

UCOP HRIS Southern California Workshops Day 1 Notes

Attendees:

UCOP: Shelley Dommer, Patrick Collins, Julene Chilson
UCLA: Ruie Arnett, Paula Farrington, Blakely Pallock, Alexis Shaw, Nick Reddingus, Deb Dralle, Don Worth, Mabel Lai
UCSB: Carol Houchens, Pat Sheppard, Jan Smith, Priscilla Mori
UCSD: KC Causey, Judy Johnson, Jonnie Craig-Winston, Karen Andrews, Stephanie Navrides, KC Davis
UCR: Barbara Cooper, Marilyn Voce, Sheila Morris, Jadie Lee, Cynthia Seneriz, Bill Easley, Laura Stansburg, Gabe Nwandu, Cheryl Sautter
UCI: Marie Huff
KPMG Consulting: Phil Encinio, Debby Lu

Shelley provided an introduction to the project. Phil described the objectives for this worksession:

- 1 Consolidate past efforts
- 2 Build on them
- 3 ID requirements
- 4 ID unique needs
- 5 Help define commonalities
- 6 ID current systems
- 7 Develop vision of what's possible
- 8 Mobilize support for the vision
- 9 Develop strategy and simultaneously...
- 10 Identify quick wins

Personnel Processes Breakout

GROUP #1

Deb Dralle, Carol Houchens, Pat Sheppard, KC Causey, Stephanie Navrides, Cynthia Seneriz, Bill Easley

■ **Needs and Priorities**

- 1) Add more user defined fields to capture historical data and on-going actions.
There should be more user-defined field that are easily added on the fly; don't want the current situation where you need two years to get agreement from all the campuses in the system to change a field in PPS. HRIS needs to capture "one-time fields" (e.g., prior work history, language, etc.) and changing fields (e.g., address)
- 2) Capture organizational structures and reporting relationships.
See item #1.4. Capturing organizational structures and reporting relationships is a very high priority. Need to be able to know supervisors and reporting structures
- 3) Create user-defined time sensitive fields tied to a notification process
Want time-sensitive fields tied to a notification process; ex. Certification end date for a job that automatically triggers a notification for more training

4) Create sophisticated edits tied to policy “smart system”

New HRIS should balance flexibility vs. standard rules available on-line to help to people responsible for data entry. Need training for policy interpretation when people are handling data.

5) Improve leave reporting—1.9, 1.10, 1.18

It’s a mess right now, information is all over the map for sabbatical, academic leaves, staff leaves. This area needs a lot of attention.

6) Capture special academic data—1.19

Everyone has shadow systems all over the place to track 8 year limit, unit 18, rank and step, etc. We don’t have a system-wide approach to track this academic data that’s very core to our mission

7) Better track time and attendance—section 2

It’s a bit of an embarrassment for the university that we’re not tracking it very accurately, if at all.

8) Capture salary actions

Particular problem with current inability to handle retroactive merits. We know there’s a process underway to address with PPS, but we’re falling way short in this area.

9) Improve reporting

This has been a hot button issue for years. Most of the campuses that do any type of reporting at all have developed this on their own; there’s no universal effort. Need point in time, user friendly basic reporting system.

Note: Group #1 did not have time to complete a review of the entire Workshop #1 notes.

■ **General Discussion**

- Need to have a broader vision of how a system could help us do our work better. For example, appointments and distribution data are klutzy the way it’s laid out in PPS. It works pretty well from a funding sources perspective, but from an HR perspective you can’t get a good feel for a summary of the employee’s appointment/terms and conditions with the university, with all its complexities—would like a HRIS that provides a “metaperson” view. Look at a person and get a better grasp of what all their jobs are at the university. How do we look at employees for appointments?
- System should be more helpful to the people using it—it should provide guidance on policies on-line, for example, how to use leaves. If someone’s entering the fact that an employee is using leave for six days in a row, the system should have an automatic prompt to ask if whether FMLA is applicable in this situation? The system could help us by asking questions and guiding the person who’s entering with the right questions about policy.
- The system should provide a robust help function on policy and procedures. The system should also be intuitive—e.g., not reliant on codes—and be able to figure out things based on what people input. When you linger on something, little Mr. Paperclip should tell you what you’re supposed to be doing. Mr. Paperclip should help the data entry person to drill-down to greater and greater specificity of data. Don’t want to have to go to manual for real help. This would address training issues as well—right now it takes a week to get someone trained on PPS.

- The more you incorporate business rules into the system, the easier it is for users; but you have to consider the needs of campuses and subsets within the campus. This means more work up front for implementation.

GROUP #2

Mabel Lai, Jan Smith, Judy Johnson, Karen Andrews, Laura Stansbury, Cheryl Sautter

■ Needs and Priorities

- A) Provide service credit in different flavors: UCRS, leave accrual, time in salary and step; capture differences in service credit between staff and academic employees
- B) Expand item 1.4 to include key elements (salary and range) for supervisors and peers in addition to employees
- C) Generate ad hoc queries easily
- D) Capture work location information that transcends some place on campus; e.g. Geneva Switzerland
- E) Capture graduate student support time limits; report time in title; capture non-employee pay data—stipends, fellowships unrelated to payroll system
- F) Provide one screen with base data for the employee—one screen with most current useful data and history
- G) Provide history summary with ability to include or exclude actions—ignore corrections, funding changes, etc. most of us don't want to see all that level of detail. Order by PPS action date or effective date of the action
- H) Expand item 3.13 to include staff stipends
- I) Track post-doctoral and graduate fellowship data (non-payroll)
- J) Improve action codes—better access to comments, mandatory edits. Reporting structures add language to an action code; make use of action codes mandatory or creating edits
- K) Go away from tn3270 screens. Additional data fields for campus/departments to use to capture special needs
- L) Conduct a cost/benefit analysis of data entry needs vs. ability to have data on system. Needs to be cost/benefit analysis of each of these items to see how much data entry is worth doing for the end result. Don't want to take on burden of maintaining data just to get one thing on the other end
- M) Provide additional data fields for campus and department use
- N) Provide easy import/export of data
- O) Expand item 1.21 to be general, not just academic
- P) Have item 1.6 include expiration date and issuing agency for certifications
- Q) Capture position-dependent conflict of interest declaration (independent of employees). Capture position conflict of interest information
- R) Capture nearest relatives

- S) Capture working title or role—UCSD doing this now. Need to capture multiple roles (1: many and many:1 relationships)
- T) Generate historical payroll data reports on various parameters; also correct payroll report on various parameters
- U) Identify alternate shift data or flag:
- V) Connect between title code and market data
- W) Track cycle time—case tracking.

GROUP #3

Ruie Arnett, Paula Farrington, Priscilla Mori, KC Davis, Barbara Cooper, Marilyn Voce, Marie Huff

■ **Needs and Priorities**

- 1) Need to make the system user-friendly.
- 2) Extract and report needed information in a user-friendly way, to include better confirmation notices
- 3) Report on costing for salary actions by funding source and make projections
- 4) Enforce data integrity to ensure correct data in the system
- 5) Develop historical screens displayed in a user-friendly manner or snapshots rather than going through all of those other screens to find history information
- 6) Provide ability to correct errors, historical and otherwise
- 7) Provide ability to improve security level reporting, e.g., need for reporting on security plans developed by departments so that they can be checked and updated (UCSB)
- 8) Identify source and types of errors being made by people entering data
- 9) Provide more on-line help to system users
- 10) Provide reminders/notifications for items such as due-dates of various types

■ **General Discussion**

Ease and user-friendliness should be a key feature of any new HRIS. Need to get rid of codes—e.g., don't want to have to input NAU for UCLA, A5 as an academic, O=off scale, A=above scale. Let me enter a title and the system should pop up with information. Don't want to refer to tons of other codes.

GROUP #4

Julene Chilson, Alexis Shaw, Don Worth, Jadie Lee, Gabe Nwandu

■ **Needs and Priorities**

- I. Workflow
 - a) notification of date sensitive information
- Workflow capability—ex/ tickler notifications that should occur based on dates

II. Ad-hoc reporting

- a) access to data warehouse for easy reporting
- b) one distributed data warehouse for the entire university enterprise

What we really needed is the ability to perform ad-hoc reporting. There is a feeling that a lot of the things on the Workshop #1 list are already in PPS, just not being accurately captured or inaccessible

III. Data not captured by PPS

- a) performance evaluation (1.14)
- b) training administration data (1.16)
- c) grievance/disciplinary data (1.22)

IV. Handle retroactive merit increases (3.2)

V. Applicant tracking throughout the hire process (4.9). Applicant data are not tracked by PPS

GROUP #5

Sheila Morris, Nick Reddingus, Jonni Craig-Winston, Blakely Pallock, Patrick Collins

■ **Needs and Priorities**

- 1.1: Multiple addresses, including email address for campus and corporate needs is most important
- 1.5: capture appointment data, separation, multiple appointments, reappointments—this is in the system but the data isn't getting to corporate. Multiple actions on same date can't be separated out.
- 1.9: need on the academic side
- 1.10: capture leave of absence/FMLA data
- 1.13: layoff data, seniority points
- 1.14, 1.15: evaluation tracking and performance vs. salary increases; should be lumped together in an evaluation tracking program
- 1.19: special academic data; everyone's running academic shadow systems to handle that
- Section 2: all of time and attendance
- 3.2: handling retroactive merit increases; so much work and such a problem—want to reengineer and move away from doing it? Or make it easier.
- 3.3: separate merit actions by academic and staff—right now many manual processes, not effectively handled by PPS.

Note: Group #5 did not have time to look through the entire Workshop #1 notes.

■ **General Discussion**

- It's important to have a system that can handle actions that are really non-actions; ex/ \$0 merit, academic personnel review that don't result in a payroll action but should be captured.

- HRIS needs to capture not just transactions, but history, particularly the payroll system. Right now, history's not captured—multiple transactions are not being captured, and there are missing transactions.
- We need to distinguish between corporate and campus needs—campuses have parallel systems and workarounds, but apparently corporate still has a need. Need to clarify between the two.
- History—the system right now has separate screens for live data and history. The system should have both; for example, for title codes, we should be able to do a right click on the title code field and see all the past titles that employee's had.
- We need to acknowledge that many needs are being met at the campuses; they may not be being met economically; there could be some economies if we didn't have to do workarounds. If we could capture savings from the processes workarounds occurring at the individual campuses, that financial contribution could be applied to the new HRIS.
- As you're meeting your own needs on a campus and you've figured out a way to do that through technology, keep in mind that some other campus hasn't yet. We need to share solutions.
- Question: Has there been a decision yet about some of the policy issues that ought to be driving the system development? I keep hearing there's going to be more and more decentralization, autonomy given to each campus; the notion of creating one monolithic system of payroll/personnel may run counter to that policy direction? Response: As we look at the report and potential HRIS models, there probably won't be a single model; there'll be various models but not the UCOP top-down model. There might be some hybrid of campus HRIS'es. The Vice Chancellors have to advise Mullinix on what needs to happen. You have to advise your VC's operationally what needs to happen.
- “New Business Architecture” clearly says that campuses ought to be in control of their own destinies—how do campuses provide consistent data to corporate without necessarily creating a system that is not flexible and accommodating of campus needs? Does NBA still govern? YES
- A lot of the groups' Top 10 priority items might be actionable in the next year or two, as opposed to five to seven years anticipated for a full HRIS implementation. Rather than having a big, massive, monolithic system, if we have a phased system integration we could affect the user workstation much sooner—to end users, it doesn't matter if improvements are achieved by a workaround, hybrid, 15 different systems, or a big monolithic system. All they want is to have the information displayed. We need to provide the point of integration early, and then work on the back end.
- First meet the need; second, determine a way to integrate data. The policy question there is, who controls the system, who determines the standards so campuses have optimum flexibility but we have a standard?

Data & Information Requests and Academic Requirements Breakout

GROUP #1

■ Needs and Priorities

1. Length of service reports—variations thereof. Right now, it's very hard to generate these reports
2. Turnover reports—this is something that we certainly like to have, also workforce planning reports. These reports aren't currently being requested by the departments, but only because the system currently can't generate these reports and departmental users don't understand how that information could be helpful to them. There are a lot of issues around that—how do you define turnover?
3. Academic file control reports—need the system to maintain the files electronically instead of replicating paper over and over again
4. Unit reporting
5. Merit process reporting—everyone has shadow systems that are so ingrained that people forget they're shadow systems. Need reporting for staff and academics.
6. Data warehouse—very important to this group. Particularly useful for ad hoc reporting.
7. Reconciliation reports (add staffing report). Hard to develop shadow systems for reconciliation, reconciliations are still done by hand between budget and staff at the end of the year. Would love to automate this.
8. Staffing and budget generally, section 6, we need all that stuff. Need to define FTE vs. position.

■ Other systems

- PPS contains classification tracking individually by department or bigger units, but it's so difficult to extract this information from PPS that campuses have other systems for this information.
- Employee history—many departments in the college have their own employee history system because this type of information is so difficult to gather from PPS.
- Total cost of recruitment—particularly in academic appointments, there's travel, housing, spousal support, that are tracked through shadow systems. We don't seem to do as much recruiting that involve expenditures for staff; but this would also need to be tracked.
- Academic data and information, much of it isn't in PPS. Each campus personnel office keeps it own separate and distinct system for academic personnel.
- Information in workshop #4 is part and parcel of the HRIS, should be incorporated in the other documents; integrate it into the HRIS
- Similarities between academics and staff—many overlaps, but there are key dissimilarities that are distinct.
- Recruitment and retention of academics—need to obtain information from the real estate office for loans that we extend to academics for recruitment and retention; supplemental loans needs to be reported for each individual. We give out loans and supplemental that needs to be tracked.

- Need system to track all start up costs for academics—research costs, lab space, RA's, renovations, relocation expenses, etc.

GROUP #2

■ Other Systems

- DACSS/ASAP—data security and audit system (HR, student, \$) for UCLA
- Universal ID # for students and EE at UCLA
- SIMS—recruitment, position tracking at UCR
- EmployeeLink: employee history at UCSD
- R Net—contracts and grants at UCLA; Locus, contracts and grants at UCSD
- CSS: cost-sharing subsystem at UCSD
- Effort reporting (PAR) at all campuses
- GSFR (graduate student fee remission) at UCSB
- Online time reporting at UCSD
- Online merits at UCSD
- “Enrollment central” for employee training data, enrollment, and history at UCSD
- IAP budgeting system at UCSD
- Tracking work/study max earnings limit at UCLA
- Facilities link at UCSD
- Resumix applicant tracking at UCSD
- Sabbatical/leave recordkeeping at UCSD
- Procurement –storehouse—at UCSD
- Ad hoc employee data reporting (Employee Link) at UCSD
- Travel link at UCSD
- Blink—portal for staff at UCSD
- Job description online creation at UCSD

■ Needs and Priorities

- How do we handle imaging and when is scanning appropriate?
- E-signatures: when are they appropriate?
- Campus single password access?
- Retirement benefit modeling

- Reports: 4 types of reporting on the fly are necessary: 1) On-line with quick and dirty printing; 2) Formatted report; 3) Downloadable; 4) Include totals and subtotals
- Standardized and with ad hoc queries that can be saved and re-used
- Facilities Link—space data—UCSD
- Single point of data entry
- Headcount vs. FTE vs. pay percentages—because they aren't the same thing, inquiries by budgeted position for contracts and grants is meaningless
- Ability to do data auditing/scrubbing
- Exception reporting
- Measuring cumulative pay increases over a specified time period; can't > 25% in a year
- For contract and grant proposals, cumulative effort commitment; not PAR reporting, but faculty committing to effort
- Costing data

■ **General Discussion**

- BLINK: need to be cognizant of where dividing line is between HRIS and portal effort as part of NBA.
- Single point data entry—whatever system you design in, avoid duplicate data entry. Whoever is entering information does it once and then the system needs to automatically propagate it wherever it needs to go.
- Data audit and scrubbing: want a system that periodically sends out data to the employee or supervisors so they can correct and self-audit the data to ensure accuracy and data integrity. Put some data auditing process to him/herself, supervisor, or both.

GROUP #3

■ **Data & Information Request – Needs and Priorities**

- Ability to reconcile and track funding by position (position control)—difficulty performing budget office tracking and actual Payroll/personnel tracking.
- Ability to capture appointment priority—need to look at staffing by person and then by appointment; if one person has multiple appointments and you're trying to do a report to pull that together, it needs to be done by hand.
- Ability to produce workforce planning reports—tied into the aging of the workforce that would allow UC to work with recruitment strategies, training, retention

■ **Academic data request – Needs and Priorities**

- Ability to capture and report consistent faculty workload data (2.7)—faculty workload can be defined so differently in different departments; OP and legislature need reports on workload, so it's important to capture workload data better and more meaningfully.
- Bio/bib for faculty, 1.1 is very important
- Capture data by importing electronic documents or scanning hard copy documents as images for automating faculty appointment and review processes, 1.5—academic personnel processing could be easier when data come from multiple sources and we have to combine it and make it part of the review process
- 2.3, 2.5, 2.8—salary studies, recruitment reports, primary appointment—should apply to staff as well as academics
- Benchmarking—determining # of staff/faculty FTE—should be part of staff workforce planning, even more than academic planning
- Tracking all senior management group actions is important—in the academic document, SMG severance, merits, equities, all need to be tracked
- Identifying multiple identities, 8.1, 8.2, 8.3—affirmative action items should apply to staff as well as academics
- How much of this document encompasses all employees, not just academics?

■ General Discussion

- All the duplication of effort going on now has a tremendous cost that probably isn't being measured; in contrast, we're asking for funding for a new HRIS, the cost of which is very obvious.
- Reliability of data--\$327 mil per year spent on HR (spent on PPS support, based on FTE); \$67 mil spent on correction and validation, as documented by PwC study. We could support a lot of systems with that kind of money.

GROUP #4

■ Other Systems

- Workers' compensation tracking system
- Campus directory—get a feed from PPS; book of title for title, mailing address, pager
- Universal ID—at UCR, switched from SSN to random #s; in the near future, student IS is also going to do this. An individual could therefore have multiple ID's within UC
- Purchasing and A/P system—get a feed from PPS to populate different fields. UCR thinking about populating A/P system with direct deposit information as well as department address.
- Campus ID card—system feed of data from payroll; could be used as smart cards that collect data to feed back into HR

- Time and attendance systems—KRONOS has been trying to sell system to UC; quite a few campuses have bought it to track time and attendance. Web-based time and attendance will be big at UC
- Community of science (academic profiles). Outside system that collects academic information for research—need to tie into contracts and grants/academic personnel system
- Teaching evaluation scores—office of instructional development that maintains and issues teaching evaluations, with average scores, is part of the data in the academic dossier

■ **Data Needs and Priorities**

- Length of service within a title—1.2.11
- Turnover tracking—1.2.16
- Real-time reporting—2.1
- Academic file control—1.2.28
- Corporate reporting—need to reconcile differences in reports between OP and campuses
- Mass merit program reporting—being developed at UCSD, but all campuses do it differently, especially on the academic side
- Range process and reporting
- Rank and step—no historical data available anywhere
- Fiscal year PAR data for academic reporting—ex/for gender equity committee. What did this person make? All the components that make up compensation should be combined in a single report. Maintain a snapshot as close as we can of all compensation, all funding sources, in order to make a historical record for gender equity analysis
- Tracking of outside consultant usage for academics—new policies that replaces the old honor system, now has to be debited and credited.

GROUP #5

■ **Reports Needed**

- Workers' compensation activity
- Tracking of % increases for all actions, such as promotions, transfers, re-classes, equity increases
- Tracking incentive award program activities across campuses
- Continue to enhance monthly report on limited appointment employees
- Access to data on retirees (decentralized to campuses) and warning when retirees are rehired (should be retirees from all locations)—big issue for implementing UC casual, limited employees
- Add domestic partners to a list of data needs in section 4
- Track whistleblower and retaliation activity]
- Track sexual harassment complaints

- Track retention incentives for faculty and staff, broader than 8.2 in the report—what UC does in response to offers from other employers; counteroffers tracked
- Track educational fee waivers for dependents and employees—haven't been tracking activity under policy 51

■ **General Discussion**

- Each campus has its own IAP tracking system, but IAPs are not going to be continued at UCSB.
- Each system needs to have security and access standards. For example, implementation of the new whistleblower policy means that additional information has to be provided to UCOP. If the system is tracking sexual harassment and whistleblower information, then it has to be closely secured. Whistleblower information could be tracked and accessed at AVP level only; sexual harassment tracked at AA level. Need to control access and determine whether it's tracked locally or at OP; this would further control security. Alternatively, if OP is just tracking the data, statistical information; not the names of the individuals, then security needs aren't as great.

Labor Relations/Employee Relations Needs (General Discussion)

- Costing: system needs to provide easy way to know who and where in range. Needs to support costing needs of the labor group, OP, and the compensation group.
- Contract administration: consecutive shifts, how many holidays you had off, etc.
- Workload: multiple applications across different campuses. We need information about workload definitions from different departments—ex/humanities vs. engineering
- Pg 3, first bullet: freezing units from personnel changes would cause major problems. There are certain kinds of changes to the unit that can't be done. But with a 3-year bargaining period!
- Departments will circumvent rules at the local level. Departments do what they have to do, often in conflict with contract or policy
- Academics: how percentages/hours are represented; PPS vs. actual time
- For academics and student employees, there's confusion about how one represents under the current system % vs. hours, how we accommodate TA's, positive time reporting, etc....Some get a maximum, some get a range. Would like to see current change in UAW contract.
- How to influence people at the bargaining table could be as easy as having an explicit set of instructions for negotiators based on what can be administered on campus. If administering it on a campus is so complex, then why did we agree to it? You have complexities and pain because of how the university administers its contracts.
- No retroactivity in collective bargaining under any circumstances!!! Retroactivity implies failure to reach agreement by a deadline. A negotiator ought to have a portfolio filled with offer parameters established in part by people who have to administer the contract's requirements.
- How to determine if an employee is represented or not? Employee relations code at employee level applies to all their appointments; 50/50 appointments. Having two sets of rates for every title code—covered and uncovered rates—have to re-look at titles and rate sets for covered and uncovered. This is a bigger issue than a systems fix.

- Difficult to administer multiple contracts. Need a matrix or cheat sheet to assist with the process. The many policies that we have make it harder for departmental or payroll assistant to understand all the rules. It would be nice to have a template to help people to manage rules out there. Administrator could have 12 employees and 8 bargaining units with different rules to deal with.
- Issue about strikes—you have to ask departments to identify employees who went out on strike—need to stop pay and benefits.
- Data requests: too much; data not available; data not in single system; questions about positions (vacant, contracted out, budgeted, movement in/out of unit). Data requests from unions should inform negotiations
- Not enough pre-planning: Preplanning for bargaining needs to be better, should happen early on—needs to know the information about the number of employees in a range, how much by fund source and then costing.
- Unions ask a lot of questions around positions. Positions are hard to track—budgeted positions, taking positions out of departments, contracting out positions, etc.
- Costing is done after the fact
- Strategic planning—collective bargaining is like any other enterprise, anytime you have a process with a definable beginning and anticipated results, it requires strategic planning. There should be no choice that it should happen. How much strategic planning have you seen in any aspect of administration? We do need to make sure that a NBA says what ought to happen in terms of a vision—and achieve that vision by planning something.
- Exception reporting difficult if not impossible. Easy to get data on the positive, i.e., who got a merit. It's a lot harder to get negative information on who didn't get merit?
- Desire to see documents e.g., appointment letter for lecturers, means that there might be argument in favor of greater use of imaging to make documents more easily accessible. Documents—appointment letters, reappointment letters—are often kept at department level, but there is contract language that allows for academic file information.
- Contract consistency, and if we commit to something in the contract, it needs to be something that's easily accessible, retrievable.
- Most of the data are available on UCOP. Sometimes I go to the UCOP website to get a report together for UCOP? Why can't UCOP develop their own reports?
- Add as much consistency as possible on contracts and minimum defined rules. There should be reason and consultation with campuses.
- Some contracts require ongoing reporting on certain aspects; ex/ recruitments, my suggestion is that anything that's built into a contract as far as reporting, the system should be able to handle it, because right now everything's manual.
- Reporting requirements of contracts must be system supported.

Phil: Needs—High level review:

- 1 Capacity to add fields should be unlimited, should also be historical and ongoing fields
- 2 Time sensitive response capacity

- 3 Smart system edits, controlled by policy
- 4 Salary actions, retroactive, merits
- 5 Point-in-time reporting, user friendly picture of employees
- 6 Organization structure and reporting relationships
- 7 Leave reporting—accruals, usage
- 8 Time and attendance; strikes, who walks, who stays
- 9 Special academic data needs—review for applicability to staff, time limits, trigger points
- 10 Expanded vision, strategic planning
- 11 What if scenarios for decision makers
- 12 Statutory or regulatory requirements
- 13 New initiatives—impact analysis
- 14 Workforce planning
- 15 Data warehousing
- 16 Data security (access and integrity)
- 17 Exceptionals: retirees back to work; whistle blowers; workers compensation; retention incentives; domestic partners; recruitment sweeteners
- 18 Fiscal year reporting, snapshots
- 19 Track all senior management actions
- 20 Multiple actions, single employee
- 21 Policy instructions, triggers

# of votes	Need/requirement
67	Data warehouse/reporting
37	Capture data by imaging/electronic scanning of hard copy documents for automatic faculty appointment and renewal process
30	Ability to report on costing for salary actions by funding source and do projections
28	Ability to enforce data integrity
21	Staffing and budget
19	Time and attendance
19	Historical display of data in user-friendly manner (snapshot)
18	Ad hoc reporting
17	Ability to produce workforce planning reports—recruitment strategies, training, retention
17	Easy import/export of data
17	Ability to correct errors
16	Applicant tracking
16	Workers' compensation activity
16	1 distributed data warehouse for the entire university enterprise
16	Workers' compensation activity
15	Retention incentives for faculty and staff
15	History summary with ability to include/exclude actions
15	Rank and step
14	Merit process reporting
14	Access to data warehouse for easy reporting
14	Provide reminder/notifications, i.e. due dates
13	Sophisticated edits tied to policy, smart system
13	User friendly system

13	Other systems/classification tracking/employee history
12	Capture organizational structures/reporting relationships
12	User defined, time-sensitive fields tied to a notification process
12	Bio/Bib data for faculty
11	Retroactive merit increases
11	Academic file control
11	Salary studies—staff and academic/recruitment reports, primary appointment
11	Tracking % of increase for all actions
11	Headcount vs. FTE vs. pay %s
11	Length of service
10	Reporting: point in time, user friendly
10	Provide more online help
10	Turnover tracking
10	Reconcile and track funding by position
9	Performance evaluation data
9	Mass merit program
9	Total cost of recruiting
8	Leave reporting
8	Ability to capture appointment priority
8	Continue to enhance monthly reporting on limited appointments
8	Exception reporting
8	Academic file control reports
7	Generate ad hoc queries
7	Real-time reporting
7	Single point data entry
7	Costing data
7	Turnover
6	Historical payroll data reports
6	Track educational fee waiver
6	Union reporting
5	Service credit
5	Connection between title code and market data
5	Capture and report consistent faculty workload data
5	Access to data on retirees
5	Cumulative pay increases over specified time period
5	Single password
4	More user defined fields
4	Salary actions
4	Notification of date-sensitive information
4	Ability to improve security level reporting
4	Universal ID
4	Fiscal year PAR data for academic reporting
4	Track all SMG actions
4	Sabbatical leave reporting
3	Cost/benefit analysis of data entry needs vs. ability to have data on a system
3	Working title or role

3	Extract information in a user-friendly say/better confirmation notices
3	Identify source and type of errors
3	Campus directory
3	Time and attendance
3	Length of service within title
3	Range process
3	Benchmarking
3	Reconciliation report
2	Training administration data
2	Grievance/disciplinary data
2	Campus ID card
2	Add domestic partner data
2	BLINK
1	Expand org structure and working relationships to include key elements for supervisors
1	Action codes, better access to comments, mandatory comment edits
1	Alternate shift data or flag
1	Cycle time data/case tracking
1	Workers' comp
1	Track incentive award activity
1	Data auditing/scrubbing
1	C and G proposals/cumulative effort commitment
1	Job descriptions on line