Banner Initiatives – Project Initiation Document
HRIS / EPAF Processes

**Project Statement:** The Banner Initiatives sub project Human Resources Information System (HRIS) / Electronic Personnel Form Approval (EPAF) processes is underway. The purpose of the HRIS/EPAF Process project is to review, evaluate, and analyze existing HRIS processes and Banner HR EPAF function capability to enhance process efficiency and effectiveness to the point of processes that are best-in-class.

**Program:** Banner Initiatives: HRIS / EPAF Process

| Created and submitted by: Chyerl Wolfe-Lee / Vic Kiel | Date Created: 9/1/11 |
| Process Owners: Chyerl Wolfe-Lee | Date Modified: 10/31/11 |
| | Version: 1 |
1. **Current Situation**
   Currently the recruitment and personnel action process can exceed 30 stops for review and approval to hire an individual. Currently within this process a vice president, in the routing queue, might need to approve action more than three times. Therefore the purpose of this project is to reduce redundancy and streamline processes to improve efficiency both in time and data integrity.

2. **Business Processes To Be Reviewed**
   - Personnel Action (PA) Process
   - Recruitment Process
   - Electronic Personnel Action Form (Banner EPAF)
   - Faculty Load and Compensation (FLAC)

3. **Functional Areas That Will Be Impacted**

<table>
<thead>
<tr>
<th>Academic Affairs</th>
<th>Business Services</th>
<th>Capital, FM, Public Safety &amp; Parking</th>
<th>Enrollment &amp; Student Services</th>
<th>Financial Services</th>
<th>Human Resources &amp; Payroll</th>
<th>Information Technology</th>
<th>Internal Audit</th>
<th>Internal Control</th>
<th>Legal &amp; Policies</th>
<th>Outside Consultant</th>
<th>Planning &amp; Budgeting</th>
<th>University</th>
<th>University Advancement</th>
<th>University Relations</th>
<th>All Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impacted</td>
<td>✓</td>
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<td>Resources Required</td>
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</table>

   **Impacted:** All departments that have any employees are and can be impacted the personnel action process (esign or electronic EPAF).

4. **Identify Stakeholders**
   All departments
5. Identify Team Members

- Chyerl Wolfe-Lee, Chair / Director, Human Resources
- Linda Teater, Associate Operating Budget Dir, University Planning & Budgeting
- Chris Vallejo, Administrative Services Manager, Facilities Management
- Ichi Pencil, Director, Academic Budgeting
- Janet McLeod, Business Manager, Counseling, Health & Wellness
- Kim Herrenkohl, Director of Internal Audit
- Laura Eckert, Senior Executive Equal Opportunity Associate
- Lea Aune, Manager, Professional Staff Employee Relations
- Lise Fitzpatrick, Director, Administration & Finance, Extended Education & Summer Programs
- Susan Hoidal, Assistant to the Dean, College of Science & Technology
- Vic Kiel, Manager, Training & Development / Human Resources Information Systems

6. Relationship to Banner Initiatives Objectives

Banner Initiatives Objectives

- Simplify and automate business processes by implementing best-in-class practice
  - Avoid human errors
  - Improve data integrity
  - Reduce process cycle time and unnecessary paperwork and handling
  - Increase productivity and improve accuracy
  - Integrate systems and reduce/eliminate redundancy and shadow systems

- Improve services to campus and boost customer satisfaction

- Improve reporting capabilities on:
  - Management reports
  - State and federal reporting requirements

- Deliver effective training program to all identified end-users across different departments prior to “go-live”

- Provide efficient post implementation support to end-users
HRIS / EPAF Process project will meet Banner Initiatives objectives as follows:

- Identify and eliminate redundancy in the HR external recruitment and PA processes thereby reducing process cycle time, form review and approval time. Note: Internal HR processes were evaluated and processes were redesigned and implemented in Phase 1.
- Review and implement new separate Faculty and Staff PA’s with improved routing that will: a) improve data integrity, b) reduce process cycle time, c) increase productivity and accuracy, d) improve services to campus, and e) improve customer satisfaction.
- Expanding the use of the Banner EPAF following Banner best-practices could even further shorten the time from inception to completion of a personnel action and reduce errors, reducing the number of times the same data must be entered into the form or system.
- Improving data integrity and reducing process times from improved recruitment and PA processes and/or forms will result in more up-to-date and accurate management, state and federal reports.
- Deliver hands-on classroom training to both originators and approvers.
- Provide web site with documentation and training material, both during and after implementation that will continue to provide post implementation support to end-users.

### 7. Risk Assessment

<table>
<thead>
<tr>
<th>Risk</th>
<th>Impact</th>
<th>Mitigation</th>
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</thead>
<tbody>
<tr>
<td>Amount of time available to team members to dedicate to the project above their normal workloads</td>
<td>Time to complete the project</td>
<td>Build time into the work breakdown structure to off-set resource availability</td>
</tr>
<tr>
<td>Insufficient communication with campus</td>
<td>• Resistance to change in processes or forms</td>
<td>Hold communication sessions to announce project, explain benefit, and answer questions:&lt;br&gt;• Departmental meetings, e.g. Dean’s Assistants&lt;br&gt;• BMAC (Budget Management Advisory Council) meetings&lt;br&gt;• HR/Finance Focus Group meetings</td>
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<td>Insufficient training</td>
<td>• Recruitment, PA and/or EPAF forms keyed incorrectly</td>
<td>Conduct classroom training&lt;br&gt;• Create electronic tutorials on keying recruitment, PA and/or EPAF forms</td>
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<td>Level of ADMCS support</td>
<td>ADMCS resources may be limited due to competing resources (other projects)</td>
<td>• Delay rollout&lt;br&gt;• Seek consulting help</td>
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</tbody>
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8. Research
Research Banner documentation; collaborate with other institutions (Texas Tech University, University of Idaho, Johnson County Community College and others) that have implement parts or all of EPAF and/or FLAC functionalities and consult with SunGard consultants.

9. Process Review Budget
Potential need for the use of a SunGard consultant for implementing common matching rules for an EPAF created identification record. One week including consulting hours, travel and hotel – $10,000.