a step or process (not a	

sometimes submit before knowing a class will be canceled or not.	complaint or suggestion)	
Contract is much later in the process * OFA portal	Additional information about a step or process (not a complaint or suggestion)	
8.3. Candidate accepts verbal job offer		
This step seems to happen at the same time as 1.5; however, if the current talent specialist is the only contact on the welcome email to initiate the process and they are out of the office, this can be a choke point to get the process going.	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
Background check part needs to happen earlier (close to 1.5 as possible)	This step or issue will require restructuring of workflow and/or other to resolve	
8.5 Talent Specialist Initiates Background Check by Sending Link to Candidate		
We need the portal to be updated on a consistent basis so that HR can check regularly for newly added lecturers who need a background check invitation and appointment selection invitation. ** We need all new employees to gain quicker access to their Chapman email as we use this to communicate with everyone. Often background checks get caught in spam folders or the LEcturer checks the wrong email.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
8.6 Candidate Submits Background Check Information		
Background check process is difficult when the emails either end up in someones spam folder or they don't get them at all. Since they are timed, by the time a lecturer gets to it, it's expired. Instead of emailing HR they email me and complain. Sometimes they email HR and get no response.	This step or issue will require restructuring of workflow and/or other to resolve	
Lecturer doesn't prioritize initiating the background check and then that delays bringing them in for the orientation	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
This process is completed by HR. OFA processes full-time faculty background checks. Is it possible to group the faculty (FT and lecturers together)	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
8.10. Talent Specialist sends offer letter/orientation materials to candidate and notifies HRIS		

Lecturers often do not respond to emails, making scheduling difficult. When they do respond, they have a list of dates that work for them, but do not work for HR. * It would be helpful for OFA to stress the importance of meeting with HR and that the Lecturer should prioritize scheduling this appointment, ** Even with OFA efforts, some employees just do not cooperate and continue working without completing their HR paperwork. After about a month of not receiving pay, they'll inquire with OFA in a fury and we have to let them know the employee did not respond to our outreaches.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue is primarily related to behavioral changes in work
8.15. Talent Specialist Receives Offer Letter forwards to HRPC		
Move Create Academic Personnel Record here (from 8.19)	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
8.16 HRPC Analyst Collect New Hire Paperwork		
Contracts aren't created until enrollment is met. Getting contracts signed is very time consuming. Sometimes we can't get a contract signed until after the class is started. Sometimes it's hard to get an associate dean or dean to sign contracts in a timely manner. Our associate deans are faculty and they are part-time as an associate dean. So it takes awhile to get signatures.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue is related to how the organization is structured and/or operates
8.20 HR-AVP-Talent Verifies & Approves New Hire Proposal		
Our contract deadline is 1 month before 1st date of instruction	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
FACULTY		
8.1. Talent Specialist provides guidance to hiring manager on hiring range and approves verbal job offer		
1 red dot	This set of items are complaints or suggestions that are not actionable	
8.2. Hiring Manager extends verbal job offer to Candidate		
The candidates usually need to understand benefits and we need to be able to connect them with a benefits person.	Education related	

I would recommend that HR begins extending the job offer. I often feel uncomfortable offering the position because I don't know what is allowable for a counter? Also when the finalist decides to counter, I often feel like I am not well versed in what the university offers in terms of benefits, perks...etc. I need a strong closer!	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
Verbal Job offer includes discussion that manager wants to hire (pending background check), potential salary, verify potential starting date and communicates hiring process moving forward. Upon verbal acceptance of above, Hiring manager tells talent manager that person has agreed to the terms (pending background check) and will be starting on X date.	Additional information about a step or process (not a complaint or suggestion)	
The timing between a verbal agreement and background check might take weeks. Not sure what the delay is.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Give more guidance for this step	Education related	This set of items are complaints or suggestions that are not actionable
8.3. Candidate accepts verbal job offer		
Discuss benefits with candidate	Education related	
8.4. Hiring Manager notifies Talent Specialist of accepted job offer		
Final salary shared manually, via email.Process dependent on the right people being copied consistently.	This step or issue will require restructuring of workflow and/or other to resolve	
8.6 New Faculty Member completes digital I9 comes to HR and completes New Hire Paperwork		
This step should be communicated with the dept. admin. One of the step on my checklist is to schedule an HR Orientation meeting w/HR so I'd have to call Martha to see if one is already scheduled. I am happy to help with this step, but if one is already scheduled, please let the admin know	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
1 red dot	This set of items are complaints or suggestions that are not actionable	
8.9. Hiring Manager finalizes start date and notifies Talent Specialist		
From pink card: Who is 'Faculty Coordinator'? * - OFA? * -HR? * -School?	This step or issue could be resolved by	Education related

	clarifying functional roles	
1 red dot	This set of items are complaints or suggestions that are not actionable	
8.10. Talent Specialist sends offer letter/orientation materials to candidate and notifies HRIS		
1 red dot * who is faculty coordinator OFA?HR? School?	This step or issue could be resolved by clarifying functional roles	Education related
GSHIP		
8.1. Talent Specialist provides guidance to hiring manager on hiring range and approves verbal job offer		
Unit/ department completes request for hire form and sends to VPGE	Additional information about a step or process (not a complaint or suggestion)	
Can all of step 8 be fast-tracked for students who have a GRA as part of their admission, guaranteed? Sometimes the funding source is known 3-4 years in advance for the duration of the program. Can this be done upfront and only changed if/when needed?	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
8.1.b Who is verifying enrollment and GPA?	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
Unit/department completes request to hire form and gives to VPGE. VPGE gives to HR.	Additional information about a step or process (not a complaint or suggestion)	This step or issue could be resolved by clarifying functional roles
Does anyone cancel ERRCR?	Additional information about a step or process (not a complaint or suggestion)	Education related
8.2. Hiring Manager extends verbal job offer to Candidate		
This step is not done with GA's within Student Affairs... hiring managers create/send their own offer letters out to candidates.	This step or issue could be resolved by clarifying functional roles	Additional information about a step or process (not a complaint or suggestion)

8.2.b Graduate Ed does not approve ERCR, this is (should be) done at department/budget officer level.	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
8.4. Hiring Manager notifies Talent Specialist of accepted job offer		
8.4 Grad Ed Coordinator Notifies Faculty of Employment Letter: Comment - Faculty Supervisor	Additional information about a step or process (not a complaint or suggestion)	
8.5 Grad Ed Coordinator Extends Employment Offer to Student		
8.5 and 8.6 are the same step. * VPGE send employment letter to student and copies faculty supervisor.	Additional information about a step or process (not a complaint or suggestion)	
8.6 Grad Ed Coordinator Notifies Faculty of Employment Letter		
Department queues request to set up through MyWindow. ** Same goes for International GTA. ** 8.6b - Grad Ed Coordinator Notifies Faculty of Employment Letter - Faculty supervisor or Staff Supervisor (Student Affairs GShips)	Additional information about a step or process (not a complaint or suggestion)	
8.8. Talent Specialist verifies background check		
This step has to be earlier in the process. GShips are not permitted to go over 19.75 hours.	Additional information about a step or process (not a complaint or suggestion)	
8.9. Hiring Manager finalizes start date and notifies Talent Specialist		
Step not applicable to rehires. Maybe add separate steps for rehires.	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
Who queues Glacier Link? This should be done early on! HR with I-9? Department? Payroll (too late).	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
This step should be earlier in the process since GShips are not not exceed 19.75 hours.		
8.10. Talent Specialist sends offer letter/orientation materials to candidate and notifies HRIS		

Use of the word orientation is somewhat misleading since it is not a traditional orientation.	Education related	
Student orientations can be especially hard to schedule. Students often do not prioritize scheduling office appointments as they do not realize the infractions that can occur in such a short time.	This step or issue is related to how the organization is structured and/or operates	
8.11. Talent Specialist sends request for digital I9 to candidate		
This step is not applicable for rehires. Maybe add steps for rehire workflow.	Additional information about a step or process (not a complaint or suggestion)	
This step is not applicable to rehires. Maybe add steps for rehires only.	Additional information about a step or process (not a complaint or suggestion)	
Who queues Glacier Link? This should be done early on! HR with I-9? Department? Payroll (too late).		
8.13. Candidate signs offer letter		
This step is 8.10a. Said orientation is session for new hire to complete paperwork.	Additional information about a step or process (not a complaint or suggestion)	
Who queues Glacier Link? This should be done early on! HR with I-9? Department? Payroll (too late).	This step or issue will require restructuring of workflow and/or other to resolve	
8.14. Offer letter to Candidate - New Hire to Orientation		
Background check should be before hire.	This step or issue will require restructuring of workflow and/or other to resolve	
This is not a traditional orientation but date for new hire paperwork.	This step or issue will require restructuring of workflow and/or other to resolve	
8.16 Talent Specialist Verifies Background Check and Sends New Hire Paperwork to HRIS		
Background check should be before hire.	This step or issue will require restructuring of workflow and/or other to resolve	

System Actions (HR, IS&T, Facilities) to Activate a New Employee

A number of comments in this milestone indicate that there is often a gap in knowledge about what systems, tools or other systems access types are needed for new employees, making the request process challenging for both hiring managers and those with accountability for providing access. Follow up sessions with IS&T indicate a need for a system or process that has the ability to track standardized systems access by position to provide guidance for hiring managers and to streamline the access process.

Accessibility and the timing of activation in the time keeping system after a person is hired is a noted pain-point.

Other themes center around delays and confusion within the milestone steps, and a lack of ability to track progress through the workflow.

STAFF	Category	Additional Category
9.1 HRIS Analyst generates (job shell) employee ID number		
This seems to come late in the process and may explain some issues with timesheet in system delays.	This set of items are complaints or suggestions that are not actionable	
Steps 9.1-9.7 should start the day the candidate accepts offer. Everything must be ready on their first day of employment.	This set of items are complaints or suggestions that are not actionable	
When an ID number is generated it would be good for the new hire to have the ability to enter time on a time sheet even if it is in a "limbo" state waiting for additional approval from Payroll.** It is always awkward to have a new hire and need to wait up to a week for them to have the ability to enter time on a time sheet.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue is related to how the organization is structured and/or operates
This step happens after the offer letter is sent to the candidate. It happens much earlier in the process than is indicated on the board.	This set of items are complaints or suggestions that are not actionable	
9.3 - Talent Specialist looks up IDM info		
Please cc the department's operations folks on these notifications.	This step or issue will require restructuring of workflow and/or other to resolve	
9.4 - Talent Specialist forwards IDM to New Hire		
I've had to ask for the survey link a for last two hires.	This step or issue will require restructuring of workflow and/or other to resolve	

The survey seems like a good idea, but I think there are many times when hiring managers are unaware of the needs of the employee. There are also issues with key cards and access. Key cards have groups and a lack of understanding of this function creates a lot of strange overlaps and access that may or should not be granted. There seems to need to be a secondary interface that's needed here.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be solved with better access to data and reporting
9.5 - Candidate claims IDM		
This is often done by assistant. Also, can be difficult to do when you don't have the information from the past for the replacement.	This step or issue could be resolved by clarifying functional roles	This step or issue will require restructuring of workflow and/or other to resolve
There is no confirmation of submission. Also, there's no update on the status of submission in terms of what has been completed and what's pending.	This step or issue will require restructuring of workflow and/or other to resolve	
Hiring manager not always knowledgeable of specific access that new hire needs. Often they request access that should not be granted (PeopleSoft budget visibility, keycard, etc.) but IS&T fulfills request without verifying with operations unit of the hiring department	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be solved with better access to data and reporting
9.6 - Talent Specialist sends resource survey (IS&T questionnaire) to hiring manager		
There is a lot to this step and one of the processes where things break down and cause the most frustration for new people and the admin people working on their set up.	This step or issue will require restructuring of workflow and/or other to resolve	
this process is not clear. each newly hired role should have the training identified with it. Additionally, the training should be defined as to who will conduct the training, HR, IS&T, specific departments, etc.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
What is this process? What does it entail?	Education related	
Not necessarily part of onboarding but an existing staff member was not aware or misinformed that a computer could be provided to her as part of her employment. As such, she spent her own personal money to purchase a computer for work-purposes. She had previously worked for our College for more than 5yrs and did not have this knowledge.	Education related	
Need confirmation from the survey that the process has been submitted and a ticket has been opened. Also a confirmation that the job has been completed.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
I saw a lot of red dots on this step but no specific questions or comments. Is it timeliness, inaccuracy? what?	Additional information about a step or process (not a	

	complaint or suggestion)	
From Yellow Cards: * Need more instruction on how to complete IS&T Resource Survey & who to contact w/ questions and status updates.	Education related	This step or issue will require restructuring of workflow and/or other to resolve
From Yellow Card: * Very long time for reply/confirmation. Sometimes things fall through the cracks.	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
9.7 - Hiring Manager completes IS&T questionnaire		
This step is in the wrong place. It happens alongside 9.1. The PSN is created earlier the process and is essential to creating the "shell." This late in the game, we are entering the detailed data to get the person hired in the system.	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
LIMITED		
9.1 HRIS Analyst generates (job shell) employee ID number		
ID# and Alias should and usually does come before the first day on the job/orientation. It is needed by various people in our Department so that we can set up the new hire's access and complete our on-boarding documentation.	Additional information about a step or process (not a complaint or suggestion)	
From Yellow Card: * Move HRIS Analyst 9.1 to after offer	Additional information about a step or process (not a complaint or suggestion)	
9.2 - IS&T IDM Representative generates username		
What is IDM?	Education related	
From Yellow Card: * What is IDM?	Education related	
9.3 - Talent Specialist looks up IDM info		
From Yellow Card: (Between 9.3 - 9.4) * Notify hiring manager before new hire	Additional information about a step or process (not a complaint or suggestion)	
9.4 - Talent Specialist forwards IDM to New Hire		
Notify hiring manager before notifying new hire.	Additional information about a step or process (not a	This step or issue will require restructuring of

	complaint or suggestion)	workflow and/or other to resolve
9.5 - Candidate claims IDM		
After instructor advisor table set up	Additional information about a step or process (not a complaint or suggestion)	
9.6 - Talent Specialist sends resource survey (IS&T questionnaire) to hiring manager		
From Yellow Cards: * Need more instruction on how to complete IS&T Resource Survey & who to contact w/ questions and status updates.	Education related	This step or issue will require restructuring of workflow and/or other to resolve
From Yellow Card: * Very long time for reply/confirmation. Sometimes things fall through the cracks.	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
9.7 - Hiring Manager completes IS&T questionnaire		
From Yellow Card: * Black Hole - Communication? workflow? * No status update of survey - no confirmation of submission	This step or issue will require restructuring of workflow and/or other to resolve	
9.8 - IS&T Onboarding Process		
Black hole!No communication about workflow/process to hiring manager/department	This step or issue will require restructuring of workflow and/or other to resolve	
From Yellow Card: * New hire never had this. / What is included?	This miscellaneous set of items is not high priority to consider or is out of scope.	
9.8 Pink Card: * Verify Grant Funded account string	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
9.9 - HRIS Analyst reconciles job info & creates job (position & incumbent)		
Automate please @ offer and beyond	This step or issue will require restructuring of workflow and/or other to resolve	

9.10 - Gateway - Peoplesoft Entry and Notification to Budget		
Hiring manager should be notified.	This step or issue will require restructuring of workflow and/or other to resolve	
ERCR process is missing from this process.	Additional information about a step or process (not a complaint or suggestion)	
From Yellow Card: * ERCR is missing.* From wall:"(Simplify) too confusing for staff: * From Green Card: * Notify more than budget? (hiring manager)	Additional information about a step or process (not a complaint or suggestion)	
UNDERGRAD		
9.1 HRIS Analyst generates (job shell) employee ID number		
I am not sure if this fits here, but more often than not, students don't end up in the correct supervisors approval que. I have students that are in my approval que and I did not post the position or signed their paperwork.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be solved with better access to data and reporting
this step in connection to payroll and getting timesheets get bottlenecked. It can take about 2 weeks for a student to be entered into the system before they are paid and have access to a timesheet. There is no updates about where they are in the process.	This step or issue will require restructuring of workflow and/or other to resolve	
Hiring Mgrs want transparency around this step - knowing when their student has been entered/hired into HCM. The volume makes it impossible for Hiring Managers to be individually notified each time a student is entered. Can their be an automated tool that recognizes a supervisor has a new student entered and notifies them?	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be solved with better access to data and reporting
I think HR needs to enter these students into a job record as soon as they are selected.I heard many many times over the last 2 days that it can take weeks for students to get access to Timesheets.Thats because HR doesnt add the students Job record until all the paperwork is complete.I suggest the job record be added as soon as the student gets selected so that IS&T can grant accessORRR don't let the student START work until the paperwork is complete.But having students working and not having their record in Psoft is not the answer.	This step or issue will require restructuring of workflow and/or other to resolve	

Hiring Managers are concerned that the process takes so long. Their students tell them all paperwork with HR is complete when that's often not the case. The reason it often takes so long to get them in system is because they are still missing crucial paperwork and haven't come back in to complete it (I-9, W-4).	This step or issue will require restructuring of workflow and/or other to resolve	
not sure where to add this step - but IS & T also needs information on establishing a student ID- and what access to other department programs etc that student worker needs access to.	This step or issue will require restructuring of workflow and/or other to resolve	
Key card Access clarity/issues (over access)	Additional information about a step or process (not a complaint or suggestion)	
Once ALL paperwork is received. Missing paperwork holds up the process.	This step or issue will require restructuring of workflow and/or other to resolve	
Yes, timely updates missing. No updates on where students is in the process?	This step or issue will require restructuring of workflow and/or other to resolve	
Takes 2 weeks to get staff in system	This step or issue will require restructuring of workflow and/or other to resolve	
Not transparent to Hiring Manager. * To make it known to supervisor when students is hired in system, can there be an automated system tool that notifies the supervisor when it's done?	This step or issue will require restructuring of workflow and/or other to resolve	
LECTURER		
9.2 - IS&T IDM Representative generates username		
How is payroll notified of new hire? (extract)	Education related	This step or issue will require restructuring of workflow and/or other to resolve
9.5 - Candidate claims IDM		
After instructor / advisor table setup	Additional information about a step or process (not a complaint or suggestion)	
9.9 - HRIS Analyst reconciles job info & creates job (position & incumbent)		

How is payroll notified of new hire? (extract)	This step or issue will require restructuring of workflow and/or other to resolve	Education related
9.11x - New Hire Lecturer sends photo to IS&T		
IS&T missing keycards, shared drives, building access, etc.	Additional information about a step or process (not a complaint or suggestion)	
New married name on documents and change email, keycard, faculty website, etc.	Additional information about a step or process (not a complaint or suggestion)	
9.12x - Network resource letter is sent out to new hire		
After instructor / advisor table setup	Additional information about a step or process (not a complaint or suggestion)	
FACULTY		
9.1 HRIS Analyst generates (job shell) employee ID number		
From green card: * Where is IS&T approval process? Keyboards, software, etc.?	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
where is IS&T ? * approval process? * Key cards software etc?	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
9.2 - IS&T IDM Representative generates username		
1 red dot * 1 green dot	This set of items are complaints or suggestions that are not actionable	
GSHIP		
9.1 HRIS Analyst generates (job shell) employee ID number		

Department enters student in OFA Portal (Sharepoint MyWindow) and assigns to course. Email alters OFA. HR gives GTA list to OFA. OFA enters pay.	Additional information about a step or process (not a complaint or suggestion)	
What happens when we hire a GTA after the processing date?	Education related	
9.2 - IS&T IDM Representative generates username		
Does this step exist? What do you mean? Department?	Education related	This step or issue will require restructuring of workflow and/or other to resolve

Payroll & Accounting Functions

As per comments in the previous milestone the timing of accessibility into the payroll system in relation to the hiring process was noted as a pain-point, particularly for high-volume student hires. Delays in first paycheck, or manager's ability to access payroll information for employees were cited as specific examples.

There was some indication that there was a lack of clarity in when/how funding was allocated as per handoffs to budget/grant/accounting functions.

STAFF	Category	Additional Category
10.1. Peoplesoft Entry and Notification to Budget		
where does ERCRs fit into all of this	Education related	This step or issue will require restructuring of workflow and/or other to resolve
newly employed staff who supervise student employees are not always immediately eligible to have their supervisor in the timesheet system que	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
notify HM (hiring manager?) of People Soft entry (red dot)	This step or issue will require restructuring of workflow and/or other to resolve	
Issue : when grant is not in yet and filling out ERcR - too confusing for dept	This step or issue will require restructuring of workflow and/or other to resolve	
need acct number for award faster & prefer not to do cost transfers	This step or issue will require restructuring of workflow and/or other to resolve	
10.2. Budget Analyst deposits funds into budget chart string		
Not accurate, budgets are deposited before process begins, usually at the beginning of the fiscal year.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
For fully/partial grant funded staff/administrators, the funding sources (account strings) need to be established on the system before payroll puts in the new hire's info on Payroll.	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve

What does this step entail? Does this mean that funding is not established? What is the purpose of this step	Education related	
UA tracks budget by PSN and makes updates as action occur. Budget Office no longer tracks by PSN. There used to be a PCL reconciliation, twice a year, to align Budget Office, HR and Departments but this no longer occurs.	Additional information about a step or process (not a complaint or suggestion)	Education related
Budget Office has requested that budget changes be requested once a month, so PeopleSoft reports not accurate	Additional information about a step or process (not a complaint or suggestion)	This step or issue is related to how the organization is structured and/or operates
Do the funds get deposited into the department's budget before the first paycheck is cut?	Education related	
not a step	This set of items are complaints or suggestions that are not actionable	
10.3. Payroll Director validates new hire proposal		
Validates ERCR against approved processed time.	Additional information about a step or process (not a complaint or suggestion)	
why is the new hire only added to pay group right before payroll runs. IS&T needs these new hires added to the paygroups asap as it determines provisioning	This step or issue will require restructuring of workflow and/or other to resolve	Education related
this needs to happen asap not right before payroll processing	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Proposal chg'd to ERCR (3 red dots)	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
(plus sign) approved timesheet * * hrs balanced when processed (red star)	Additional information about a step or process (not a complaint or suggestion)	
LIMITED		
10.1. Budget Analyst deposits funds into budget chart string		
Who does the deposit ? - for grants, the funds must already be available	Education related	

Who does this and when?	Education related	This step or issue could be resolved by clarifying functional roles
From Yellow Card: * Who does this and when?	Education related	This step or issue could be resolved by clarifying functional roles
10.2. Payroll Director validates new hire proposal		
Validates ERCR against approved processed time.	Additional information about a step or process (not a complaint or suggestion)	
ERCR/Extra Pay Form???Validate pay rate here.	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
Incorporate Hourly Pay	Additional information about a step or process (not a complaint or suggestion)	Education related
From Pink Card: * Validate ERCR/rates * Balance approval HRS? (can't read this) * From Yellow Card: * HR or Dept -FERPA -Ethics -Sex. Harass.	Additional information about a step or process (not a complaint or suggestion)	
UNDERGRAD		
9.1. Payroll Validates		
There seems to be a step missing. I usually get an email stating the student has turned in paperwork but nothing that states they can start working. After a week of waiting, I usually tell the student to reach out to their dept head because of the wait and no word from HR	This step or issue will require restructuring of workflow and/or other to resolve	Additional information about a step or process (not a complaint or suggestion)
Validate approved time, FWS, and active in system for current term	Additional information about a step or process (not a complaint or suggestion)	
I have had issues with paying student assistants. I am not sure if the hold up is in HR or Payroll but somewhere in-between students giving all their paperwork to HR and Payroll as a hiring manager I am never really sure if the student can get paid or not until I am alerted of an issue.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be solved with better access to data and reporting

It is not clear to the HM when/if this has occurred. I go into PS timesheets to look for the name(s) of my new hires. If there, then I know Payroll/HRPC has created their payroll profile.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be solved with better access to data and reporting
Problem that needs attention -HR gives the OK to a start date but paperwork gets delayed to payroll and student employees paycheck gets delayed.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be solved with better access to data and reporting
I think these processes are back-end specific to HR and IS&T	This set of items are complaints or suggestions that are not actionable	
I think this process is back-end to HR, Payroll and IS&T	This set of items are complaints or suggestions that are not actionable	
LECTURER		
10.1. Payroll Verifies		
Verify/balance HR audit report for monthly contract pay.	Additional information about a step or process (not a complaint or suggestion)	
Incorporate hourly pay. * Validate against audit report from HR. * New faculty orientation in August* Training - FERPA, Ethics and Concur and more	Additional information about a step or process (not a complaint or suggestion)	
FACULTY		
10.1. Payroll Verifies		
Verify ERCR contract amount when processed	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
From Pink card under 10.1 * Validate pay/monthly contract amount to ERCR	Additional information about a step or process (not a complaint or suggestion)	
add "ERCR" * Validate pay/monthly contract amount to ERCR	Additional information about a step or process (not a complaint or suggestion)	
GSHIP		
10.1.a Payroll Validates		

How is payroll notified to validate?	This step or issue will require restructuring of workflow and/or other to resolve	Education related
Direct Deposit? Manual Check? Pick Up or Mail?	Additional information about a step or process (not a complaint or suggestion)	Education related
10.1.b Payroll validates		
Verify/balance HR audit report and/or ERCR to amount processed	Additional information about a step or process (not a complaint or suggestion)	
Who queues Glacier Link? This should be done early on! HR with I-9? Department? Payroll (too late).	Education related	

Department Onboarding

Consistent with many of the themes and comments from previous milestones; lack of role clarity, process clarity, consistency, policy/compliance, and accountability for the various components of onboarding were noted throughout the comments for Department Onboarding. Specifically, what components of onboarding lie with department, and what components HR is (or should be) responsible for. Participants also noted the need for clarification on who is responsible for the education/training of departmental staff on how to onboard new hires.

Participants noted the need for documented direction/instruction for departmental onboarding processes/procedures and/or tools to track the various tasks involved in the process (checklists, templates, etc).

STAFF	Category	Additional Category
11.1. Department Onboarding Process		
A drop-down menu of IT systems within the Onboarding Survey would be awesome... sometimes as a hiring manager I forget ALL the unique systems our employees need to have access to.	This step or issue could be solved with better access to data and reporting	This step or issue will require restructuring of workflow and/or other to resolve
Provide a "Chapman Overview" for new employees so they understand where their department fits into the bigger picture of the university. I do this for our department currently via a home-grown document, but it would be useful to have an officially vetted, HR compliant version of such a document/presentation.	This step or issue could be solved with better access to data and reporting	Education related
Onboarding is fragmented at best. New employees require technology and technology access which can't always be done as quickly as needed. There should be a master checklist that recognizes that some things are condition precedent to others, and people should understand how long it takes to get each item done. There are some things that HR will know are needed, others that only the department will know. This process needs further development.	This step or issue will require restructuring of workflow and/or other to resolve	Education related
no, there are no steps after this item. We need to know what HR covers and suggestions on what should be covered by the department	This step or issue could be solved with better access to data and reporting	This step or issue could be resolved by clarifying functional roles
Much of onboarding should be centralized at HR. A new employee should not even report to their department until they have a password, computer, key card access, have done authorized driver training, chosen benefits, entered into payroll, any other university specific requirements. The department should only be dealing with department and role specific training. This ensures the same welcome and onboarding process for all employees.	This step or issue could be resolved by clarifying functional roles	Education related

each department would need an updated onboarding booklet * HR should have a link to an overall org chart. * Brian's email with HR titles and who to go to would be an example	Education related	This step or issue could be solved with better access to data and reporting
missing part- who would be in charge of onboarding hiring manager or operation admin?	This step or issue could be resolved by clarifying functional roles	Education related
before employees start date - department needs to be informed that this person is starting on such and such date in order to be welcomed by the team	This step or issue will require restructuring of workflow and/or other to resolve	
department needs to have an onboarding welcome package to make the new employee welcomed being a Chapman gear, a welcome sign or ...	Education related	
IS&T need to be present on the first day to help with phone and computer setup	This step or issue is primarily related to behavioral changes in work	This step or issue could be resolved by clarifying functional roles
missing factor would be signing the job description and operation not receiving the signed copy before it gets to HR. We need an automated system that all paperwork needs to be submitted through	This step or issue will require restructuring of workflow and/or other to resolve	
Step to be added: Clearer ownership of the training that staff need and where they get it from and the hiring manager needs to be told what is needed and how to get them signed up for that. Ex: FERPA, Mandated Reporter Training, Illness and Injury, Ethics. Additionally, I would love if diversity training was mandatory for all employees and not a fun add on. Also, do we have blood borne pathogen training required for certain staff members as appropriate?	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be resolved by clarifying functional roles
Need an onboarding/ link for new employee. Information on who to go to for training and training materials: Concur, 25live, ticketing, people soft, payroll, Gym pass, Health pass, FedEx login information, office solutions and vendor information, benefits, payroll	Education related	This step or issue will require restructuring of workflow and/or other to resolve
11.1 =many red dots (20) 1 green * Training HR or Dept -FERPA - Ethics - Time sheet (10 red dots)	Additional information about a step or process (not a complaint or suggestion)	
bring back admin training(4 red dots)	Additional information about a step or process (not a complaint or suggestion)	Education related

HR onboarding (7 red dots)	Additional information about a step or process (not a complaint or suggestion)	
a list of training access etc. needed for new hire back with all of it ready to go (13 red dots - 1 green)	Additional information about a step or process (not a complaint or suggestion)	Education related
communication on training resources(14 red dots)	Additional information about a step or process (not a complaint or suggestion)	Education related
campus tour * staff / faculty lunch * other Chapman Benefits - movie passes/gym	Additional information about a step or process (not a complaint or suggestion)	Education related
LIMITED		
11.1. Department Onboarding Process		
Who is responsible to ensure compliance with training requirements (HR or department) * - FERPA * - Ethics training * - Sexual Harassment	This step or issue could be resolved by clarifying functional roles	Education related
This process can vary depending on what their position is and what their responsibilities are. For our Post-Docs who are hired for a 2 year period, we do the following on-boarding (note: there are added steps for International hires). * 1. Metal Key request for their office and the building (if necessary) * 2. ID and Password for desktop * 3. Request for a temporary desktop computer (if necessary) * 4. Access to the gym (if interested) * 5. Payroll Training * 6. HR Orientation * 7. Tools for success: office supplies, software needed, etc. * 8. Introductions to all other faculty in the department * 9. Discuss any unwritten rules/rules of courtesy** If international: * Work with Susan Sams to complete paperwork * Discuss banking options * Transportation * Housing * and more...	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
Chapman template that we can adjust to be dept. specific. We do our own internal process of an orientation, buddy training, campus tours, touch base meetings and so on. But that is not something Chapman trains us on.	Education related	This step or issue could be solved with better access to data and reporting

HR or Department Training???Is there an official process?FERPA, Ethics, Sexual Harassment?Unclear university processes.Which onboarding steps are handled by who?	This step or issue could be solved with better access to data and reporting	Education related
10. Incorporate hourly pay * Validate against audit report from HR * Nonfaculty orientation in August * Required training on FERPA, Ethics, etc. * Need task list of information to cover * Add another session for Lecture Orientation	Education related	This step or issue could be solved with better access to data and reporting
From Yellow Card(s) * It would be helpful to have a list(?) of training/cert options to select all that each employee needs to complete before beginning or within a certain timeline of beginning. i.e. IS&Ttraining, 1,2,3, * HR Training, 1,2,3,* Facilities, Training 1,2,3,* Risk... Vehicle...Safety... Payroll... * Unclear? Dept vs. University Processes - which onboarding steps are handled by HR & what should dept handle?	Education related	This step or issue could be solved with better access to data and reporting
UNDERGRAD		
10.1. Departmental Onboarding		
It is not clear. * - Who creates an outline for successful student onboarding? * - what can we follow up on to ensure we follow protocol * It is accurate. * - the department should onboard their own employees as they have the expertise from the actual department. * Missing after this step is HR Follow up. * - Can HR follow up with supervisors to see if the student was onboarded successfully, if they're still experiencing problems or are going through promotions and need new access or otherwise.	Education related	This step or issue could be resolved by clarifying functional roles
Can a training video be created that explains student employee responsibilities, FERPA, TitleIV, Non-discrimination policies?	Education related	
Who is responsible to ensure compliance with training requirements (HR or department) * - FERPA * - Ethics training * - Sexual Harassment	Education related	This step or issue could be resolved by clarifying functional roles
what is expected from departments for onboarding? should we be training on FERPA, sexual assault prevention?	Education related	This step or issue could be resolved by clarifying functional roles
Notsure exactly what this step should entail, besides key card access and timesheet training.I think FERPA and other trainings could be helpful	Education related	Additional information about a step or process (not a complaint or suggestion)

<p>The support documents from student employment have consistently not been helpful or use broken links. We do an internal on boarding though. They have an orientation (2hrs) to go over mission statement, tour of our dept., we go over time sheets, calling out sick, swapping shifts, dress code, job expectations. We then do three buddy training shifts on three different days. Each day their buddy trains them on things like how to appropriately answer and use the phone, where to go to pick up checks, how to do our set ups and so on. Buddy system training also gives them a helper when they work with IS&T to get their username and get access to the share drive and their emails and other items like keycard access (we found having a buddy helping them with this was massively helpful). We then do a touch base meeting with the new student to see how they are doing and fill in the gaps from any training that was confusing. The student assistant then works shifts and we just monitor to ensure they are doing ok.* With respect to training we have them do FERPA, illness and injury but I have not been able to offer a preventing sexual harassment training for them. Should they?*</p> <p>Ultimately, Chapman should have a template on boarding that we can then modify for dept. specific.</p>	Education related	This step or issue could be solved with better access to data and reporting
<p>Are there resources that are standardized across the University that could be shared with the departments? Training for timekeeping and breaks, general workplace best practices, etc.?</p>	Education related	This step or issue could be solved with better access to data and reporting
<p>Roles need to be clarified. What is hiring manager in charge of? Vs. HR vs. IS&t * What are training expectations for ferpa, title 9, etc</p>	Education related	This step or issue could be resolved by clarifying functional roles
<p>Add a step: Department specific Orientation</p>	Additional information about a step or process (not a complaint or suggestion)	
<p>Add a step: buddy training on processes related to job.</p>	Additional information about a step or process (not a complaint or suggestion)	Education related
<p>Add A Step: training - FERPA, illness and injury, preventing sexual harassment and any other related training needed. (Perhaps athletics students need a blood borne pathogen training and so on.</p>	Additional information about a step or process (not a complaint or suggestion)	Education related

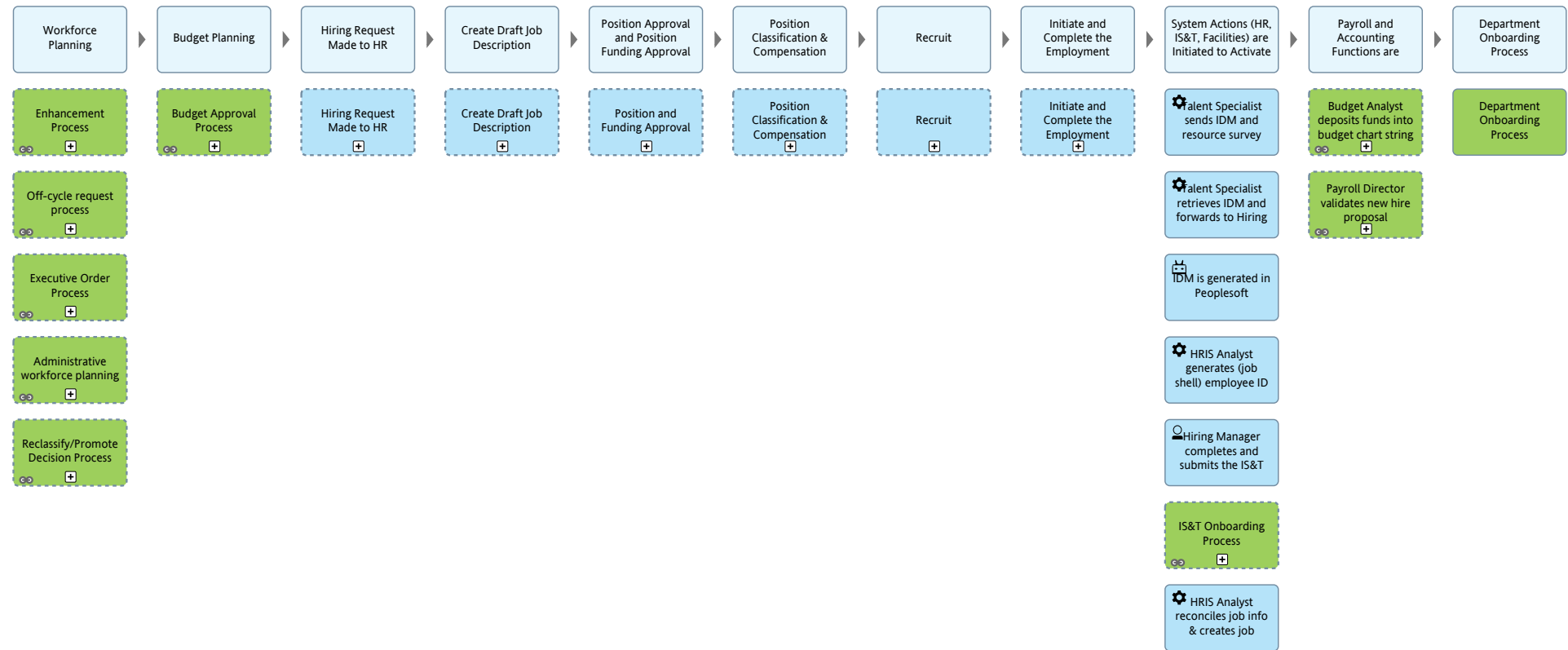
The departments have to work with IS&T and other individuals to insure that new hires have been given access to the various programs (Image Now, Slate, PeopleSoft, etc.) the student(s) will need to complete their daily tasks.	This step or issue will require restructuring of workflow and/or other to resolve	This step or issue could be solved with better access to data and reporting
Step to be included: Mandated Reporter training. I did not get trained on this until four years into my position.	Education related	
some guidelines and resources of what the departmental expectations are for student employment onboarding would be helpful.* are the following items required to be covered annually? * -FERPA * -Title IX training * anything else?	Education related	
missing - HR needs to provide onboarding to manager the same way they do for Staff and admin hire	Additional information about a step or process (not a complaint or suggestion)	Education related
Clarify this process is defined by the dept-functional area staff. Can this be standardized across the institution in some format?	Additional information about a step or process (not a complaint or suggestion)	Education related
need an updated onboarding for students and dress code is needed.	Additional information about a step or process (not a complaint or suggestion)	Education related
Departments should be asked to prepare on-boarding processes based on student position.we have students filling many functions, which involved separate types of training	Additional information about a step or process (not a complaint or suggestion)	Education related
Need hiring videos for student employees. FERPA - Title IX	Education related	
Training on particulars for each area within department rules, etc. by direct supervisor.	Additional information about a step or process (not a complaint or suggestion)	Education related
LECTURER		
11.1. Departmental Post-Hire Onboarding		
Who is responsible to ensure compliance with training requirements (HR or department) * - FERPA * - Ethics training * - Sexual Harassment	Additional information about a step or process (not a complaint or suggestion)	Education related

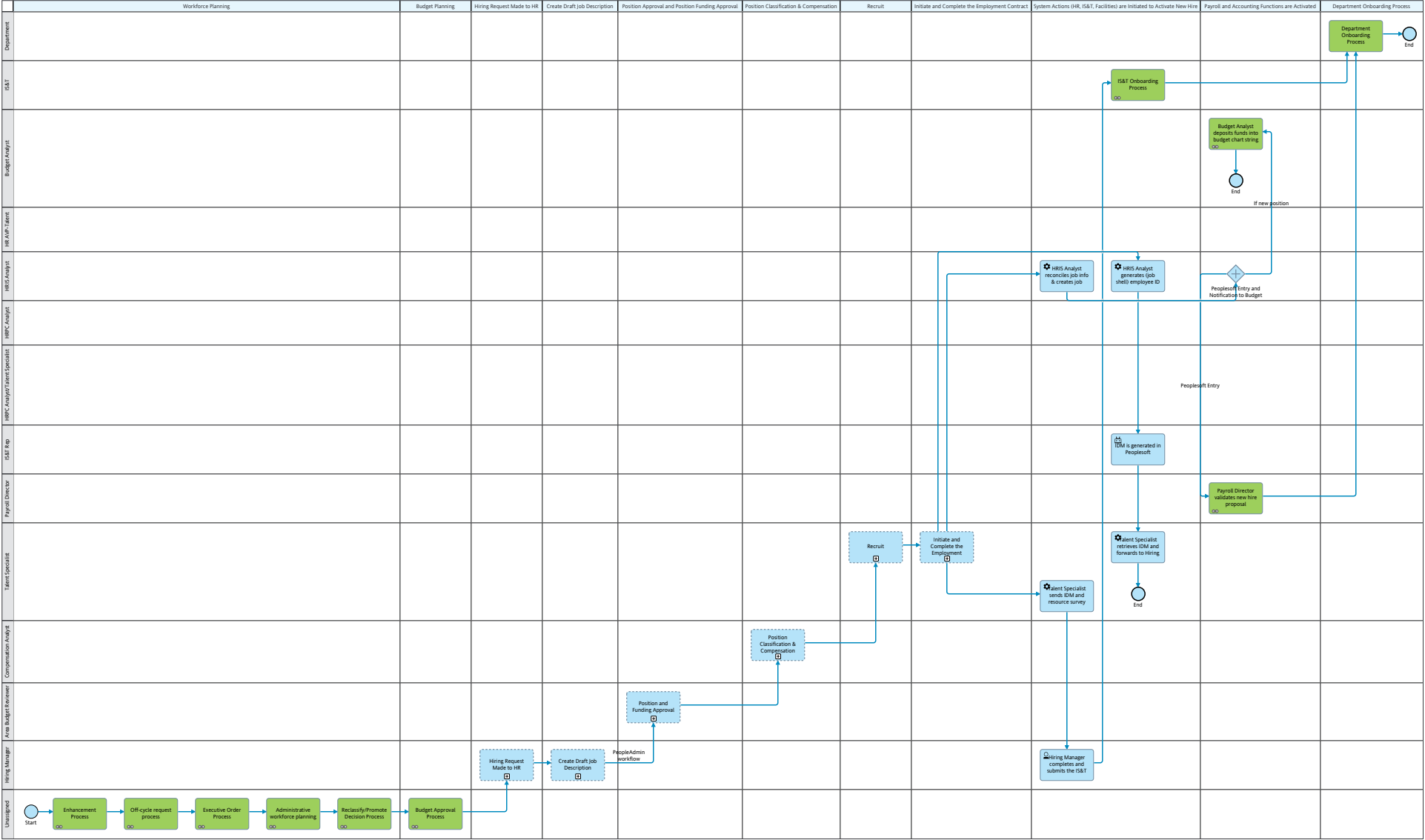
There really isn't an onboarding process unless the lecturer asks for help. This is left to one staff person to do and we have so many lecturers. Need department chairs and faculty to help with this. But they don't want to do it. I spend a great deal of my time answering questions that I shouldn't be answering.	Additional information about a step or process (not a complaint or suggestion)	Education related
I understand that HR provides an orientation for lecturers. To acclimate the lecturer to our college, are there any considerations towards colleges/schools creating a College specific on-boarding/introduction session?	Additional information about a step or process (not a complaint or suggestion)	Education related
FACULTY		
11.1. Faculty Orientation (includes benefits orientation)		
Is this the same thing as 8.6, requesting new faculty to come to HR to complete hiring paperwork? Please notify dept admin of this date (HR orientation). * If a date is known, will HR notify new faculty of the University's faculty orientation? This happens during the Summer (think this year was August 16?)	Additional information about a step or process (not a complaint or suggestion)	This step or issue will require restructuring of workflow and/or other to resolve
From Pink card: * Training (HR or Dept) * FERPA * Ethics * Sexual Harassment * Other	Additional information about a step or process (not a complaint or suggestion)	Education related
5 red dots	This set of items are complaints or suggestions that are not actionable	
11.2. Departmental Post-Hire Onboarding		
Who is responsible to ensure compliance with training requirements (HR or department) * - FERPA * - Ethics training * - Sexual Harassment	This step or issue could be resolved by clarifying functional roles	Education related
We have only one person that does unboarding for faculty. Every first day of the semester, they are usually out. Should we have a 2nd person	This step or issue is related to lack of capacity or resources	
Clear. Director of Admin Services notifies dept admin once new faculty is given an employee # and email address. Dept admin has a whole checklist of duties pre and post onboarding. It's similar to Robin's checklist. Happy to share this checklist.	Additional information about a step or process (not a complaint or suggestion)	Education related
Startup spending and notifications as part of institutional or department onboarding?	Additional information about a step or process (not a complaint or suggestion)	

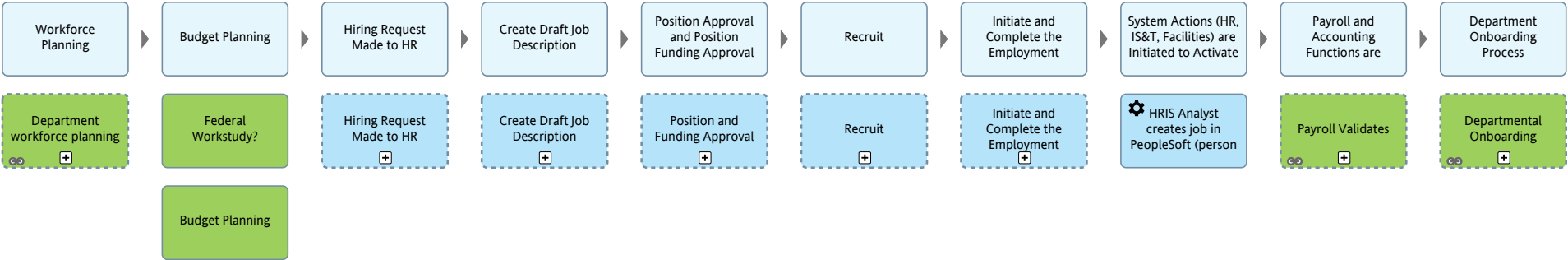
6 red dots	This set of items are complaints or suggestions that are not actionable	
GSHIP		
11.1.b Department Onboarding		
Who is responsible to ensure compliance with training requirements (HR or department) * - FERPA * - Ethics training * - Sexual Harassment	This step or issue could be resolved by clarifying functional roles	Education related
VPGE and IETL host GTA orientation.	Additional information about a step or process (not a complaint or suggestion)	
VPGE informs HR of GTA Glacier status.	Additional information about a step or process (not a complaint or suggestion)	
VPGE will give Gship list to OFA. OFA will inactivate in PS campus solutions * HR should not term.	Additional information about a step or process (not a complaint or suggestion)	

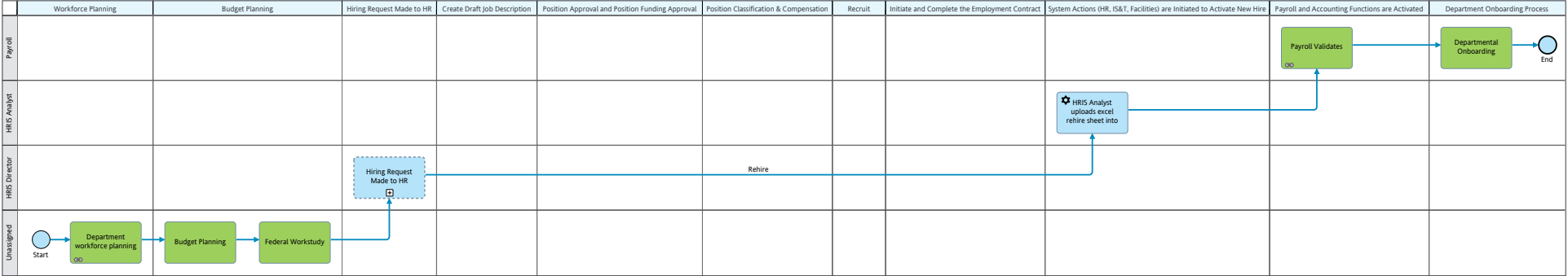
Appendix 8: Draft Current State Business Process Maps

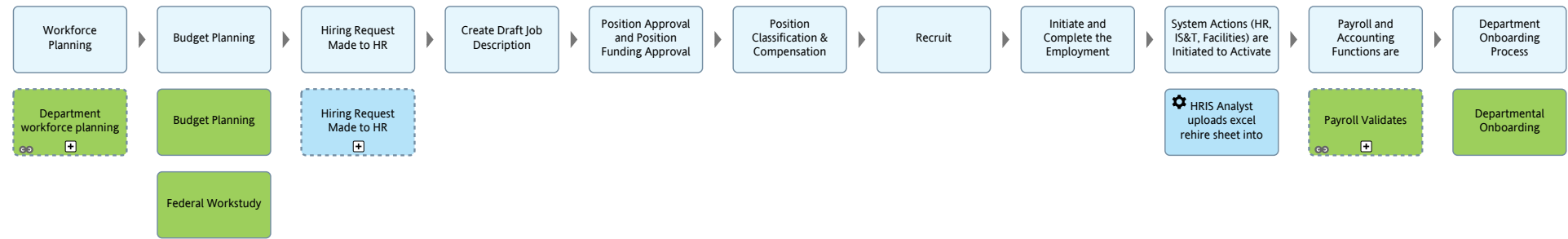
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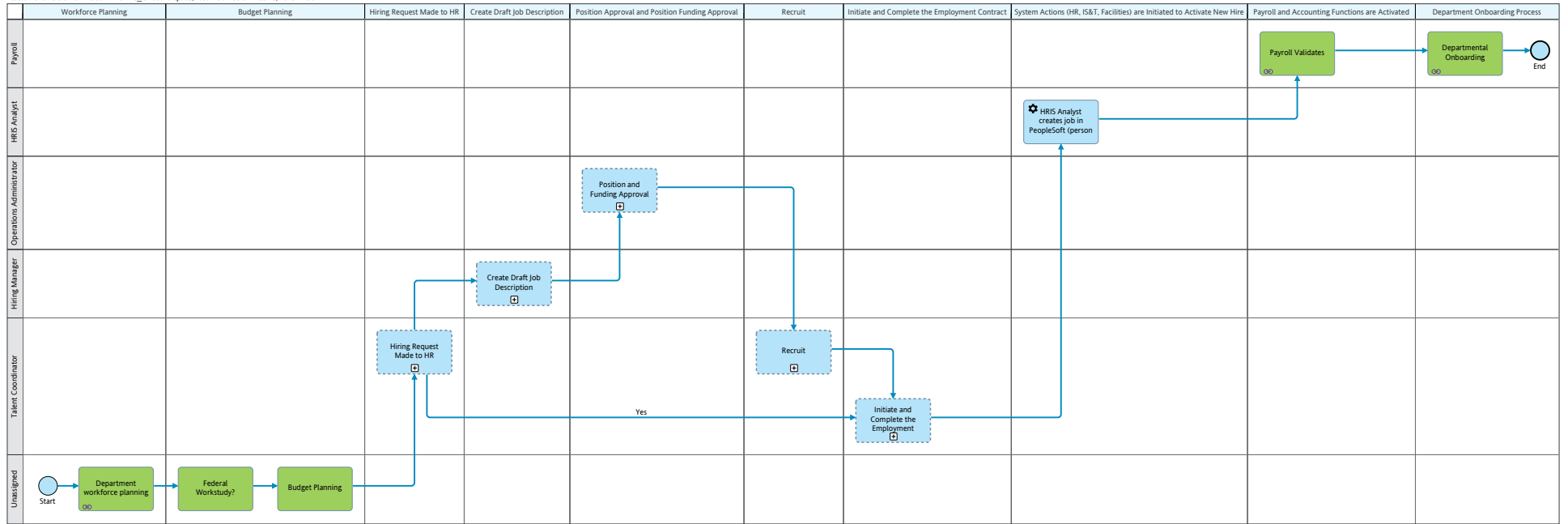


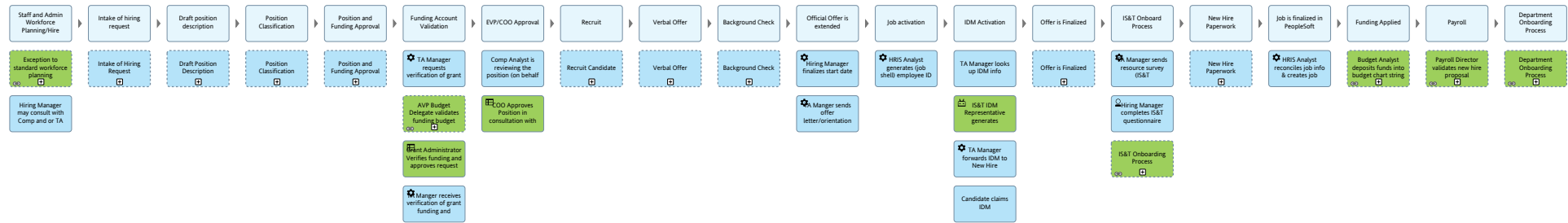


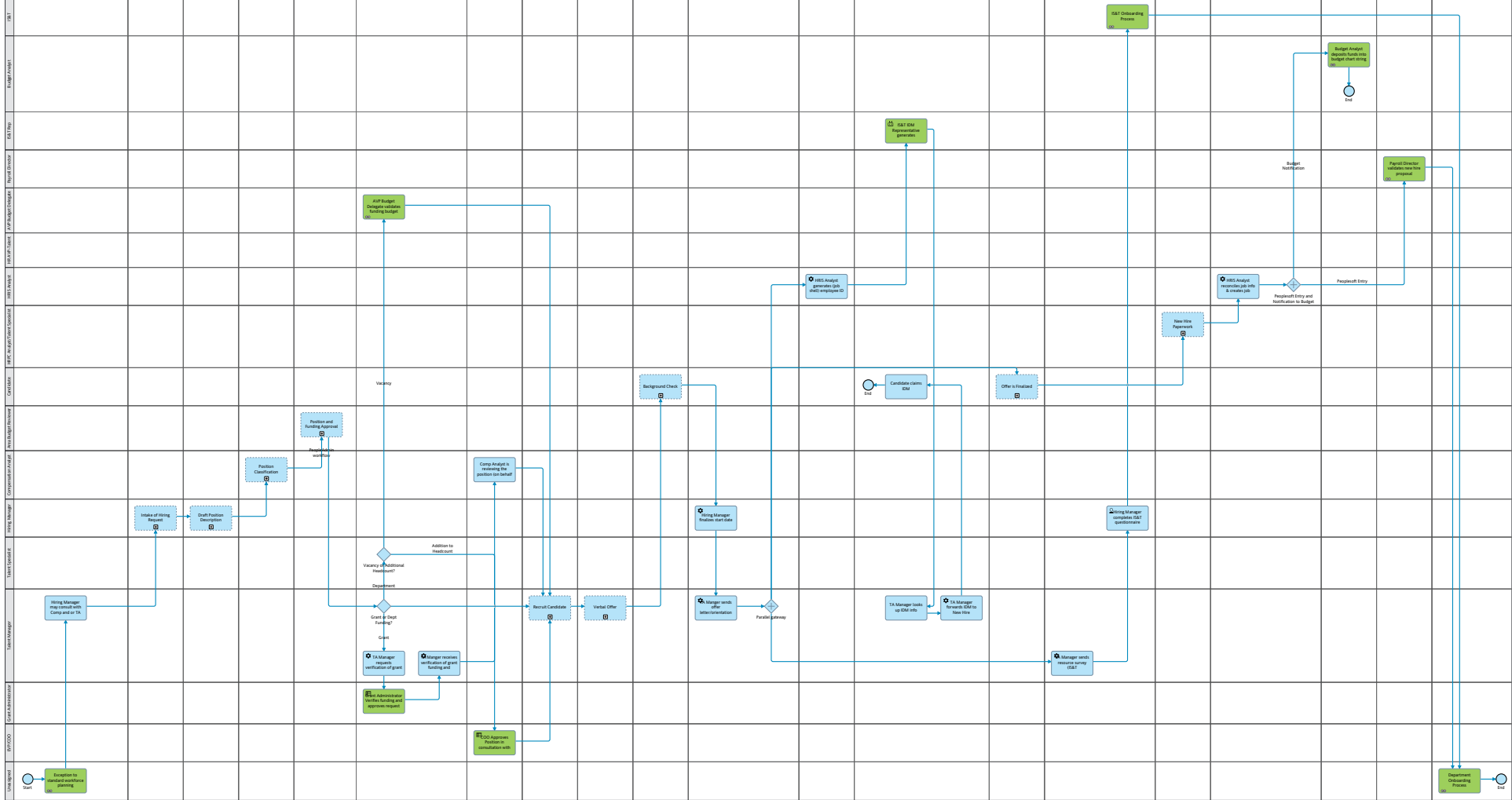


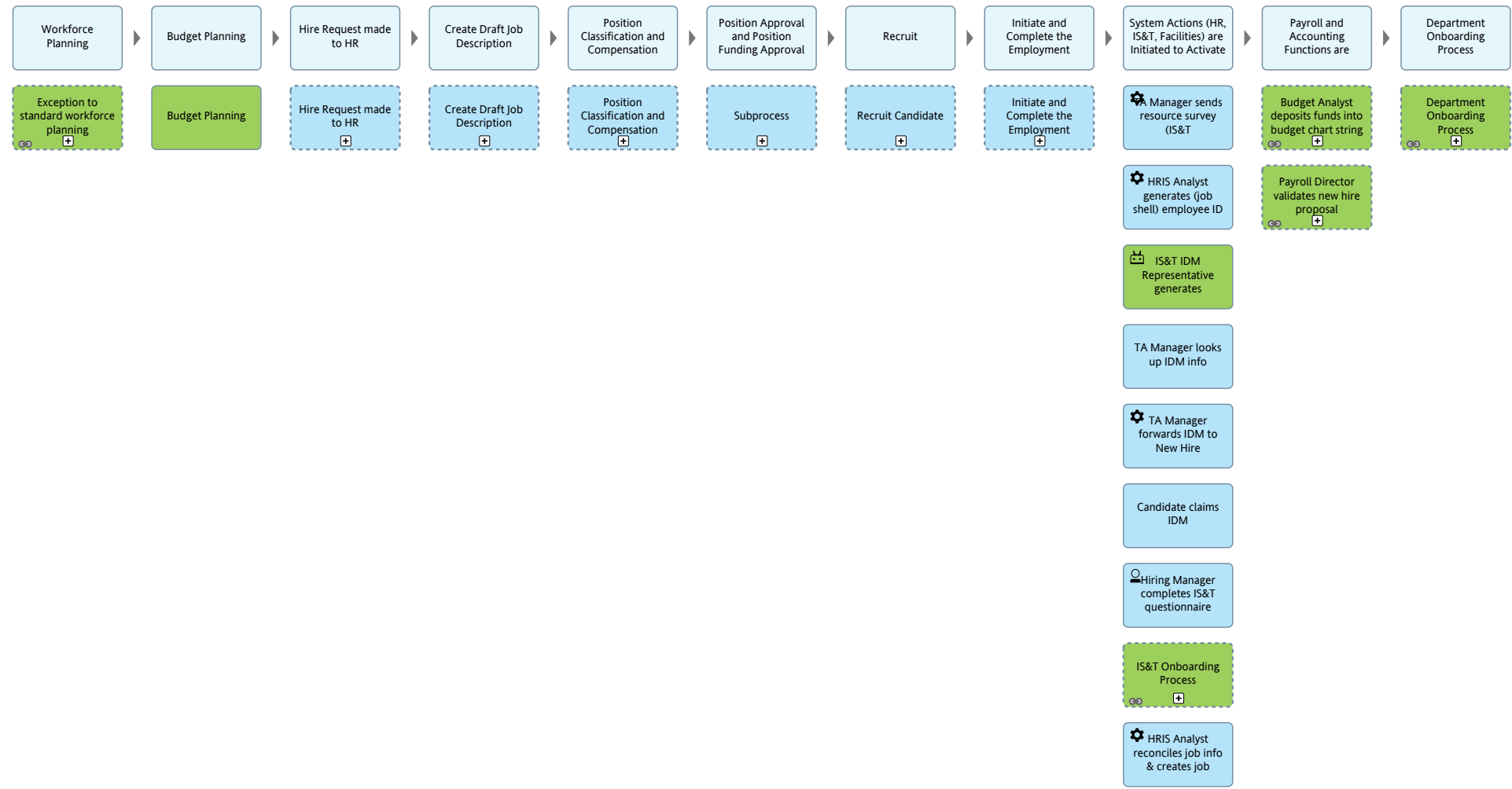


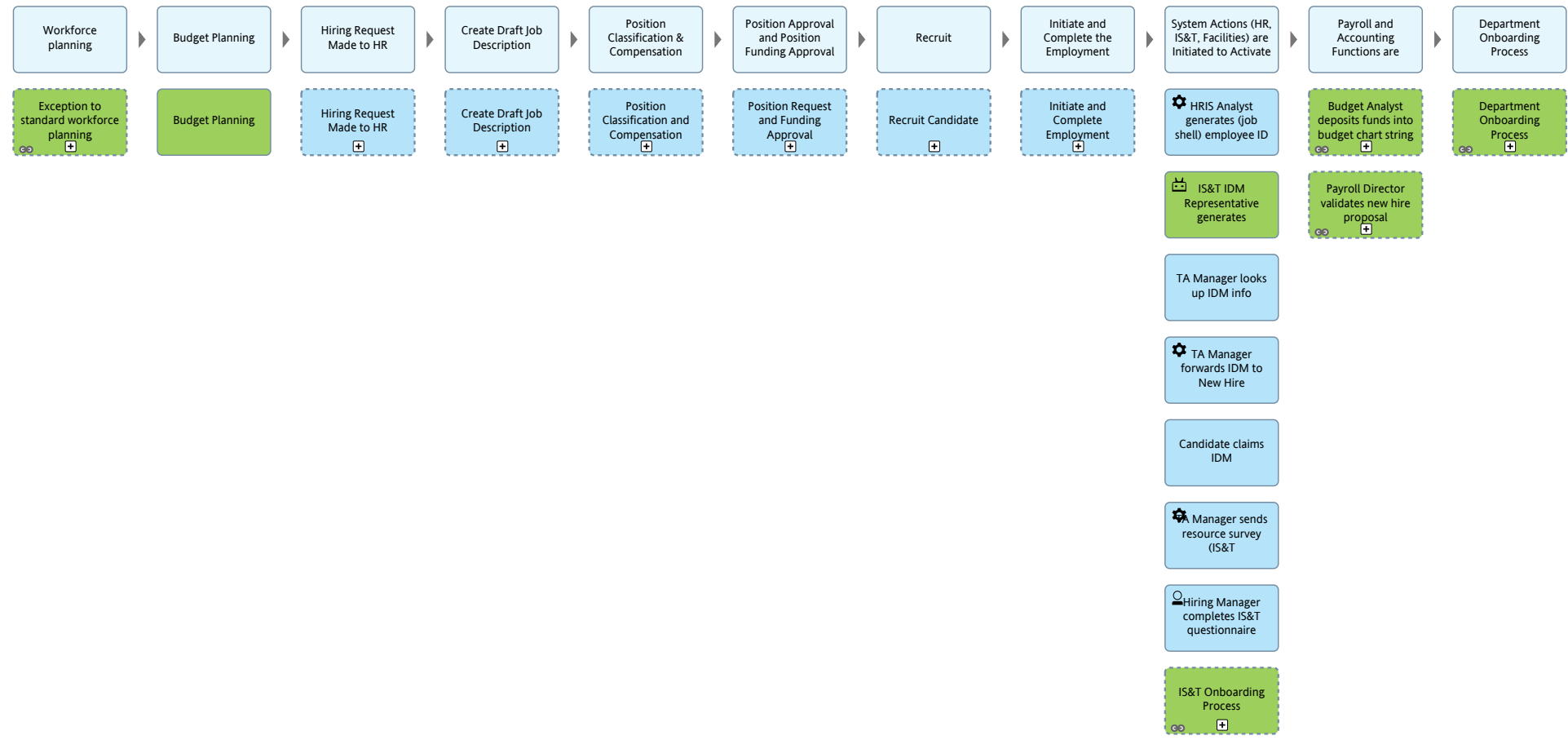


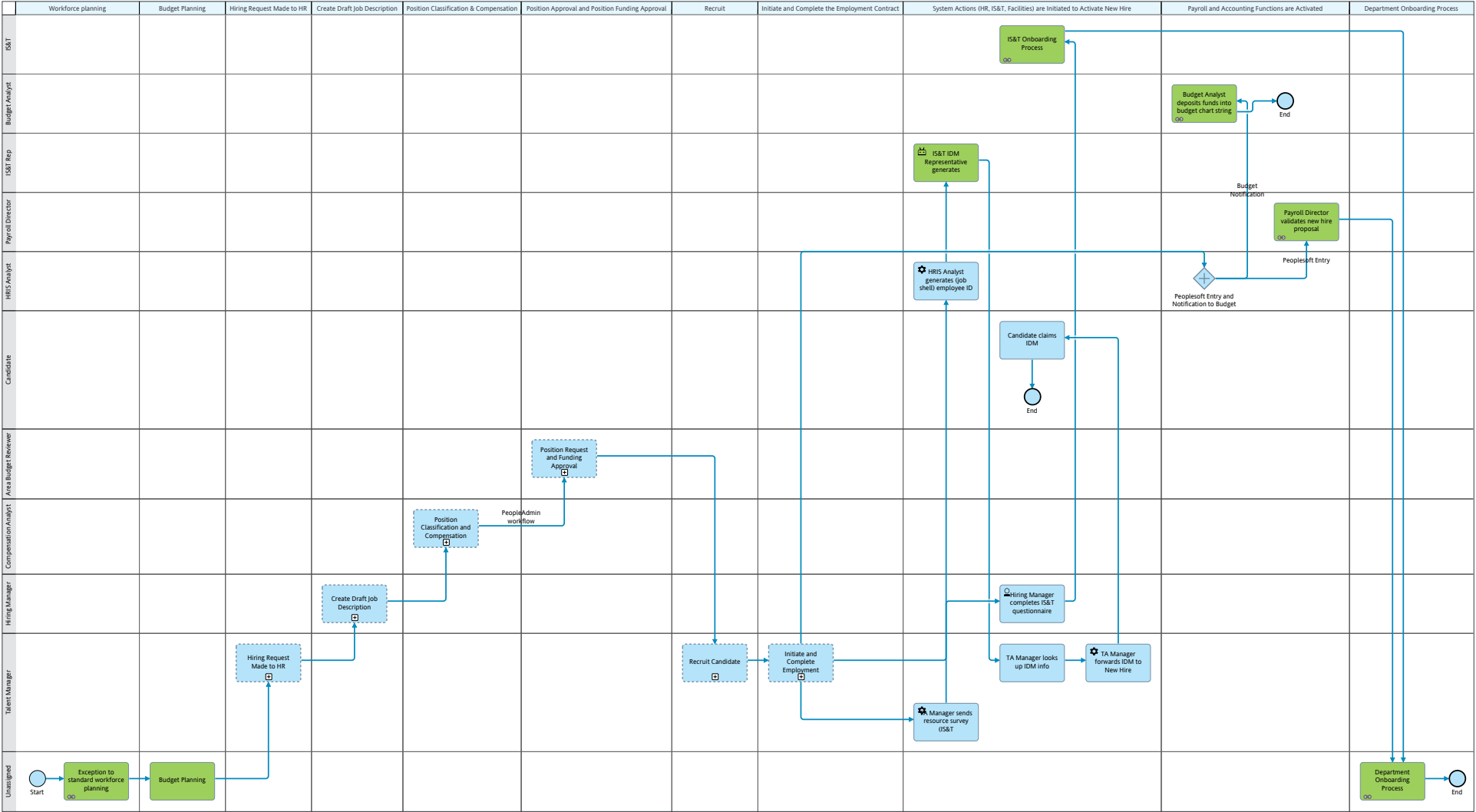


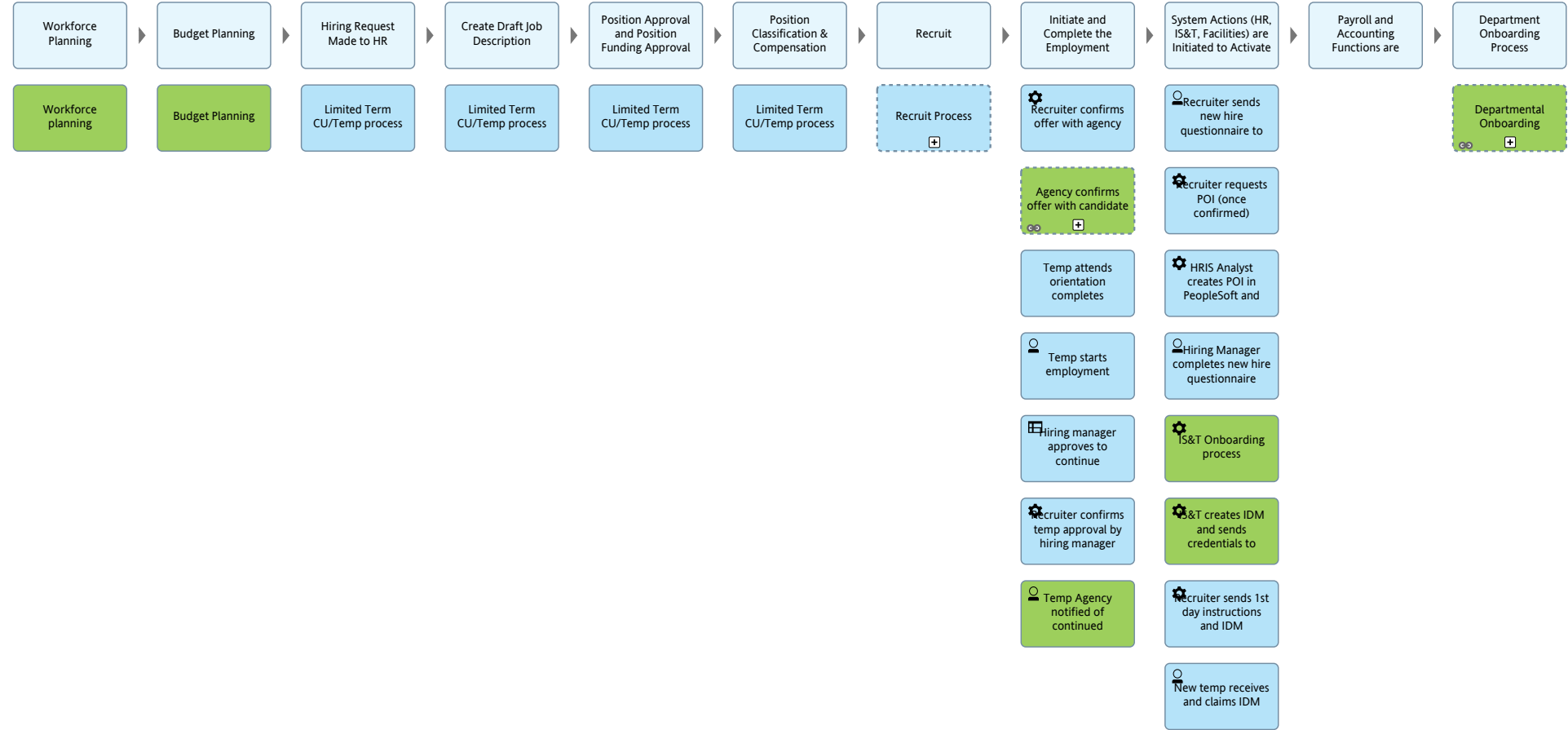


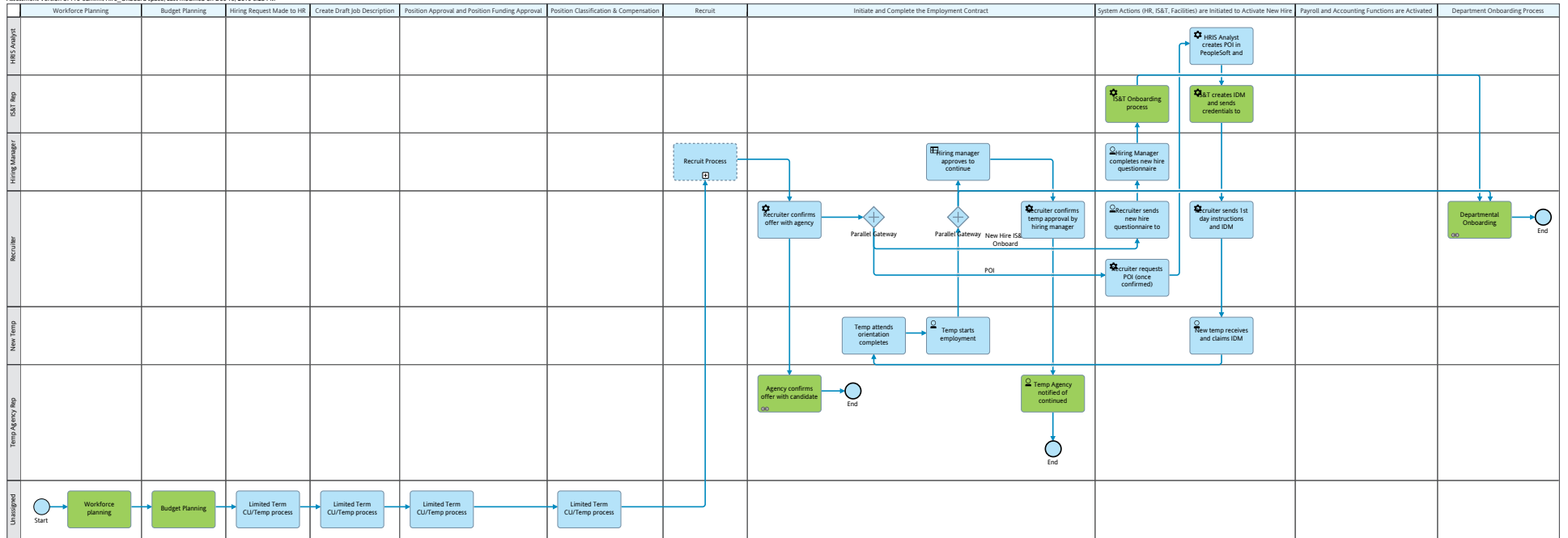


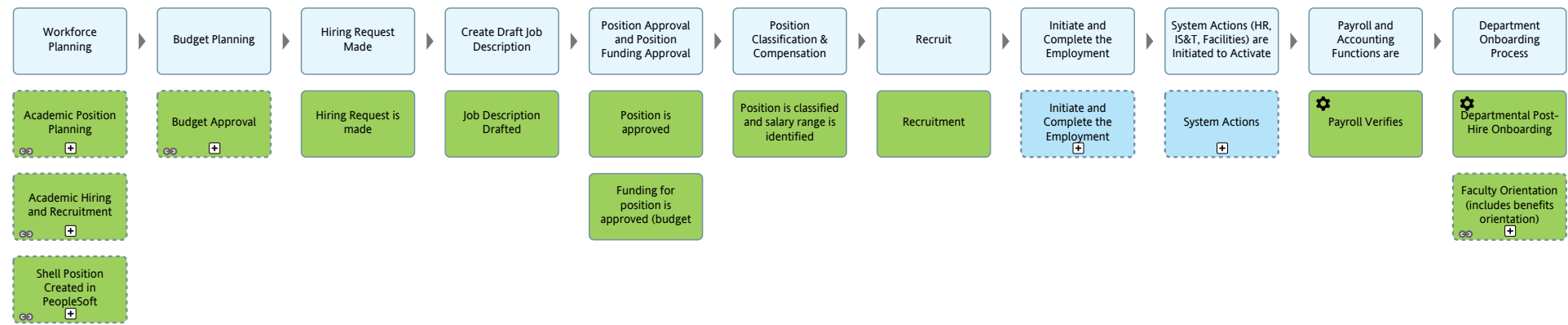


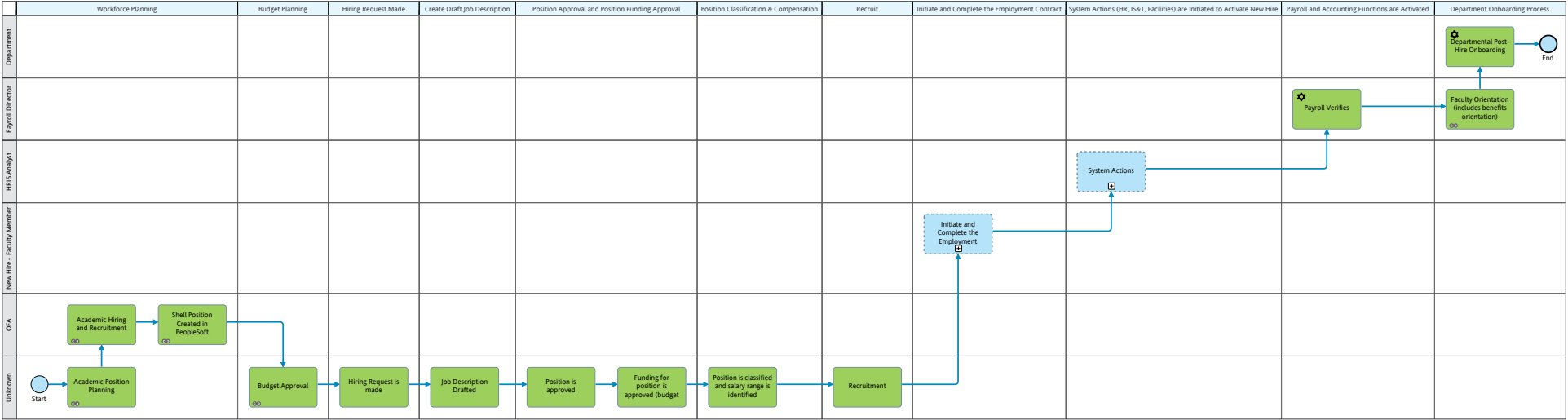


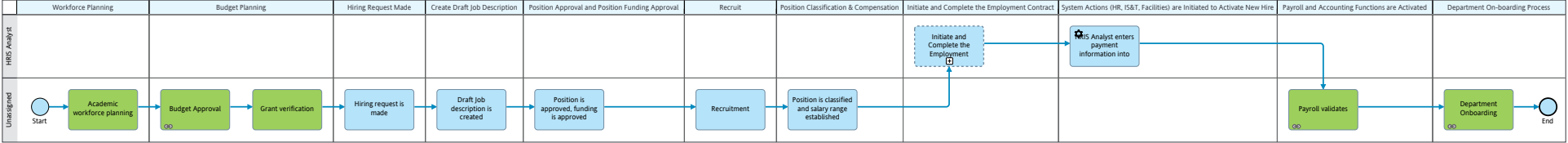


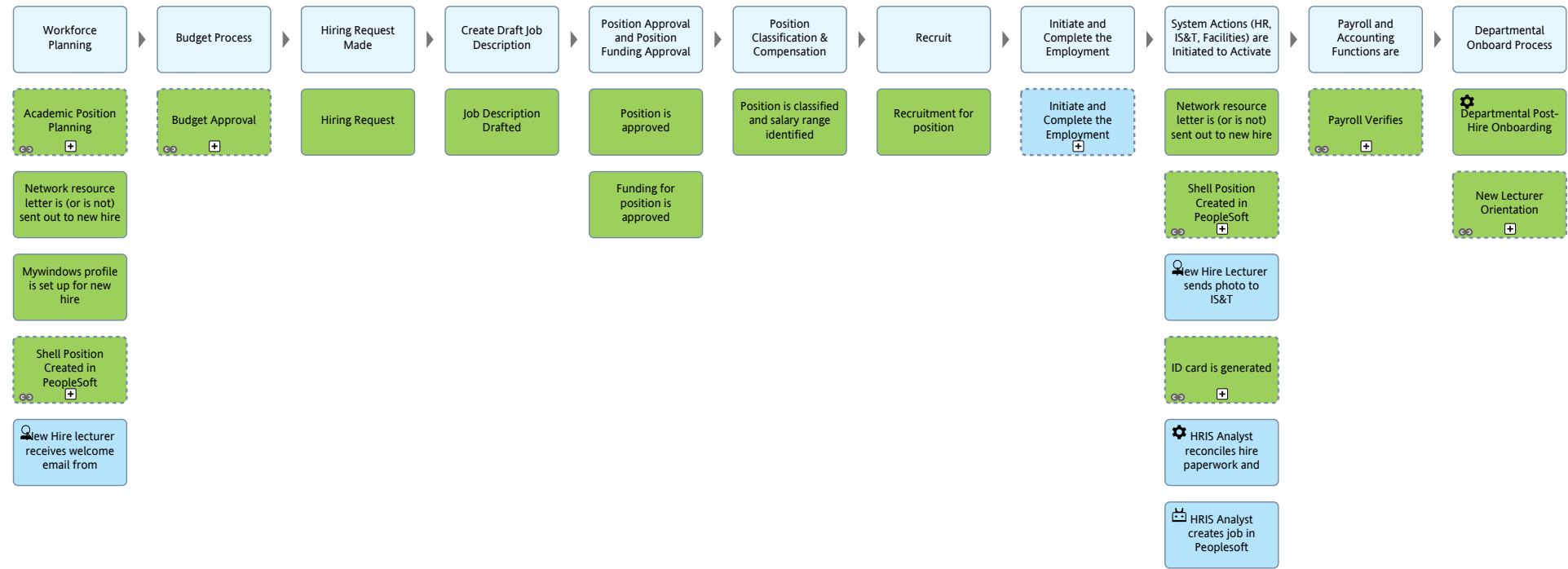


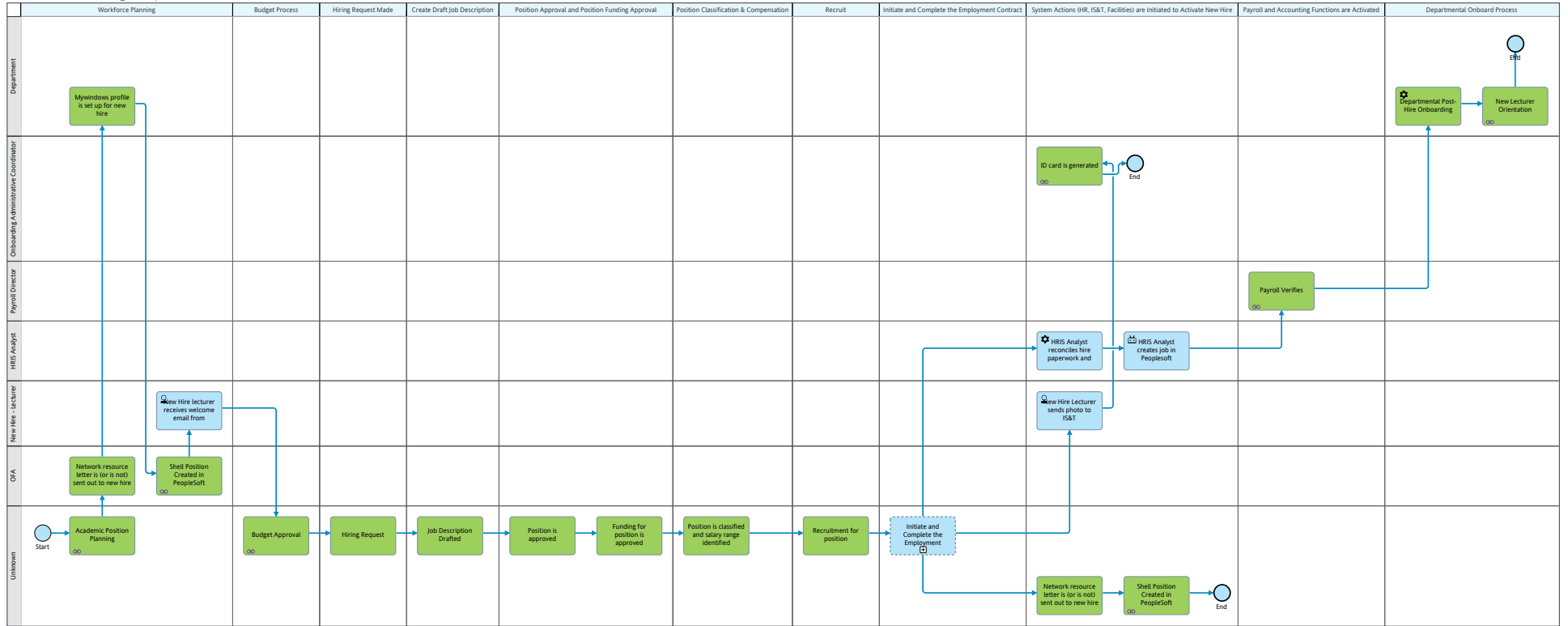












GRADUATE ASSISTANT (GSHIP) HIRING PROCESS FOR HIRES STARTING 1/1/20 OR LATER

Dept./Program

Obtains position information from faculty/chair/Principal Investigator (PI)

Determines with faculty/chair/PI potential student hire

Obtains student personal info

Completes GradEd's online Request to Hire form (all GShip types)

If NOT a GTA position, creates ERCR and gets budget approval for all positions NOT funded by VPGE budget, and submits signed ERCR to GradEd via email

FOR GTAS ONLY, once Employment Letter is received via copy from GradEd, dept. creates new person record in Campus Solutions or finds existing record and updates it

FOR GTAS ONLY, dept. submits "Instructor Add/Change Request" on MyWindow Portal

FOR GTAS ONLY, dept. attaches GTA to existing course and section

GradEd Office

Receives online Request to Hire form & ERCR (from dept. OR GradEd creates ERCR for VPGE-funded non-GTA roles)

Verifies student enrollment and GPA eligibility; notifies dept. if student does not meet eligibility for hire

Initiates Background Check

Transmits Request to Hire to HR (which preps Employment Letters) and ERCR (ERCR not required for GTAs)

Once received from HR, sends Employment Letter to student for signature & copies dept. and faculty supervisor

Collects signed Employment Letter from student and returns to HR

For GTAs only, communicates course and pay info. to OFA

For GTAs only, informs HR of NRA status for Glacier system

For GCAs only, communicates LMS access information to IS&T

Invites GTAs to GTA Orientation and enrolls GCAs (and GTAs, as applicable) in GTA Development Program from IETL, and informs Faculty Supervisors of GTA/GCA evaluation requirements

Human Resources

Receives Request to Hire and ERCR (ERCR not required for GTAs) from GradEd

Collects any additional hiring paperwork from student (I-9, etc.)

Preps Employment Letter; sends back to GradEd

Forwards ERCR for all positions EXCEPT GTAs to HRIS for input (payroll)

Informs Financial Services of NRA status for Glacier system for all GShips who are NRA

Handles provisioning with IS&T and assigns all applicable HR compliance training (FERPA, ethics, etc.)

All students need to be registered appropriately to meet GShip eligibility requirements no later than 30 days prior to the start date of their GShip. Enrollment is verified prior to start date AND again periodically throughout the term. Students must maintain enrollment throughout entire



**Office of the Vice Provost
for Graduate Education**

v. 11.23.19

