“If you've built it, we will buy ... “

NSHE HR “Field of Dreams”
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Vision and Operating Principles

The Human Resource professionals in NSHE believe and are highly supportive of a new system to replace our limited, legacy system that stymies our ability to serve our campus and their employees in a contemporary professional manner. Our vision of an upgraded system would, at the highest conceptual levels, be described in the following terms:

HRMS Vision

- A robust system that meets core institution and NSHE needs in the areas of recruitment, compensation, performance management employee management, benefits administration, and payroll processing
- Effective integration with other business units to support institution and cross-institution responsibilities
- Access to state-of-the-art functionality to allow flexibility while supporting the complex environment in which each campus and NSHE operates
- Improved business processes for the benefit of each institution the overall NSHE organization
- Easily accessible reporting to support decision-making at all levels of each institution and NSHE
- A user-friendly and intuitive system which allows for accessibility on a variety of platforms
- Access to tools that will ensure easily-managed, consistent, and accurate data

Operating Principles

- Understand the value and uses of HR data: maintain only useful enterprise data at the enterprise level
- Simplify and clarify policies, rules and approvals at all levels and reduce redundancies across the system
- Reduce system support costs and streamline business processes by utilizing delivered functionality when possible
- Identify and resolve repetitive systemic errors and eliminate costly work a rounds
- Leverage the system to maximize value-added functionality; ensure the system has sufficient flexibility to incorporate future needs
- Adopt common definitions that are consistent across the system (e.g., primary role), and require adherence to those definitions
- Hold business process owners accountable at the appropriate level for "clean" data (i.e., data entered should be entered by individuals trained to specific standards)
- Design data entry and perform work at the level that optimizes accuracy, functionality, and performance while reducing exceptions in the system to ensure a high level of data integrity
- Ensure data alignment with all other work in the area of metrics and reporting, especially Institutional Research
- Retain and produce data to ensure legal compliance, to measure ourselves against best practices and strategic goals, to support decision-making at all levels of NSHE, and to produce meaningful reports for oversight
- Continue to support the complex and proliferate level of integration of HR data with other campus and NSHE systems
HURON Business Process Redesign Recommendations: Identification of Significant Areas of Concern / Disagreement from HR

HURON did a good job with respect to understanding and capturing the current and sometimes divergent processes that exist across NSHE. Balancing that information against their understanding of the higher education landscape, HURON gave us their best recommendations on redesigns of our business processes. Many recommendations fall into general areas that contemporary systems will greatly assist our campuses, these include:

- Multiple recommendations for electronic work flow and associated use of electronic signatures
- Multiple recommendations for electronic form preparation at source (employee or department) and elimination of paper forms
- Multiple recommendations for ability to establish business rules by institution to permit flexibility where appropriate and necessary
- Multiple recommendations for enhanced error detection and edits at source during initial entry of transactions
- Multiple recommendations for standardization of processes were beneficial

In the sections below, the NSHE Human Resources community has identified significant areas of concern and disagreement with the HURON recommendations. The majority of the HURON recommendations are supportive of our vision and operating principles; as such we are addressing only those areas of where disagreement and concern exist within our community.

POSITION CREATION

Classified Position Creation

Electronic Position Creation Packet - The requesting department submits all required forms by an electronic packet that is created online and routed by workflow for various reviews and approvals by electronic signature. The work flow also allows HR to easily return the packet to the department for modifications.

Position Number Assigned upon Verification of Funds - The department routes the packet first to the Budget Office to verify funds and obtain a new position number.

The Appointing Authority or Executive Team Reviews all Information - After the Budget Office assigns a new position number, the new position request is approved or denied by the Appointing Authority. The approved packet is routed electronically to Human Resources.

Human Resources Issues Electronic Notification - Human Resources receives the electronic position packet with all approvals and the new position number, reviews the new position, and issues an electronic final determination memo with the approved classification along with the department’s appeal rights.

Recruitment/Onboarding - The new position number and all relevant data can be electronically transferred into a recruiting module and ultimately populated into the HRMS system when an employee is hired.
**Area of Concern / Disagreement**
No significant disagreements or significant areas of concern.

**Professional Position Creation**

*Standardized Position Description Questionnaire* - The requesting department completes an electronic template for review.

*Position Number Assigned upon Verification of Funds* - The department routes the packet to the Budget Office to verify funds and obtain a new position number and to Human Resources for initial review of accuracy and completeness. The Budget review occurs before the Executive Team review in order to eliminate time wasted reviewing positions for which there is no budget.

*The Executive Team or Committee Reviews all Information* - After the Budget Office assigns a new position number, the new position request is routed to the Executive Team or committee for approval. The approved job position is routed electronically to Human Resources and hiring managers are notified.

*Human Resources Issues Electronic Notification* - Human Resources receives the new position with all approvals and the new position number, reviews the new position, and issues an electronic final determination memo with the approved job classification.

**Recruitment/Onboarding** - The new position number and all relevant data can be electronically transferred into a recruiting module and ultimately populated into the HRMS system when an employee is hired.

**Area of Concern / Disagreement**
No significant disagreements or significant areas of concern. While a standardized Position Description Questionnaire across NSHE is a sound practice if position description is a portion of the new system, a standard format does not preclude that institutions might appropriately have different compensation philosophies.

**Classified Reclassification**

*Employee or Department Requests Reclassification* - The NPD-19 is in electronic format and utilizes workflow.

*HR Conducts Job Analysis and Notifies Department/Employee* - The department and employee are notified electronically of the HR decision to approve, modify, or deny reclassification and notified of appeal rights.

*HR Completes Electronic PAF* - If there is no appeal; HR completes electronic PAF and routes by workflow for approval. HRMS is updated with new classification, pay grade and effective date.

**Area of Concern / Disagreement**
No significant disagreements or significant areas of concern. However, the Desert Research Institute has Board of Regents approval to use “technologists” in lieu of State Classified positions, designations and/or rules. This concept of an additional employee type other than classified is worthy of discussion and will
be a consideration when identifying the flexibility and configurability of definitions associated with employees, but is beyond the scope of this project.

RECRUITING

Recruiting (Classified Positions)
Key Process Change includes continued use of the NEATS recruiting module that can set both minimum qualification screeners (e.g., bachelor’s degree, master’s degree, etc.) as well as screening questions relevant to the position is used to enable hiring managers to review a more pre-screened pool of potential candidates. Similar to the notification letters sent to unselected candidates, standardized offer letters, based on templates designed by HR in consultation with legal counsel / Provost / etc. are utilized. These templates are generated and sent from the recruiting module. After candidate accepts, HR conducts background/reference check and proceeds to onboarding process.

Area of Concern / Disagreement
On the recruitment front, we had hoped that the HURON recommendation would have better noted the inefficiencies associated with operating within NVAPPS for classified recruitment and in a separate integrated environment for administrative and academic faculty searches.

NSHE’s HR professionals want to have an integrated recruitment and applicant tracking system for all employee types and abandon the state classified NVAPPS system. Entry or duplication of NVAPPS information into or from our new system will be inefficient and create bottlenecks.

In the last Legislative session, the State of Nevada Human Resources Management Division received funding to automate Work Performance Standards, Essentials Functions, Evaluation Process, etc. These automations will be accomplished through NEATS and in a similar manner to how they automated the grievance process. Like the grievance process which is incorporated into NEATS, NSHE will not have easy access to these new functionalities due to our separate operating environments and systems. Our systems are divergent and will be more so in the future with iNtegrate2. Accordingly, NSHE will not be able to realize the efficiencies of the NEATS automation and, in lieu of continuing to use paper form, NSHE will need the ability to develop electronic forms within our own system.

Recruiting (Professional Positions)
Key Process Change includes position information is entered into a (NSHE system wide with UNLV as a ‘location’) recruiting module and forwarded for approval.

Utilizing a recruiting module sets both minimum qualification screeners (e.g., bachelor’s degree, master’s degree, etc.) as well as screening questions relevant to the position, enabling hiring managers to review a pre-screened pool of potential candidates.

A recruiting module enables applicants to apply and submit their resumes / applications online. As part of this module applicants enter their demographic information. Any information provided by applicants is analyzed by the system to provide HR with a snapshot of applicant pool data.
Much like the initial round of applicant review, committee members submit their review/rating of candidates who receive phone interviews electronically. Candidates are selected for the next round in a more timely manner, with less dependence on in-person meetings and greater flexibility to use conference calls to discuss and choose candidates for the next stage.

Similar to the notification letters sent to candidates who are not selected, standardized offer letters, based on templates designed by HR in consultation with legal counsel/Provost/etc. are utilized. These templates are generated and sent from the recruiting module and contain an opportunity to personalize certain sections within the template.

An offer is extended (verbal/written) followed by reference check/background checks and drug testing if applicable.

Review and revise NSHE-policy to limit the use of search committees to institutional leadership positions and faculty searches/etc. (exact details to be determined by NSHE). This recommended change is aimed at reducing the lengthy searches that can occur for professional positions (e.g., department business manager) where committees are often composed of people with little knowledge and interaction with the position.

**Area of Concern/Disagreement**

Recommendations about the reduction or elimination of search committees and centralization of qualification reviews to human resources will not work well for every institution given the campuses’ shared governance models that extend to search and hiring decisions.

Rather than eliminating search committees, looking at smaller, more abbreviated, more focused search committee and search process would be preferred. Colleges and Universities must have the ability to interview candidates per institutional policy and as appropriate for each position.

It was suggested that the system have the ability to limit data provided to search committee members at any point in the process. In addition, a concern was brought up about making sure that only HR and EEO Officers have access to demographic information of applicants.

It was suggested that a standardized rating model be instituted by campus for all professional recruitments. In addition, a concern was raised that this technology process could discourage diversity and that NSHE may want to approach with caution.

**ON-BOARDING KEY POINTS**

New hire provides information electronically through recruitment module which is passed to HRMS - Transition new hire paperwork online to an employee-facing self-service and feed directly into HRMS system and allows HR to create an initial shell while awaiting completion of new hire paperwork based on information collected by the recruiting module

Orientation serves as a focal point for accepting new employees into the system and helping their careers at an NSHE institution get underway. The self-service capability within HRMS supplements the
on-boarding process and allows information to be collected when a new employee cannot attend orientation as scheduled.

*Single point of entry for all NSHE employees* - Provide a single point of entry for all NSHE employees for the initial set-up. Treat employees as “NSHE employees” with each campus serving as a subsidiary from an HRMS perspective. Retain the ability to set-up campus specific business rules/pay schedules that apply to an employee once the record is linked to the campus(es) (“subsidiary”) they work on. This “subsidiary” – “parent company” relationship is a required technical component of any selected HRMS system.

*Departments (internal and external) are notified electronically and automatically of new hire upon entry of information either through ESS or HRMS* - After submitting the information required to verify PERS eligibility as part of self-service/orientation, the information is transmitted to PERS to conduct their eligibility verification process.

Automatically notify departments as soon as an employee is set up in the system. Allow rules to be established to ensure critical departments (email services, IT, security, etc.) receive the appropriate information in a timely fashion (business rules can vary such that some departments may receive information when the shell is created while others require the full profile to be completed before they receive their information).

Auto-notify Payroll via HRMS of a new employee and provide access to the relevant information for running payroll.

**Area of Concern / Disagreement**

*Passing information from applicant tracking modules into an employee record will require care in that information provided by an applicant can be less specific and more general than the HR requirement for employee data. For example, name might be very informal as an applicant, but we would require an employee name to mirror the legal name they used with the Social Security Administration.*

Some NSHE institutions have partnered with third party SAAS providers for the decentralization of i-9 entry directly by employees and approval/verification by hiring departments. HURON recommendations for an HR centric approach will eliminate the efficiencies gained through the decentralization of these efforts. This centralized approach would require additional manpower within HR offices (at the larger institutions) to handle functions currently being performed in departments. That said, DRI uses “e-Verify” for all employees so, as a system, we would have mixed requirements on this issue.

*Specific care will need to occur with respect to the generation of an NSHE ID, integrating multiple (three) instances of PeopleSoft Student will be a major challenge and one that will require major emphasis as a requirement for our new system.*
BENEFITS ADMINISTRATION

PEBP Enrollment & PEBP Termination

Key Process Changes - Employees attend an NSHE benefits orientation and submit information necessary for PEBP to set-up the employee in their benefits system. Employees proceed to make benefits selections using the PEBP online self-service module currently being used.

Institutions receive a flat file two to three times a month from PEBP that is uploaded into the HRMS and the employee information is automatically updated and payroll notified. This avoids instances where incorrect or no premiums have been applied to an employee’s initial paycheck and resulted in a large withholding when the flat file is finally received.

Data integration between NSHE’s HRMS benefits module and PEBP’s system is the ideal, but a flat file that stays current with new employees will help alleviate many of these problems.

Data points that must be captured to support this recommended process are – monthly employee contribution amount, number and % of employees enrolled, and contributions not deducted.

Area of Concern / Disagreement

NSHE campuses support that the ideal process would have employees register for benefits with NSHE and that information would be transmitted electronically to PEBP. Additionally, such an automate process would allow each HR office to see what plan and coverage levels an employee has elected. This information would allow offices to be able to better and more accurately help an employee and/or balance/reconcile an employee pay check. Current processes are paper, snail mail and fax based with minimal automation; this environment results in numerous manual processes to track, confirm and balance transactions and transactional data.

Self – Service for Supplemental Benefits & Retirement

Though not materially addressed by HURON, NSHE campus opinion is that employee self-service processes that support enrollment and/or cancelation of voluntary supplemental benefits is highly desirable.

Termination Process for Benefits

An HR system needs to allow multiple data fields, including an institution termination date and a retirement end date. This data could then be used to provide uploads to retirement and supplemental plan vendors to gain efficiencies from not having to check employee status on a case-by-case basis.

Grant-In-Aid & Fee/Tuition Waiver

Key Process Changes - Grant-in-aid approval, eligibility review, and executive level review are consolidated and streamlined to reduce the number of touch points. Eligibility should be determined as soon as possible to avoid unnecessary process activity.

Grant-in-aid request form is an electronic, editable, online form that upon completion is workflowed through the review and approval process. Review and approval process will allow approval authority to
be delegated (if desired) by individuals for various reasons (vacation, leave, etc). Workflow sends the electronic document directly to the appropriate business office, thereby streamlining the process.

**Key Process Changes** - Fee/Tuition Waiver approval, eligibility review, and executive level review are consolidated and streamlined to reduce the number of touch points. The form is work flowed to HR who checks for eligibility. If they are in fact ineligible the process stops before time is spent chasing down signatures for naught. If they are eligible the process now proceeds electronically through the various levels of review and approval.

Fee/Tuition Waiver request form is an electronic, editable, online form that upon completion is work flowed through the review and approval process. Review and approval process will allow approval authority to be delegated (if desired) by individuals for various reasons (vacation, leave, etc). Workflow sends the electronic document directly to the appropriate business office, thereby streamlining the process.

Once grades are posted, the processing department is responsible for validating that all employees completed/passed the class. If they did not complete or did not pass the class, the reimbursement process begins.

**Area of Concern / Disagreement**

**HURON** recommendation is that requirement of eligibility checks to the start of the processes will reduce touch points. In the experience of the majority of NSHE campuses, this is not accurate as only an infinitesimal number of received documents have ever been denied as ineligible. Most campuses believe that approval by the supervisor is the appropriate first review given that an agreement between the employee and supervisor as to any possible time off or work balance issues are paramount. That said, CSN has requested flexibility with respect to routing so that Human Resources can review first.

*Processes to assist the reconciliation of these benefits will need to be flexible as there are differences in whom and how these audit processes are handled across NSHE.*

**Leave Management**

**Key Process Changes** - Leave system notifies supervisors by email when a leave request has been submitted. In addition, the Leave system provides supervisors with a “queuing” dashboard that allows them to review all pending/approved/closed leave requests and approve/deny active requests. The automation of the process from the employee submitting the request to the supervisor being notified and being able to view the request eliminates the potential for forms to be lost and one-off email requests to be overlooked.

Leave system must integrate with HRMS and other on-campus systems so that the information can flow between systems (particularly leave and payroll). This also allows employee type and by extension “leave rules” to be coded in for each employee.

Unlike many of the leave processes currently in place, the approval/denial of a leave request is automatically communicated to the requesting employee. This step now also provides the supervisor
with the ability to see current leave balances and code in the appropriate type of leave (unpaid, vacation, sick, etc.) directly into their approval/denial. System also recognizes and automatically provide employees with relevant information when enter FMLA, LWOP, CAT leave or submitting 3 straight days of sick leave and allow for configuration to immediately notify HR upon request of such leave to ensure required data are collected to protect the university from risk, particularly as it relates to FMLA.

Leave information is provided nightly to payroll. This step should eliminate the need for a departmental timekeeper to notify/submit a paper payroll correction form for unpaid leaves.

**Area of Concern / Disagreement**

No significant disagreements or significant areas of concern. Though not materially addressed by HURON, NSHE suggests that an electronic evaluation/performance management system be included in the selected system.

**PERSONNEL ADMINISTRATION**

**Merit Adjustments**

Key Process Change requires each department be responsible for submitting an electronic request for annual classified “merit/step” and/or professional ‘merit’ increases as per regulation. An electronic workflow and feedback system would include review, approval and implementation steps. Long term, this process would ensure that performance management tools tracked merit requests and combined them with performance reviews/ratings.

**Area of Concern / Disagreement**

Requests to have individual components of a salary history available by year have been communicated. These components might include merit, promotion and COLA in a given year. The availability of this detailed information will allow for better longitudinal studies on pay and performance to be accomplished. This detail will allow for required equity and compensation analysis across demographic groups to determine if any disparity exists. Campuses will require flexibility as “budget approval” requirements differ on each campus. Concern also exists that a budget first requirement can add time to the process, so flexibility that allows for parallel processing would be welcomed.

**Equity Adjustments**

Determine Budget Availability Prior to Process - Limits unnecessary process activity. Budget approval may be exempted depending upon type of equity adjustment and legal requirements.

Department Submits Review Request - A standardized electronic equity request is submitted to campus approvers. If supported by campus approvers, request is routed by workflow to HR for review.

HR Conducts Analysis and Provides Recommendation - A standard approach for compensation analysis should be developed so each campus is evaluating requests in a consistent manner. HR notifies campus approvers of recommendation or denial by electronic notification.
Campus Approvers – Approve or Deny - Campus approvers deny or approve the equity adjustment and notify department and HR of approval and effective date.

Human Resources updates HRMS - HR enters new pay rate and effective date and workflows to Payroll.

Area of Concern / Disagreement

The equity processes at each institution vary by leadership and their respective pay philosophies and organizational objectives. These decisions and processes are often not controlled by HR but determined at an executive level (President, Provost, Budget, etc.) and HR is asked to implement. A system needs to be flexible to accommodate these variations that occur with leadership changes and from institution to institution. Further, campuses will require flexibility as “budget approval” requirements differ on each campus.

Promotions

Determine Budget Availability Prior to Process - Limits unnecessary process activity. For certain positions where promotion is required regardless of budget (due to Provost, VP, President approval) the request can be routed directly to campus approver and HR.

Department Submits Promotion Request Packet - Use a formalized electronic packet for all professional positions across NSHE.

HR Reviews and Approves or Denies - Notification of review results is done using electronic workflow and sent to campus approvers for review and approval.

Campus Approvers – Approve or Deny - Campus approvers deny or approve the promotion and notify department and HR of approval and effective date.

Human Resources updates HRMS - HR enters new pay rate (if applicable), position number and effective date and workflows to Payroll.

Area of Concern / Disagreement

No significant disagreements or significant areas of concern. Campuses will require flexibility as “budget approval” requirements differ on each campus.

Termination (Classified/Professional Voluntary & Involuntary)

HR must be involved throughout the termination process, with an electronic official termination document, and an effective date entered into an automated workflow notification to all relevant campus departments to ensure efficient and effective custom alerts and immediate system access closure, collection of debts, leave payout, and notification of insurance vendor to stop coverage.

HR must receive electronic resignation documentation from department to begin the automated termination workflow checklists and processes. This process ensures the collection and completion of all equipment/debts/leave accruals, notification to all relevant campus departments to ensure efficient system access closure, notification of insurance vendors of departure dates, and schedules exit interview for employee engagement data. A standardized exit interview should be conducted across
each institution in the system, this collection of ‘raw’ quantifiable data will allow for analysis of turnover trends/themes/concerns.

**Area of Concern / Disagreement**
In person exit conferences will likely continue to occur to assist exiting employees with their health insurance and retirement needs. Actual exit interviews will not be in-person, but should be through online systems that will permit direct employee entry and easy accumulation / summary across varied group definitions. This said nothing would prevent a campus from conducting face-to-face interviews if they choose.
HURON Shared Services Recommendations:
Major HR Service Delivery Opportunities through Reevaluation of NSHE Relationship with Nevada Human Resource Management (State Personnel)

We believe that significant changes in NSHE HR practices will be more attainable if changes are made in the current delegated relationship between NSHE (BCN, CSN and UNLV/NSC) and “State Personnel.”

In general, the recommendation on the following chart would allow NSHE to have a single applicant / recruitment system for both faculty and classified staff. This consistency will dramatically improve the functioning of NSHE and leverage the new iNtegrate2 systems being discussed.

New "iNtegrate2" Environment and State DHRM

<table>
<thead>
<tr>
<th>Classification</th>
<th>Retain usage of NAC standard(s), existing job classes and associated grades; permit NSHE to develop own forms for collection of information; appeal mechanisms would remain in place as is.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment</td>
<td>Permit NSHE to recruit classified employees using an applicant tracking system through NSHE specific software; qualified applicants and recruitment strategies would be determined solely by NSHE; if necessary, this &quot;opt-out&quot; could be approved by the Board of Regents thereby bypassing State. NSHE would abandon the use of NVAPPS.</td>
</tr>
<tr>
<td>Layoff</td>
<td>Retain NAC standard(s); State layoff list would be reviewed prior to each recruitment; NSHE employees would be placed on State layoff listing; permit NSHE to develop own forms</td>
</tr>
<tr>
<td>Regular Pay</td>
<td>Retain NAC standard(s);</td>
</tr>
<tr>
<td>On Call, Shift, etc.</td>
<td>Retain NAC standard(s);</td>
</tr>
<tr>
<td>Step Movement</td>
<td>Retain NAC standard(s);</td>
</tr>
<tr>
<td>Longevity</td>
<td>Retain NAC standard(s); permit NSHE to develop own electronic forms</td>
</tr>
<tr>
<td>Annual Leave</td>
<td>Retain NAC standard(s); permit NSHE to develop own electronic forms</td>
</tr>
<tr>
<td>Sick Leave</td>
<td>Retain NAC standard(s); permit NSHE to develop own electronic forms</td>
</tr>
<tr>
<td>Grievance</td>
<td>Retain NAC standard(s); permit NSHE to develop own electronic forms</td>
</tr>
<tr>
<td>Discipline</td>
<td>Retain NAC standard(s); permit NSHE to develop own electronic forms</td>
</tr>
</tbody>
</table>

Over the years, discussions have started from time to time regarding movement of NSHE Classified out of the State purview altogether. This suggestion is not to vacate the State regulations promulgated under NRS and NAC Chapter 284. This suggestion is to recruit differently only -- NSHE Classified employees would continue to retain their entitlements with respect to pay, step movement, longevity, annual leave, sick leave, etc. DRI “technologists,” through prior action by the NSHE Board of Regents are exempt for Chapter 284 of NRS and NAC.