UW-Madison Divisional Planning Guide

Preparation for the HRS Implementation

(August – November 2010)

Revised – October 21, 2010
- o Moved work activity - "Submit Rate/Title Changes" to delegated work activities (red box) in the Maintaining/Recognizing column within the centralized process model - Page 11

- o Duplicated work activity – "Enter/Change Person Sensitive Data" work activity to the Maintaining/Recognizing column within both process models to indicate these functions will occur in both places - Page 11 & 12

- o Removed role - "Employee's Supervisor" role will not need to be collected at this time – Page 21

- o Appendix C & D are now available as an Excel document for easier reporting of divisional plans

Revised – September 20, 2010
- o Moved "Gather/Enter Funding Information", "Make Funding Changes", and "Gather/Enter/Submit Vacancy Transaction Information" to delegated work activities (red boxes) within centralized process model – Page 11

- o Work activity - "Change Person Contact Data" – moved to central campus function –HRS Security Issue - pages 11, 12, 19-21

- o Changed names of roles from "Coordinator" to "Administrator" to match HRS security terminology – pages 19-21

August 12, 2010

UW-Madison HRS Division Liaisons,

The University of Wisconsin (UW) will be implementing the new Human Resources System (HRS) in the spring of 2011. HRS will fundamentally change how payroll, benefits and human resource services will be provided within the UW. There will be changes in roles and responsibilities, the elimination of many duplicative steps, and a significant reduction in the use of shadow systems that are currently used today. Your role as a HRS Division Liaison is essential to this transformation.

One of the steps to ensure the UW-Madison campus is positioned to effectively implement HRS, was the creation of the Work Flow Project (WFP). WFP is a two phase approach involving the creation of multiple cross-functional work groups, charged with developing resources and divisional plans of action for successful HRS implementation. These efforts are designed to help UW-Madison understand the HRS changes and implement consistent, efficient, and effective business processes.

The WFP Phase One Team created the attached HRS Implementation Planning Guide to help you and the WFP Phase Two workgroups create your "Plan of Action". This planning guide includes an overview of HRS as well as pre-defined business process models, specific roles needed for HRS, and other resources to help you. In addition, a member of the Phase One Team has been assigned to each division to help you through the process.

In these guidelines you will also see criteria that divisions need to meet if HRS activities are to be performed at various levels within the organization. These criteria reflect the changing resource requirements organizations must have to effectively operate in the new HRS environment.

Divisions need to submit their "Plan of Action" on or before the deadline identified in these materials (see the timeline for details). Each deliverable should be submitted by the HRS Divisional Liaison to Carla Raatz (HRS UW-Madison Site Lead) on or before the due date.

As units begin the process of making decisions regarding the structure and organization of the work flow and implementing changes, it will also be beneficial to consult with existing UW-Madison resources to provide assistance. This would include the Office of Quality Improvement, the Office of Human Resources, and the Employee Assistance Office.

If there are any questions or you would like to meet, you should contact Carla Raatz, Mark Walters, or your WFP Phase One representative. All of these contacts can help you work through your strategy and achieve success with this effort.

UW-Madison Work Flow Project – Phase One Team

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UW-Madison HRS Business Process Planning Guide

Contents

August 12, 2010

WFP Phase Two Requirements - Creating the "Plan of Action"

The following information identifies the divisional requirements to develop the WFP "Plan of Action." Adherence to these standards will ensure consistency across campus as work flow strategies are being developed. A timeline and checklist follows that identifies the below deliverables along with other tasks (e.g., determining who will need to be trained).

- **Phase Two Work Group Formation (August 2010):** The effort will be led by a chair that represents the dean/director of the organization. Other work group participants will include employees involved with and/or supervising the HR/Payroll activities, faculty member(s) who will be affected by the JEMS/HRS services (if applicable), and managers responsible for administrative aspects of the division.

- **Communication Strategy:** The work group will develop and implement a strategy to provide affected employees with an overview of the JEMS/HRS systems and work flow process efforts underway in the division. The employees will have opportunities to give feedback on work flow process <u>as it is being developed</u> by the divisional WFP work group (divisional forums, e-mail correspondence, etc.). The communication strategy will ensure top divisional leaders lead/participate in communication efforts so all participants understand the importance of future business process change.

- **Plan of Action (due date below):** The work group should submit a comprehensive plan of action that:
    - Identifies which of the two process models will be utilized (see template to be used – Appendix C)
    - Identifies each position that will utilize JEMS/HRS including name of employee, role and official title (See template to be used - Appendix D).
    - Due dates for divisions are as follows:
        - Implementing centralized model only – **October 15th**
        - Implementing decentralized model – **November 15th**
        - Earlier submission is encouraged to ensure security setup is timely and training can occur for division-level participation in testing

    Note: The work modules identified in the process models cannot be moved to differing levels of the organization unless the model identifies the ability to delegate (identified in the process models by a red box –see page 10). For decentralized divisions, the use of both models is possible (hybrid), but the model can't involve customization between departments/centers (e.g., department identified in decentralized model will have all the green-coded work activity modules done in the department). *Divisions will not be able to use the decentralized model unless departments/centers meet the criteria established on page 13.*

Division Checklist and Timeline

The following task checklist will be used to guide efforts and activities

Task	Description	Who	By When
Form Divisional WFP Work Group	o Identify cross-divisional team to complete the Phase 2 WFP tasks. Phase 1 Reps. will consult with the team.	HRS Division Liaison/Division Management	8/31/2010
Identify HRS Process Model to be used by Division and inform WFP Phase One Rep(s)	o Review Process Models, HRS Workflow, and Division needs in order to specify whether Centralized, Decentralized, or a Hybrid model will be used.	WFP Work Group/HRS Division Liaison	9/30/2010
Provide JEMS/HRS Overview to Staff	o Provide appropriate level of JEMS/HRS information to staff (e.g. overview, functions, demo)	WFP Work Group (Phase 2)	Aug-Nov 2010
Conduct Div./Dept. Forum(s)	o Identify groups, timing, and content to be shared. o Conduct forums throughout the implementation planning process. Intent will be to provide staff the opportunity to provide feedback and input as strategies are developed.	WFP Work Group (Phase 2)	Aug-Nov 2010
Review HRS/JEMS Roles and Identify Positions and Position Changes.	o Review workflow and HRS roles. o Work with OHR on any classification/titling issues.	WFP Work Group/HRS Division Liaison	Sept-Nov 2010
Submit Plan of Action* (Centralized Models)	o Finalize & Submit Divisional Work Flow Process – Plan of Action. o Provide list of people by role so HRS training & security can be determined	WFP Work Group/HRS Division Liaison	10/15/2010
Submit Plan of Action* (Decentralized Models)	o Finalize & Submit Divisional Work Flow Process – Plan of Action. o Provide list of people by role so HRS training & security can be determined	WFP Work Group/HRS Division Liaison	11/15/2010

*Divisions are strongly encouraged to provide their Plans of Action before the deadline date.

Overview of HRS

The next few sections provide key information about HRS including implementation timeline and the various application modules. This is background for divisions as they develop their HRS/JEMS business process strategies. It is encouraged that divisions provide access to the HRS awareness training modules (HRS 101, 102, etc.) to educate staff on the future system.

Timeline - Overall HRS Implementation

HRS Proposed Implementation Schedule

Scope
• Monthly Deployments of Reports
• Staggered rollout of additional employee and manager self service

Apr – June 2011   July – Sept 2011   Sept - Nov 2011

Scope
• Human Resources
• Base Benefits
• Payroll
• Time and Labor (self-service early adopters)
• Absence Management (self-service early adopters)
• Financial Integration
• Base EPM/Reporting
• Limited Benefits Administration
• Employee self-service (ltd. Demographic)

Scope
• eBenefits for Grad Hires

Scope
• eBenefits for Dual Choice

1

JEMS – (UW-Madison Front-End to HRS)

The **Job and Employment Management System (or 'JEMS')** is used to collect position, job, and person data for loading into HRS. It is unique to UW-Madison and serves as a "front-end" process for creating staging tables for holding and reviewing hire data before committing it to the HRS modules. JEMS replaces the workflow functionality and edits already existing in PVL and CHRIS. *Along with the HRS finance module (see below), this will replace the information collected by the Paydata system.*

HRS – PeopleSoft Modules

The **PeopleSoft Human Resources Module** is the foundation of the employee record. It is integrated with the benefits, absence management, time and labor, payroll and finance modules. The HR module is used for setting up positions and hiring employees, It is also the source for personal and job data. *The integration of position, person, and job date is a major change for the University as the hire record will generate a benefit eligibility and payroll record. In order for an employee to enroll in their benefits in a timely manner, accurate HR information is to be entered prior to the hire date.*

The **Benefits Module** links employees' benefit eligibility to their benefit plans. Once a Job Data record is completed, employee benefit plan coverage and effective dates are determined.

The **Absence Management Module** is where employee's absence entitlement and usage (sick-leave & vacation) is requested, approved, and calculated. *This process is a major change for the University as absence requests and approvals are integrated with time reporting and payroll calculation.* Employees will begin to electronically enter absences when self service is rolled out.

The **Time & Labor Module** is where classified (primarily FLSA non-exempt) and student hourly employees report time. *This process is a major change for the University as the work schedule, supervisor/time approver must be entered upon completion of the Job Data record to enable the employee to enter time and the supervisor to approve.*

The **Payroll Module** is where pay is calculated. Once a Job Data record is completed employee tax withholding, garnishment, deductions and direct deposit are set up. *This process is a major change for the University as the majority of an employee's job and benefit record is completed up front and integrates directly into the employees' payroll record. Unlike the legacy system, job or appointment data is much more directly linked to payroll.* Payroll specialists will update Job Data rather than changing payroll.

Finance Module (Commitment Accounting) is where the payroll funding distributions are set up and automatically encumbered. Funding can be entered early on, prior to the payroll process or future dated. Once a payroll is finalized the funding data will be interfaced to the Shared Financial System (SFS). *This process is a major change for the University and the funding is expected to be set up shortly after the position/job record is established. 100% of the funding string must be entered to save the funding record.*

Self Service is where employees will be able to maintain their personal, benefit, absences and time transactions. As this functionality is rolled out it will enable payroll and benefits' staff to focus on auditing and the reconciliation of data, as well as providing support to the self service employees.

Significant Changes and Implications of HRS

The following are key points divisions must understand as they develop their "Plan of Action." These involve major business process changes (and campus culture) that will need to occur for successful HRS implementation. All involved in HRS activities will need to embrace these points and vigorously educate campus partners (e.g., staff, faculty, PIs, etc.) to ensure this success.

- **Timeline Changes for Appointment Creation**
  - It will be required that employee and job information is loaded into HRS <u>at least 7 days prior</u> to the start date. If this timeline is not adhered to, employees may miss benefit opportunities as soon as their job begins.

- **Upfront Funding Required for Hiring**
  - The expectation will be that accurate funding be established prior to payroll so that salary cost transfers will seldom be used. Edit reports prior to finalizing payroll will be available.

- **Payroll and Benefit Role Changes (accuracy and front-end work)**
  - The expectation will be increased accuracy with front-end appointment work to ensure the data that flows through to HRS won't need after-the-fact correction (avoid negative effect for employees).

- **Increased Employee and Department Responsibility**
  - The expectation will be that supervisors take a more active role in time approval.
  - The expectation will be that employees will take a more active role when self-service is implemented.

- **Elimination of Redundancy**
  - The utilization of JEMS and the data flow to HRS will eliminate much of the double-entry that occurs today (e.g., Paydata).
  - Implementation of HRS and JEMS should eliminate the need for "shadow" systems.

HRS Process Models

The following pages provide the two UW-Madison business process models for HRS implementation. Divisions will need to pick which process model will be utilized for their organization. Below are key aspects of the business process models.

> ➢ Three specific phases of HRS/JEMS actions are identified in the models (Acquiring/Hiring, Maintaining/Recognizing, and Terminating/Transferring).

> ➢ Work activities are segmented into work activity modules (boxes).

> ➢ Each work activity module is defined in the subsequent definition document.

> ➢ HRS & JEMS application names (where the data is inserted into the system) are identified in the parenthesis in the work activity modules. See key at bottom of models.

> ➢ Colors of work activity modules (boxes) identifies organizationally where the work is actually done (Green – Dept./Center, Blue – Division, Yellow – Central Office, Red – possible delegation to multiple levels).

> ➢ In developing the divisional "Plan of Action", divisions will need to choose one of the models. Work activity modules identified in the particular model chosen (centralized or decentralized) cannot be moved to different levels of the organization unless identified as something for possible delegation (Red).

> ➢ Decentralized divisions can create a hybrid (both centralized & decentralized) but the model can't involve customization between department/centers (e.g., department identified in decentralized model will have all the work activity modules in green done within the department).

> ➢ Whenever possible, segregation of duties will occur in assigning activities (checks and balances).

Centralized Model

Responsibility Color Coded:	Campus	Division	Department/Center	Possible Delegation/Multi-Level

	Acquiring/Hiring	Maintaining/Recognizing	Terminating/Transferring

Department / Center

Possible Delegation / Multi-Level (red)
- *Manage Student Help Hiring (HR)
- Gather/Enter/Submit Vacancy Transaction Information (JEMS)
- Gather/Enter Funding Information (Finance)
- Make Funding Changes (Finance)
- Submit Rate/Title Changes (JEMS)

Division (blue)

Acquiring/Hiring:
- Gather/Enter/Submit Hire Information (JEMS) [dark border]
- Review/Approve/Audit Transactions (JEMS & HR) [dark border]
- Choose Work Schedule / Assign Supv (T&L & AM) [dark border]

Maintaining/Recognizing:
- Gather/Enter Time & Leave Data (T&L/AM & HRS Self-Service)
- Approve Time & Leave Data (T&L/AM & HRS Self-Service)
- Audit Funding (Finance)
- Track & Enter FMLA Usage (AM)
- Manage FMLA (AM & HR)
- Review/Approve/Enter Job Changes (HR)
- Change Schedule or Supervisor (T&L & AM)
- Unclassified Contract Administration (HR)
- Track Faculty Governance (HR)
- Review Payroll Edit Report/ Initiate Corrections (T&L/AM; HR;BN; Finance)
- Make Additional Payments (PR)

Terminating/Transferring:
- Terminate Person (HR) [dark border]
- End/Transfer Position/Job (HR) [dark border]

Possible Delegation / Multi-Level (red)
- *Approve Vacancy Transactions (JEMS)
- * Approve Rate/Title Changes (JEMS)

Campus (yellow)

Acquiring/Hiring:
- **Review/Approve/Enter Benefits Information (BN) [dark border]
- Enter/Change Person Sensitive Data (HR)

Maintaining/Recognizing:
- Track/Adjust Faculty Probation (HR)
- Adjust Benefits Information (BN)
- Enter/Change Person Sensitive Data (HR)
- Enter Rate/Title Changes (HR)
- Change Person Contact Data (HR)

Terminating/Transferring:
- Terminate Benefits (Automated Process) [dark border]

Note: Activities with dark box borders require activity to be completed 7 days before start date/term date.

HRS Acronym Key: AM: Absence Management; BN: Benefits; HR: Human Resources; PR: Payroll; T&L: Time& Labor
*Activities could be delegated or performed at multiple levels based on expertise/training in organization.
**Enter prior to Self-Service.

Decentralized Model

Responsibility Color Coded:	Campus	Division	Department/Center	Possible Delegation/Multi-Level

	Acquiring/Hiring		Maintaining/Recognizing			Terminating/Transferring
Department/Center	Gather/Enter/Submit Vacancy Transaction Information (JEMS)	*Gather/Enter/Submit Hire Information (JEMS)	Gather/Enter Time & Leave Data (T&L/AM; HRS Self-Service)	Approve Time & Leave Data (T&L/AM; HRS Self-Service)	Submit Job Changes (JEMS)	Collect/Enter End Position Data (JEMS)
	Choose Work Schedule / Assign Supv (T&L & AM)	Gather/Enter Funding Information (Finance)	Track & Enter FMLA Usage (AM)	Submit Rate/Title Changes (JEMS)	Make Funding Changes (Finance)	Collect/Enter Termination Data about Person (JEMS)
	Manage Student Help Hiring (HR)			Change Schedule or Supervisor (T&L & AM)		
Possible Delegation/Multi-Level			**Approve Rate/Title Changes (JEMS)	**Make Additional Payments (PR)	Review Payroll Edit Report/Initiate Corrections (T&L/AM; HR;BN; Finance)	
Division	Review/Approve/Audit Transactions (JEMS & HR)		Review/Approve/Enter Job Changes (HR)	Manage FMLA (AM & HR)	Audit Funding (Finance)	**End/Transfer Position/Job (HR)
			Track Faculty Governance (HR)	Unclassified Contract Administration (HR)		**Terminate Person (HR)
Possible Delegation/Multi-Level	**Approve Vacancy Transactions (JEMS)		**Approve Rate/Title Changes (JEMS)			
Campus	***Review/Approve/Enter Benefits Information (BN)		Enter Rate/Title Changes (HR)	Adjust Benefits Information (BN)	Track/Adjust Faculty Probation (HR)	Terminate Benefits (Automated Process)
	Enter/Change Person Sensitive Data (HR)		Change Person Contact Data (HR)	Enter/Change Person Sensitive Data (HR)		

Note: Activities with dark box borders require activity to be completed 7 days before start date/term date.

HRS Acronym Key: AM: Absence Management; BN: Benefits; HR: Human Resources; PR: Payroll; T&L: Time and Labor

* For classified permanent hiring, this activity needs to be performed at Division level.

**Activities could be delegated or performed at multiple levels based on expertise/training in organization.

*** Enter prior to Self-Service

August 12, 2010

Hybrid Model

The Hybrid Model may be used by divisions that need to <u>use both</u> the Centralized and the Decentralized Models. Documentation of this will be accomplished by noting which departments/centers will be using the Decentralized Model with the assumption that the Centralized model will be used by the remaining units.

This information will need to be incorporated into the divisional "Plan of Action" utilizing Appendix C as a template.

Criteria for Use of Decentralized Business Process Model

The below criteria would need to be met for the WFP decentralized business process model to be utilized within a department/center/administrative unit.

- o *Dedicated Position to Perform HRS/JEMS Activities** – This would require having at least one position whose primary function is to manage these activities within the organization. There would be a correlation between the size of a department/center and the ability to support such a position. It would not be an appropriate use of resources to have a position primarily dedicated to HRS/JEMS when the amount of activity doesn't warrant it.

- o *Expertise Present within Department/Center/Administrative Unit* – Staff that will be dedicated to the HRS/JEMS activities will need expertise to adequately perform the functions. This will be demonstrated by the employee(s) having the needed skills in the current HR/payroll environment (before HRS go-live) or will have developed the skills through HRS training (after HRS go-live).

- o *Ability to Provide Back-Up* – Division will need to make certain there is adequate back-up for the HRS/JEMS activities. This will ensure continuity if the primary employee responsible for these activities is absent from the workplace.

The divisional "plan of action" will need to demonstrate the above criteria can be met if a department/center/administrative unit will be utilizing the decentralized business process model. This will be part of the assessment and approval process as divisions develop/submit their "plans of action."

It is expected divisions will have this same capacity when operating in the centralized model.

*Human resources, payroll, time and leave, and funding

Activity Modules Descriptions for Process Models

Acquiring/Hiring
Note: These actions occur when employees are hired into a position within the UW

Manage Student Help Hiring (HR)	Perform all functions related to the hiring of student employees including entering all person and job data into the HRS student help template.
Gather/Enter/ Submit Vacancy Transaction Information (JEMS)	Create the vacancy by inserting position specifics (location, title, position duties, recruitment action, etc.) into JEMS (fka CHRIS/PVL). This is the beginning of the HR transaction prior to filling a vacancy.
Approve Vacancy Transactions (JEMS)	Review and approve vacancy/transactions within JEMS (fka CHRIS/PVL)
Gather/Enter/ Submit Hire Information (JEMS)	Create the employee information upon hire by inserting person and position/job specifics (name, DOB, SSN, gender, home and business address, non-business e-mail addresses, appointment begin date, title, salary, etc.) into JEMS. This is the final step to make the hire for the HR transaction to fill a vacancy (edits against the vacancy information will occur). *(must be completed at least 7 days before the start date)*
Review/Approve/ Audit Transactions (JEMS & HR)	Review/Approve/Audit transactions in JEMS and HRS. Review and make changes as appropriate. **Final hiring approval step before pushing into HRS.** *(must be completed at least 7 days before the start date)*
Choose Work Schedule & Assign Supervisor (T&L & AM)	Choose the employee's specific work schedule and assign the supervisor responsible for approving and verifying the employee's time worked, leave requests and leave taken. *(must be completed at least 7 days before the start date; after hire information in HRS)*
Gather/Enter Funding Information (Finance)	Gather and enter position funding information into HRS funding module. *(after hire information in HRS)*
Review/Approve/ Enter Benefits Information (BN)	Upon completion of JEMS/HRS transaction audit, benefits process runs overnight and report is generated. Report is reviewed by benefit professional (BP) to determine benefits eligibility (WRS/grad/none) and identify which enrollment forms to send to employee. Employee is advised of 30 day deadline to return forms/Benefits 101/Grad seminars, etc. Employee returns completed forms (or online when self-service is implemented). BP processes applications. *(must be completed at least 7 days before the start date)*

Enter/Change Person Sensitive Data (HR)	Enter/Change sensitive data provided by employee, e.g., SSN, DOB, marital status, tax deductions (W-4), ACH, heritage code, name changes, immigration, etc.

Maintaining/Recognizing
Note: These actions occur for active employees.

Gather/Enter Time & Leave Data (T&L/AM; HRS Self-Service)	Gather hours an employee worked and/or has taken leave, review for accuracy, and enter the data into HRS. Function will initially be performed by administrative staff at HRS "go-live" (some exceptions) but will transition to employee self-serve after go-live.
Approve Time & Leave Data (T&L/AM; HRS Self-Service)	Review paper/electronic timesheets and leave statements (until self-service) against entered data in HRS and approve or make changes (if supervisor reviewing and approving may need to request changes to data enterer.)
Submit Job Changes (JEMS)	Submit job changes in the following areas (not all inclusive) o FTE (total % change) o Job Indicator (Primary vs Secondary) o Continuity o Pay Basis o Probation status and/or eff date change (non-faculty only) o LOA o Exempt/Non-Exempt for those mixed titles o Student Help rate changes o Benefits indicator
Review/Approve/ Enter Job Changes (HR)	Make job changes in the following areas (not all inclusive); o FTE (total % change) o Job Indicator (Primary vs Secondary) o Continuity o Pay Basis o Probation status and/or eff date change (non-faculty only) o LOA o Exempt/Non-Exempt for those mixed titles o Student Help rate changes o Benefits indicator
Track & Enter FMLA Usage (AM)	Monitor and enter hours off versus type of FMLA taken (100% FMLA vs. intermittent) to track if in compliance with approved request o Enter date and hours used o Run report on hours used to track compliance o Work closely with supervisor
Change Person Contact Data (HR)	Change home and business address/phone, non-business e-mail addresses (if not entered through self-service.
Submit Rate/Title Changes (JEMS)	Create & submit transaction (rate/title, reclass, reallocations) to division or campus office

Approve Rate/ Title Changes (JEMS)	Review & approve or reject back for changes (if approver is also enterer, the reject back process would not happen)
Make Funding Changes (Finance)	Make adjustments to position funding via the HRS funding module. This would include fund/account changes, funding percent splits, and effective dates.
Audit Funding (Finance)	Review HRS funding reports to ensure accounts are being properly maintained and managed.
Track Faculty Governance (HR)	Maintain faculty governance, e.g., department affiliations (includes voting rights)

Make Additional Payments (PR)	Ensure additional payments are accurately maintained in HRS including:
	   o Add-ons for certifications
	   o Lump sums for glasses, uniforms, work boots, etc
	   o Lump sums for overloads (to be determined – additional pay or additional appointment)

Unclassified Contract Administration (HR & JEMS)	Maintain unclassified contract dates within HRS
Review Payroll Edit Report/ Initiate Corrections (T&L/AM; HR;BN; Finance)	Review payroll edit report and correct transactions e.g., rate, title, percentage, time, deductions, funding, etc. prior to final payroll calculation.
Change Schedule or Supervisor (T&L)	Change an employees schedule and/or the supervisor they report to

Manage FMLA (AM &HR)	FMLA approval and management including:
	   o Review request & health care provider forms – approve or deny
	   o Track hours used against approved request
	   o Run reports on hours used to track compliance
	   o Work closely with department
	   o Request update from employee/health care provider as needed (non-compliance with approved FMLA, extensions, etc)

Track/Adjust Faculty Probation (HR)	Monitor, review, and enter/adjust faculty probations within HRS

	Enter approved rate/title changes within HRS including entering:
Enter Rate/Title Changes (HR)	- Effective date - Job code - Comp rate (could be a ripple effect w/multiple rates and eff dates subject to eff date of rate/title change) - Bargaining unit (if across bargaining unit) - Action/Action Reason codes
Adjust Benefits Information (BN)	Change benefits eligibility including: - Cancelling/adding benefits (until self-service) - Adding/deleting dependents (until self-service)

Terminating / Transferring
Note: *These actions occur for employees terminating/transferring the UW.*

Collect/Enter End Position Data (JEMS)	Collect/Enter data related to an employee leaving a position. Information will be inserted/transmitted via JEMS. *(If possible, must be completed at least 7 days before the end date)*
Collect/Enter Termination Data about Person (JEMS)	Collect/Enter data related to an employee terminating from the UW. Information will be inserted/transmitted via JEMS. *(If possible, must be completed at least 7 days before the end date)*
Terminate Person (HR)	Entering termination data/information (date, reason, etc.) into HRS that will result in an employee being terminated from the UW. The employee will become inactive within HRS. *(If possible, must be completed at least 7 days before the end date)*
End/Transfer Position/Job (HR)	If new job entered as transfer, enter key information to end the prior job record. The transfer process will occur in JEMs and be pushed to HRS so key information to end the prior job record will occur automatically in HRS when the transfer is pulled into HRS. *(If possible, must be completed at least 7 days before the end date)*
Terminate Benefits (Automated Process)	End benefits for employees who are leaving the University of Wisconsin. Including terminating applicable benefit plans based on eligibility and status requirements.

Comparison between current process and HRS processes

The below matrix provides a cross-walk between the future HRS/JEMS work activity modules and where the activity is done today. Although some of the activities don't have a direct translation (e.g., done manually today), the information provides a connection between the current and future states.

Acquiring/Hiring - Future Work Activity Modules	Current Method/System
Manage Student Help Hiring (HR)	Student Appointment Payroll System
Gather/Enter/Submit Vacancy Transaction Information (JEMS)	CHRIS/PVL
Approve Titles for Vacancy Transactions (JEMS) - If Delegated	CHRIS/PVL
Gather/Enter/Submit Hire Information (JEMS)	PayData, IADS (3270) and CHRIS (classified)
Review/Approve/Audit Transactions (JEMS & HR)	Paydata/IADS forms
Choose Work Schedule & Assign Supervisor (T&L & AM)	Supervisor/Departmental HR (timesheets)
Gather/Enter Funding Information (Finance)	Paydata/IADS forms/3270/Salary Encumbrance-WISDM
Review/Approve/Enter Benefits Information (BN)	Manual/Payroll/ETF Systems
Enter/Change Person Sensitive Data (HR)	IADS/Payroll Systems
Change Person Contact Data (HR)	Manual/IADS/Payroll Systems

Maintaining/Recognizing - Future Work Activity Modules	Current Method/System
Gather/Enter Time & Leave Data (T&L/AM; HRS Self-Service)	Time sheets/leave reports/3270 entry/Kronos/chsheets
Approve Time & Leave Data (T&L/AM)	Time sheets/leave reports/3270 entry/Kronos/chsheets
Submit Job Changes (JEMS)	PayData/IADS forms
Review/Approve/Enter Job Changes (HR)	IADS /Divisional Payroll (3270)
Track & Enter FMLA Usage (AM)	Manual Systems/Kronos/varies
Submit Rate/Title Changes (JEMS)	CHRIS Reclass & PVL Rate and Title Systems
Approve Rate/Title Changes (JEMS) - If Delegated	CHRIS Reclass & PVL Rate and Title Systems
Make Funding Changes (Finance)	Paydata/IADS forms/3270/Salary Encumbrance-WISDM
Audit Funding (Finance)	Paydata/IADS forms processing
Track Faculty Governance (HR)	3270 (Maintained by Division)
Make Additional Payments (PR) - If Delegated	Divisional Payroll (3270)
Unclassified Contract Administration (HR & JEMS)	IADS/manual
Review Payroll Edit Report/Initiate Correct (T&L/AM;HR;BN;Finance	Divisional Payroll (3270)
Change Schedule or Supervisor (T&L)	Manual Systems/Kronos
Manage FMLA (HR)	Manual Systems vary
Track/Adjust Faculty Probation (HR)	IADS
Enter Rate/Title Changes (HR)	CHRIS/PVL/IADS
Adjust Benefits Information (BN)	Manual/Payroll/ETF Systems

Terminating/Transferring - Future Work Activity Modules	Current Method/System
Terminate Person (HR)	IADS/Divisional Payroll in 3270
End/Transfer Position/Job (HR)	IADS/Divisional Payroll in 3270
Collect/Enter End Position Data (JEMS)	Paydata/IADS forms
Collect/Enter Termination Data about Person (JEMS)	Paydata/IADS forms

HRS/JEMS Roles

The following roles have been identified for those employees that will be using HRS & JEMS. The work activity modules have been identified for each role. Each division will need to identify the role(s) each employee/position will have when working with HRS and/or JEMS. Employees can have multiple roles for a division or just one. This will need to be incorporated within the division's "Plan of Action" in a table format (see template to be used – Appendix D). Having these roles fully defined and consistently applied across campus will facilitate effective training along with the ability to provide back-up options. To avoid confusion, security and ability to view data will be addressed separately.

	Acquiring/Hiring	Maintaining/Recognizing	Terminating/Transferring
Vacancy Administrator (e.g., Supervisor, DA)	Gather/Enter/Submit Vacancy Transaction Information (JEMS)	N/A	N/A
Department Appointment Administrator	Gather/Enter/Submit Vacancy Transaction Information (JEMS)	Submit Job Changes (JEMS)	Collect/Enter End Position Data (JEMS)
	Gather/Enter/Submit Hire Information (JEMS)	Submit Rate/Title Changes (JEMS)	Collect/Enter Termination Data about Person (JEMS)
	Choose Work Schedule & Assign Supervisor (T&L & AM)	Approve Rate/Title Changes (JEMS) - If Delegated	
		Make Additional Payments (PR) - If Delegated	
Department Time & Leave Administrator	N/A	Gather/Enter Time & Leave Data (T&L/AM)	N/A
		Approve Time & Leave Data (T&L/AM)	
		Track & Enter FMLA Usage (AM)	
		Review Payroll Edit Report/Initiate Corrections (HRS -) If Del.	
		Change Schedule or Supervisor (T&L/AM)	

	Acquiring/Hiring	Maintaining/Recognizing	Terminating/Transferring
Department Funding Administrator	Gather/Enter Fund Info (Funding)	Make Funding Changes (Funding)	N/A
		Audit Funding (Funding)	
Student Help Administrator	Manage Student Help Hiring (HR)	N/A	N/A
Division Appointment Administrator	Gather/Enter/Submit Vacancy Transaction Information (JEMS)	Submit Job Changes (JEMS)	Collect/Enter End Position Data (JEMS)
	Gather/Enter/Submit Hire Information (JEMS)	Submit Rate/Title Changes (JEMS)	Collect/Enter Termination Data about Person (JEMS)
	Choose Work Schedule & Assign Supervisor (T&L & AM)	Approve Rate/Title Changes (JEMS) - If Delegated	
		Make Additional Payments (PR) - If Delegated	
Division Position Management Administrator	Review/Approve/Audit Transactions (JEMS & HR)	Review/Approve/Enter Job Changes (HR)	Terminate Person (HR)
		Unclassified Contract Administration (HR)	End/Transfer Position/Job (HR)
		Manage FMLA (AM & HR)	
		Make Additional Payments (HRS)	
		Approve Rate/Title Changes (JEMS) - If Delegated	
		Track Faculty Governance (HR)	

	Acquiring/Hiring	Maintaining/Recognizing	Terminating/Transferring
Division Time & Leave Administrator	N/A	Gather/Enter Time & Leave Data (T&L/AM)	N/A
		Approve Time & Leave Data (T&L/AM)	
		Track & Enter FMLA Usage (AM)	
		Change Schedule or Supervisor (T&L/AM)	
Division Time & Leave Management Administrator	N/A	Review Payroll Edit Report/Initiate Corrections (HRS)	
		Track & Enter FMLA Usage (AM)	
Division Funding Administrator	Gather/Enter Funding Information (Funding)	Make Funding Changes (Funding)	N/A
		Audit Funding (Funding)	
Central Campus Benefits Administrator	Review/Approve/Enter Benefits Information (BN)	Adjust Benefits Information (BN)	N/A
Central Campus HR Management Administrator	Approve Vacancy Transactions (JEMS)	Approve Rate/Title Changes (JEMS)	N/A
		Enter Rate/Title Changes (HR)	
		Track/Adjust Faculty Probation (HR)	
Central Campus Person Data Administrator	Enter/Change Person Sensitive Data	Change Person Contact Data (HR)	N/A

The tools provided in this planning guide will assist divisions in the development of strategies needed to successfully implement HRS into their organization.

Implementing consistent HR processes across campus will allow more effective training to be installed, a greater capacity to provide back-up, and a lesser training curve will be needed when HRS/JEMS coordinators transfer between divisions. This transformation will be both exciting and challenging for UW-Madison!

Appendix A–List of Divisions, HRS Division Liaisons, WFP Phase 1 Rep

Division/Unit	HRS Liaison	WFP Phase 1 Representatives
Chancellor/Provost (A01-A02)	Karen LaMere, Renee Celley	Mark Walters
VCA (A02)	Mark Walters, Steve Lund	Mark Walters
Business Services (A03)	Kathleen Smith/Don Miner	Shari Cnare
Dean of Students (A04)	Diane Steele	Mary Czynszak-Lyne
Enrollment Management (A05)	Terry Ruzicka / Mary Bingham	Trisha Bauer
DoIT (A06)	Jennifer Kvistad / Joanne Jones	Jason Jankoski
CALS (A07) Cross-College Biology (A37)	Paul Jelle	Trisha Bauer, Mark Walters
International Studies and Programs (A10)	Marianne Bird Bear	Hope Simon
Business (A12)	Jason Jankoski	Jason Jankoski
Education (A17)	Melissa Amos-Landgraf	Kelly Krahenbuhl
Engineering (A19)	Barb McPherson / Michele Rohde / Jeanne Hendricks	Michele Rohde
Human Ecology (A27)	Linda Dicks / Bruce Hellmich	Bethany Pluymers
Graduate School (A34)	Julie Karpelenia / Trisha Bauer	Trisha Bauer
Nelson Institute (A40)	Hope Simon	Hope Simon
Athletics (A42)	Kip Marvin	Michele Rohde
Law School (A45)	Bethany Pluymers / Margie Speier	Bethany Pluymers
Letters and Science (A48)	Anne Gunther	Betty Harwood, Ron Van Wey, Mary Beth Ellis, Mary Czynszak-Lyne
General Library (A49)	Nancy Graff-Schultz	Bethany Pluymers
Laboratory of Hygiene (A52)	Sherry Gehl	Shari Cnare
Medicine and Public Health(A53) Psych Institute (A55)	Elizabeth Bolt / Ben Weisse	Susan Baculik, Lori Mitchell
Nursing (A54)	Cynda DeMontigny	Mary Czynszak-Lyne
Pharmacy (A56)	Adam Whitehorse	Bethany Pluymers
University Health Services (57)	Arnie Jennerman / Renee Clodfelter	Jason Jankoski
Officer Education (ROTC) (A63)	Donna Bucholtz	Mark Walters
FP&M (A71)	Dorothy Steele	Shari Cnare
Police and Security (A77)	Karen Soley / Wendi Steinberg	Shari Cnare
Recreation Sports (A80)	Jeff Dvorak / Jennifer Dunn	Jason Jankoski
University Housing (A85)	Brenda Krueger	Julia Rielly
Vet Med (A87)	Jo Beth Dudley / Becky Zuba	Ron Van Wey
Vet Diagnostic Lab (A88)	Betsy Beckett-Vanwey	Ron Van Wey
Continuing Studies (A93)	Laura Ingram	Michele Rohde
Wisconsin Union (A96)	Tom Hogan / Julie Medenwaldt	Julia Rielly

Appendix B – Sample Project Charter for Phase Two Work-Flow project Team

Below is a charter that can be used for the Work Flow Project – Phase 1 & 2 efforts. Divisions can use this as a template/example for their specific Phase Two Charter (if needed).

UW-Madison
HRS Phase Two Work-Flow Team
Project Charter

Project Objective	Identification of HRS business process models and resources
Project Name	UW-Madison HRS Work-Flow Project (WFP)
Executive Sponsor	
Process Owner(s)	UW-Madison College of ……
Project Leader	
Problem Statement	In April 2011, the UW will be implementing the new HRS/PeopleSoft application that will replace the legacy appointment and payroll systems. Campus appointment/payroll processes are currently quite diverse on campus and don't necessarily coincide with the processes needed for the new system. These process changes will have a major affect on how UW-Madison will handle appointment activities across campus.
Business Case	To prepare for the new HRS/PeopleSoft application, divisions on campus will need to review the new system requirements and determine how their organization will successfully implement the changes. In past years, these types of changes would involve the divisions being provided with the new data requirements and each organization developing its own administrative structure to successfully implement the changes. Historically, this has resulted in processes being implemented that are not consistent among the divisions (32 different processes to accomplish the same thing). The implementation of HRS provides the campus the opportunity to modify past practice and become more consistent in business processes. The benefits of consistency include better ability to provide campus training, the interchangeability of staff between divisions, and reduced issues when system changes occur. This effort will provide the divisions with resources to implement similar business processes across the campus.
Goals	The goals of this project will have the following two phases. o Phase 1- Development of business process models and resources that can be used by campus divisions to build specific organizational

	structures to successfully implement the HRS/PeopleSoft application. (Completed July 31, 2010) o Phase 2 – Establish divisional work-flow teams to identify the model and resources to be used. Each division will have a Phase 1 liaison to assist in the process.
Scope / Boundaries	Activities and work product will focus on processes directly affected by the implementation of HRS. Other business processes may be identified as a peripheral aspect of the work but will not be addressed specifically with this effort.
Project Timeline, Initial Strategy, and Needed Work Product	The project timeline would coincide with the "go live" requirements of the HRS implementation. See the attached timeline. The Phase 2 efforts will involve the creation of a team for each division and should include: • Cross-divisional representation (division, department, center, etc.) • Knowledge of payroll, HR, and financial activities involved with hiring and position maintenance including types of positions performing the work • Ability to assist in and support the transition to the new HRS environment Each Division WFP Phase 2 team is expected to: o Become educated on JEMS (Job & Employee Management System – previously known as CHRIS/PVL), the HRS/PeopleSoft product (including security), APR Appointment Creation recommendations, change management strategies, and the recommendations from the Phase 1 team. o Identify the business process model and the resources needed for the HRS implementation for their respective division within the prescribed timeframe and ensure adequate communication and engagement occurs.
Team Members	(To be identified)
Project Milestones / Timeline	(To be identified)

Appendix C – Template for Selection of HRS Process Model

Each division should use the following template to document the selection of HRS Process Model

Division Name:

HRS Process Model		Delegations		
Specify whether the Division will be Centralized, Decentralized, or Hybrid (only one selection)	Specify which departments or center will get additional delegation (red work activity boxes in model)	Specify additional work activity modules that will be delegated to the department or center. Only those activity modules identified in red boxes in the process models can be delegated.		
Example: **Decentralized**	Department A	Make Additional Payments (PR)		
Example: **Centralized**	Department B	Manage Student Help Hiring (HR)		
Example: **Hybrid**	**Decentralized-** Department A Department B Center A **Centralized-** Department D	Approve Rate/Title Changes (JEMS) Approve Rate/Title Changes (JEMS) Manage Student Help Hiring (HR)	Review Payroll Edit Report/Initiate Corrections (T&L/AM: HR;BN;Finance)	Make Additional Payments (PR)

Appendix D – Template for the Identification of HRS Roles and Individuals to be Trained

Each division should use the following template to document the identification of the HRS/JEMS roles that will be used and to identify the specific individuals who will fill those roles. These individuals will be scheduled to receive HRS training.

Division (Major UDDS #)	Department / Sub-Unit (UDDS#)	Current Classification / Job Title	Job Code	Future HRS/JEMS Job Role(s) (use Roles on page 20)	Name of Person in Job Role	Person ID
Example: College of X (010100)	Department of X (010134)	Payroll & Benefits Spec. 3	#21303	-Vacancy Coordinator, -Department Appt. Coord. -Depart. Time & Leave Coord.	John Doe	#00070687

Appendix E – Sample Division Readiness Assessment

The below matrix is a document that will be used to assess a division's progress in developing their HRS business flow "Plan of Action". It includes steps required in the development of the plan. The WFP Phase One representative will use this tool to check-in and report on a division's efforts.

Assessment Matrix for Assessing WFP Readiness

Division Name:

Category	Status	Activities
Readiness	• TBD • TBD • TBD	• WFP Team formed • Leaders engaged (Dean, Director, HR/Payroll Staff, Chairs/Supervisors, etc.) • On-track to meet due dates
Communication	• TBD • TBD • TBD	• Conducting information briefings and forums • Conducting educational sessions • Assessing understanding and awareness within Division
Process Model Identified	• TBD	• Process Model Identified (Centralized, Decentralized, Hybrid)
Roles and Responsibilities	• TBD • TBD • TBD	• HRS Roles identified • Individuals identified to fill the roles • Training identified for the individuals