Business Process Review

Human Resources

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Prepared by CAMPUSWORKS

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Human Resources Processes

Introduction

The Bergen Community College Human Resources Department engaged CampusWorks to conduct a business process review of key aspects of their operations in order to provide recommendations for overall process improvement and to identify opportunities where the Colleague administrative system might be better utilized to enhance operations and reporting in the department. CampusWorks staff and Human Resources leadership met initially to discuss areas of primary operational concern and to develop a set of core and sub-processes to be examined in the initial phase of the business process review. The key core processes examined during the business process review are: Employee Hire/Rehire, Personnel Actions, Personnel Record Maintenance, Employee Benefits/Leave Administration, Employee Separations, System Set-up and Maintenance, and Reporting. The complete inventory of processes reviewed may be found in Appendix A.

Following a kick-off meeting where the process of a business process review was shared by the CampusWorks business process review facilitator with all staff members of the Human Resources Department, the business process review began with the development of a scope statement for the specific core process area under review. The scope statement defines the purpose of the work performed in the core process area, and establishes parameters of the work to be reviewed in the core process by defining starting and ending points of the core process. Additionally, major responsibilities, clients (participants), and stakeholders of the core process are identified. Finally, measures of success for appropriate execution and risks to the College if the core process is not performed adequately are identified. The scope statement for each of the core processes may be found in Appendix B.

In subsequent meetings, members were interviewed over several weeks between early June and the end of August to identify steps, resources and activities for each of the sub-processes identified for the core areas. Meetings were established for roughly two hours in each of two days to obtain process information from staff. Next, the processes were translated into process maps and further described in accompanying narrative documents to relate the activities in both pictorial and narrative form. Finally, the staff reconvened with the business process review facilitator to review the process maps and narratives and to offer corrections or additions where necessary. The process maps and accompanying narratives are included in the body of this report.

Participants in the Human Resources Business Process Review

The following staff members of Bergen Community College participated in the business process review sessions and were facilitated by CampusWorks, Inc. staff:

Session	Date	Participant	Title
Creating New Employees	06/11/2013 & 06/13/2013	Diana Davis Susan DiSanto Bindu John Bridgett Kelly Aretha McMillan Diana Tofel Peter Bosco	HR Generalist Administrative Assistant HR Generalist Benefits Administrator Secretary Executive Secretary Consulting Information Technology Officer; CampusWorks, Inc.
Rehire/ Reactivate Employees	06/25/2013 & 06/27/2013	Diana Davis Susan DiSanto Bindu John	HR Generalist Administrative Assistant HR Generalist

	06/26/2013	Bridgett Kelly Aretha McMillan Diana Tofel Glenn Cvecich	Benefits Administrator Secretary Executive Secretary Adjunct Administrator
New Hire/ Rehire Forms Collection	06/25/2013 & 06/27/2013	Diana Davis Susan DiSanto Bindu John Bridgett Kelly Aretha McMillan Diana Tofel	HR Generalist Administrative Assistant HR Generalist Benefits Administrator Secretary Executive Secretary
Employee Benefits Enrollment	06/25/2013 & 06/27/2013	Diana Davis Susan DiSanto Bindu John Bridgett Kelly Aretha McMillan Diana Tofel	HR Generalist Administrative Assistant HR Generalist Benefits Administrator Secretary Executive Secretary
Onboarding	06/26/2013	Diana Davis Susan DiSanto Bindu John Diana Tofel	HR Generalist Administrative Assistant HR Generalist Executive Secretary
Demographic Updates	07/10/2013	Diana Davis Susan DiSanto Bindu John Bridgett Kelly Aretha McMillan	HR Generalist Administrative Assistant HR Generalist Benefits Administrator Secretary
Employee Benefits Changes/Updates	07/10/2013	Diana Davis Susan DiSanto Bindu John Bridgett Kelly Aretha McMillan	HR Generalist Administrative Assistant HR Generalist Benefits Administrator Secretary
Date Updates	07/30/2013	Nancy Adis Susan DiSanto Bindu John Bridgett Kelly	Administrative Assistant Administrative Assistant HR Generalist Benefits Administrator
Additional Appointment/ Multiple Positions	07/31/2013	Diana Davis Susan DiSanto Bindu John Bridgett Kelly	HR Generalist Administrative Assistant HR Generalist Benefits Administrator
Change Primary Position	08/13/2013	Susan DiSanto Bindu John Aretha McMillan	Administrative Assistant HR Generalist Secretary
Change of Status	08/14/2013	Nancy Adis Diana Davis Susan DiSanto Bindu John Bridgett Kelly Aretha McMillan	Administrative Assistant HR Generalist Administrative Assistant HR Generalist Benefits Administrator Secretary

Additional Appointment Separation	08/14/2013	Nancy Adis Diana Davis Susan DiSanto Bindu John Bridgett Kelly Aretha McMillan	Administrative Assistant HR Generalist Administrative Assistant HR Generalist Benefits Administrator Secretary
Person Leave Plan Updates (accrual, usage, maintenance)	08/27/2013	Diana Davis Bindu John Bridgett Kelly	HR Generalist HR Generalist Benefits Administrator
Leave Plan Roll-Over/Carry-Over	08/27/2013	Diana Davis Bindu John Bridgett Kelly	HR Generalist HR Generalist Benefits Administrator
Employee Separations	08/27/2013	Diana Davis Bindu John Bridgett Kelly	HR Generalist HR Generalist Benefits Administrator
Wage/Salary Changes	08/28/2013	Diana Davis Bindu John	HR Generalist HR Generalist

Executive Summary

The review of Human Resources business processes was facilitated by CampusWorks staff to draw out steps in key processes of the Human Resources department, focusing on processing impacting the use of the Colleague administrative system. The Human Resources Department graciously disrupted their ability to provide services to the College to participate in sessions conducted three mornings every other week over a three-month period. The underlying principle used when conducting the business process review was to assure staff members that the purpose of the process mapping sessions was to gather process information and was not an evaluation of what is done wrong or right by any particular member of the department. Additionally, at the appropriate time, the overall process would be assessed and recommendations made as to improvements to the process – again, removing the individual from scrutiny but looking at what positions could be utilized in a more effective manner. As staff noted concerns or issues that impact their ability to conduct their business as needed, these concerns were noted in the Parking Lot holding area for consideration during the process improvement phase. Staff were reassured and witnessed that comments added to the parking lot were not attributed to any specific individual. Staff members noted above participated at varying degrees, relative to the process under review and the involvement of their respective positions in the process. Staff was reticent to share information at times, but information was drawn out as completely as possible and individual follow-ups conducted with members if more complete information was needed when preparing the process maps and narratives.

Overall, the two greatest needs identified for the department from a process perspective are training and clear communications. Most staff members are not aware of the functionality that exists within Colleague that could help to make their work better. This was exposed during process mapping sessions by comments such as 'I didn't know about that screen, or that it held that information.' A current hindrance to receiving training in Colleague is that the system at Bergen was customized prior to the current staff and training manuals or other user documentation were not developed at the time to aid future users. Training and implementation with a clean, virtually un-customized version of Colleague would benefit the department and College, particularly when viewed over time. Customizations require additional maintenance unsupported by the software developer and frequently disrupt the ability to install or fully utilize new enhancements or features provided by the software developer. Additionally, the ability to obtain developer-provided training or assistance from other colleges using the software is reduced because neither of these sources would have the understanding of the customization or of its potential impacts on the process in question.

Communication is the second need identified within the department. Defined reporting lines for staff would help to remove misunderstanding between staff members and provide clear direction regarding work assignments. An example of this is that most staff members in HR are unclear about departmental procedures for personnel actions related to transfer, reclassification and promotion and when Board approval is required for these actions, and further expressed that they are unable to assist employees or managers with these processes because of their lack of understanding. Communication of departmental procedures within the department and to the College community is critical for helping individuals to understand the roles in personnel-related processes.

The use of Colleague as a fully functioning administrative system is further impeded by departments downstream who do not use the system as their primary data source. Payroll, in particular, maintains its own records and supplies information to the external payroll processor, ADP. While information is stored in Colleague by HR, the HR staff must also maintain shadow spreadsheets for pay and deduction related information required by the Payroll Office to generate employee payroll. Maintenance of multiple disparate systems, understandably, requires great care and effort and despite the best efforts of all involved, most often results in systems out of alignment. Without regular *manual* data validation, this misalignment is generally not realized until problems surface. In the case of HR and Payroll data discrepancies, the problems will be inaccurate pay caused by incorrect wages or salaries and/or inappropriate or incorrect deductions made from the wage line. In either instance, the result is that employees do not receive accurate pay and develop mistrust in the processes, departments and staff involved with maintaining their personnel and pay records. In addition, vendors may not receive correct benefits contributions and, at greater risk to the College and employee, withholding taxes may be incorrectly withheld and reported.

Another department maintaining its own records for purposes of tracking employees and payroll information is the Adjunct Administration office. This office serves as a 'shadow Human Resources' office in that it processes new hire or rehire of adjunct faculty and maintains its own paper and electronic records for this group of employees. The Human Resources Department of Bergen Community College validates I-9 work eligibility forms, but otherwise is not involved in the adjunct process. Again, the information is maintained in multiple systems and raises the question as to which system is the source of truth.

Because of the multitude of systems used, management reports are less effective than what could be extracted from one integrated system. Great effort would be required to join information from disparate systems, validate data to the appropriate source of truth and compile the requested data into meaningful information. A shared system, fully integrated into the work processes of all departments maintaining employee data, is needed by the College to provide the most effective and efficient services to staff, managers and College leadership.

As is typical during a business process review, ideas and concerns were shared that may not relate directly to the process under review. A listing of these ideas/concerns/suggestions, identified as the Parking Lot, appears at the end of this document as Appendix C. These items are considered to be an important aspect of the business process review and will be reviewed with leadership of appropriate departments for follow-up and potential resolution. In addition, immediate benefits were realized in the course of the business process review, as indicated below:

a) Staff realized several learning opportunities and gained process knowledge from information shared during process reviews.
b) Staff identified gaps within the internal processes and suggested easy remedies during process review to make immediate improvements to the process. An example of this is the realization that the HR staff and Benefits Administrator need to be aware of name changes, resulting in steps taken to ensure that information was shared throughout the department.

Within the various processes considered in the Human Resources business process review, several processes were identified as needing improvement; process improvements can be realized in both enhancements to system processes and more effective business processes used to gather and communicate information regarding personnel actions. General business and system process recommendations overarching all operations are provided under the heading 'General Recommendations' while recommendations for process improvements relative to specific processes are documented under the 'Process Recommendations' heading in each core process section.

Bergen Community College would be greatly served by improving business processes that would enable staff to fully leverage delivered Colleague functionality. In particular, improved system use surrounding employee positions, salary/wages and deductions would eliminate manual entry and duplicate systems rendered unnecessary in the Adjunct Administration and payroll processes while providing more efficient operations for the College, improved reporting capabilities and improved services to employees. A few of the key findings that surfaced during the discussions are noted below:

a) The College lacks a *sole* authoritative source for all salary, benefits and deductions data for all employees. As a result, manual processes have been developed to replace automated functionality provided in the Colleague administrative system, reporting capabilities are severely handicapped and the risk of error in payroll functions is significantly increased.
b) Lack of integration between HR/Payroll causes several unnecessary manual processes, proving greater opportunities for error with each manual step and imposing great risk to the College for the possibility of incorrect payroll and tax reporting.
c) Heavy dependence on manually-maintained spreadsheets for critical processes, such as payroll deductions calculations and information, creates significant opportunities for error with each manual step, hinders reporting capabilities and again, adds great risk to the College.
d) Lack of data review and validation among processes and between offices exists, adding to the possibilities of errors. While data validation is recommended in automated processes to ensure accuracy, the issue is further exacerbated at Bergen because of the multitude of manual processes that occur upstream from critical processes such as payroll or W2 generation.
e) Staff relies on Outlook calendar reminders, often on individual accounts rather than the shared calendar, to follow-up on critical processes rather than maintaining data in Colleague for tracking and creating reports to provide such information.
f) Adjunct faculty data is collected and maintained in Adjunct Administration Office without oversight, control or review by HR raises risk of compliance and reporting issues.
g) Reliance on shadow database for adjunct faculty information with associated dependence on manual processes for maintenance raises opportunity for error, data integrity issues and hinders reporting capabilities.
h) Payroll information is provided to Payroll Office by several sources (HR Generalist, Benefits Administrator, Adjunct Administrator) and lacks audit/validation with HR records prior to issuing employee payroll.

Aside from the business processes used for collecting data for input into Colleague, several concerns were raised that affect the overall operation of the Human Resources department. These concerns indicate an overall lack of collaboration and teamwork and further suggest moderate to intense levels of distrust and competition among members of the Human Resources department. It should be noted here that there have been significant staffing changes within the department after the majority of process mapping and review sessions were completed, which may have mitigated some of the issues noted. The findings below were gathered throughout the course of the process review, either as comments from participants or by observations during mapping sessions.

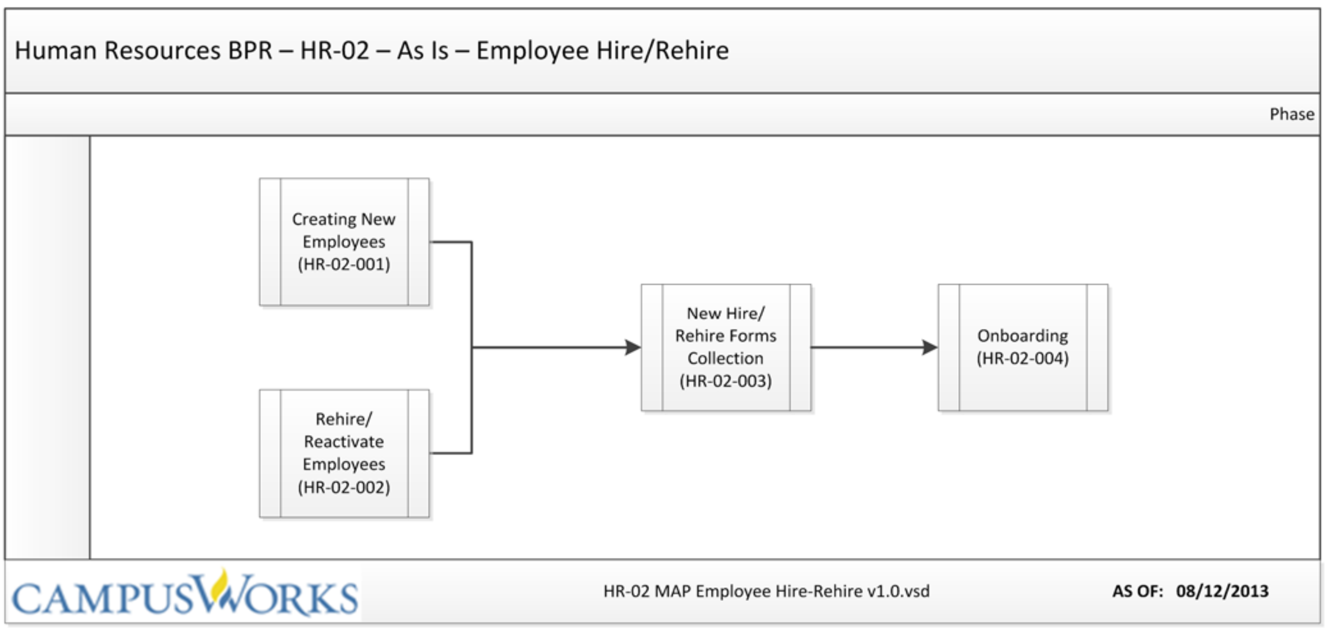
a) Lack of understanding among all staff of process tasks and Colleague procedures for critical hiring/personnel action processes reduces ability to efficiently assist employees and visitors to the Human Resources office.
b) Perceived unwillingness to share knowledge relative to established processes and procedures among staff members hampers ability of office to enhance services; key staff members are unfamiliar with Colleague forms and processes that would improve operations and help to ensure data integrity.
c) Great variance exists in workload among staff, resulting in several staff being underutilized while other staff work long hours to complete required tasks.
d) Staff expressed their belief that little will change as a result of the efforts put forth in the business process review.

Following the confirmation of the individual sub-process maps and narratives by staff, CampusWorks' Colleague Human Resources process consultants reviewed the core process in totality to identify areas where process improvements, both in work procedures and in usage of the Colleague administrative system, could be realized. The concerns noted in the Parking Lot also were reviewed and taken into consideration as part of the process improvement. The recommendations, based on established best practices, review of regulatory requirements, College policies and bargaining unit contracts, are included at the conclusion of this report. Upon review of the recommendations with the department leadership and staff, new 'To Be' process maps and accompanying narratives reflecting any adopted changes should be drafted to provide staff with revised processes in pictorial and narrative format to be used as a guide when conducting daily activities and reference during the re-implementation of Colleague.

Core Process: Employee Hire/Rehire Processes

The Bergen Community College core process "Employee Hire/Rehire" was the first core process area to be reviewed. This core process comprises hiring or rehiring staff, faculty and administrators to perform assigned duties to fulfill the mission of the institution. It begins with the verbal acceptance of an offer of employment at Bergen Community College from either a new or returning employee, and continues through steps required to prepare the employee to begin work at Bergen Community College such as onboarding, orientation and provision of system access. In addition, the process encompasses the use of administrative and other electronic systems (Colleague, Access, Excel) to maintain employee records and to generate information necessary for the Payroll Department to perform required payroll functions.

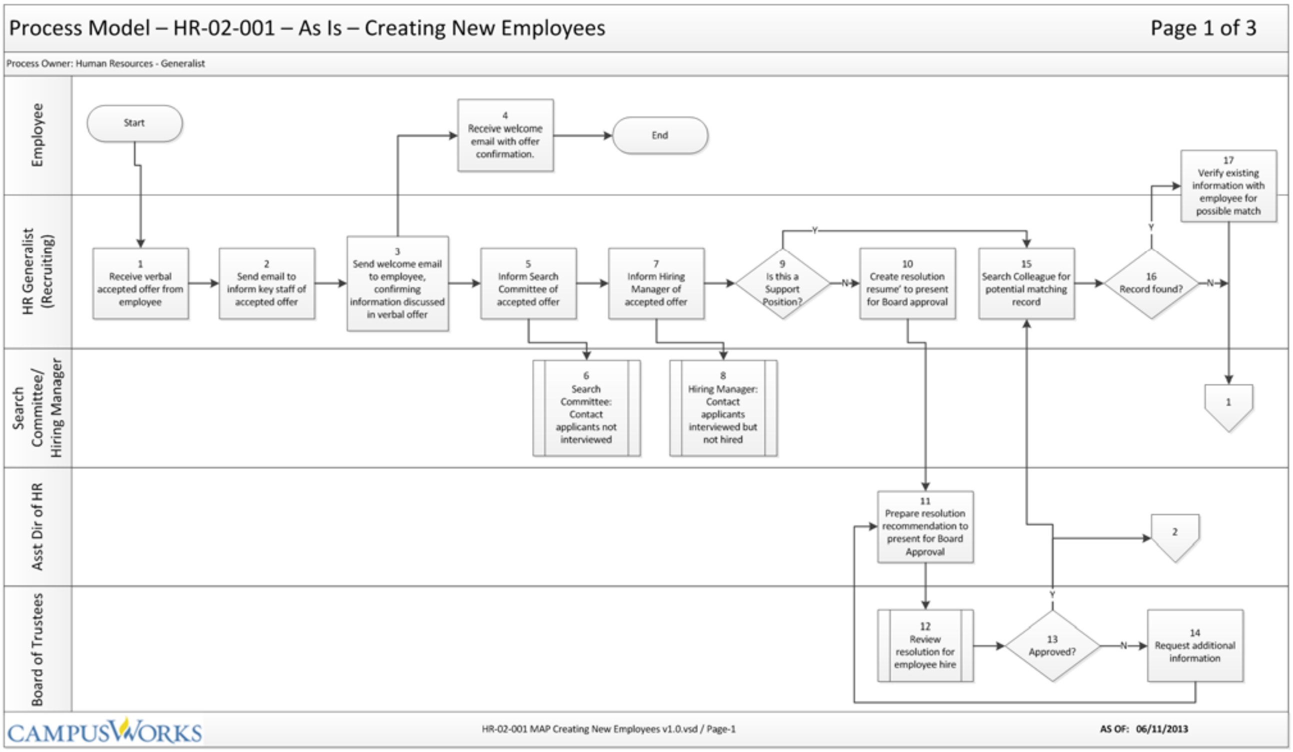
The Employee Hire/Rehire Process at Bergen Community College consists of four sub-processes, as shown below: Creating New Employees, Rehire/Reactivate Employees, New Hire/Rehire Forms Collection and Onboarding.

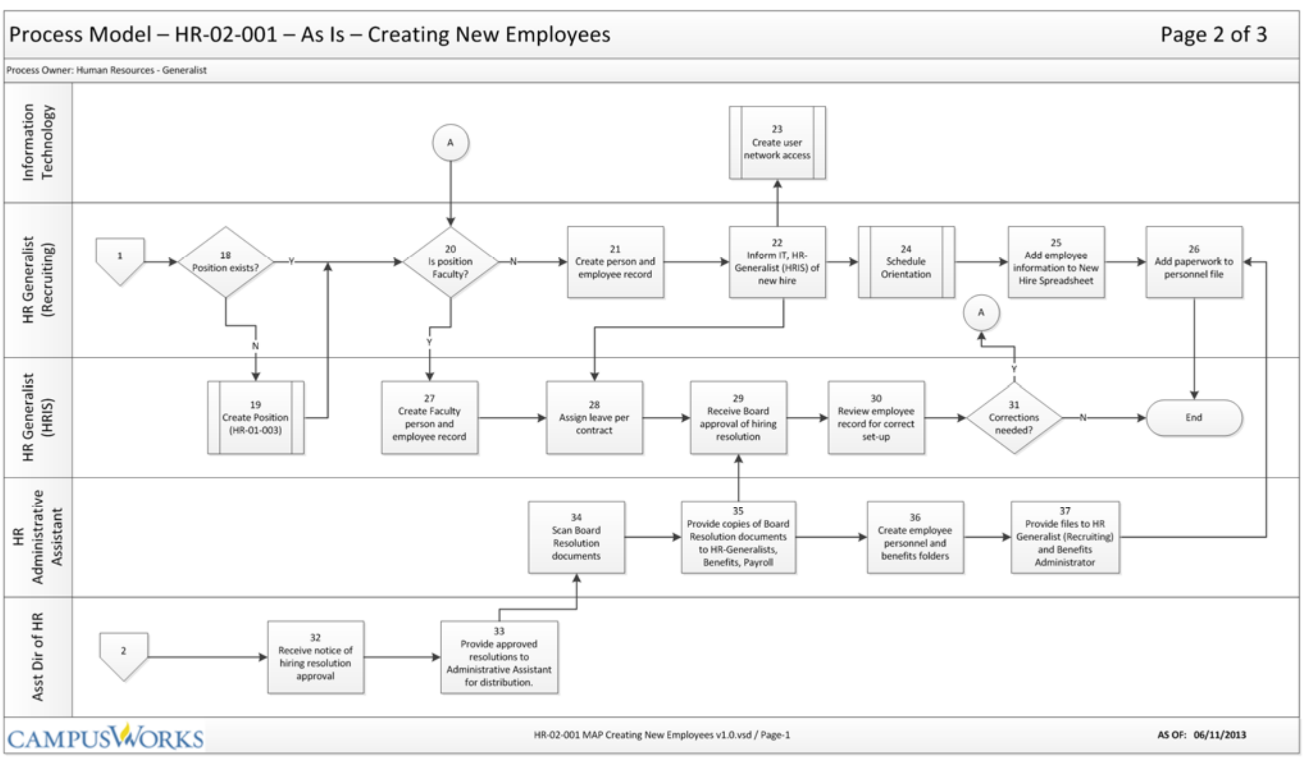


The following workflows and definitions describe the Employee Hire/Rehire processes for *Creating New Employees (HR-02-001), Rehire/Reactivate Employees (HR-02-002), New Hire/Rehire Forms Collection (HR-02-003) and Onboarding (HR-02-004)* currently used at Bergen Community College.

Process: Creating New Employees (HR-02-001)

The following process flow depicts the steps that occur for Employee Hire/Rehire Process: Creating New Employees (HR-02-001). The ‘Creating New Employees’ process begins once the candidate has verbally accepted the offer of employment at Bergen Community College, and continues up to the point where new hire forms are completed and returned.





Description: Creating New Employees (HR-02-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Creating New Employees (HR-02-001).

Previous Step:

1) New Employee Recruitment

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Receive verbal acceptance of offer from employee.	HR Generalist (Recruiting)	Phone; interview results - Receive acceptance of verbal offer from employee.	Verbal offer accepted.
2) Send email stating verbal offer was accepted by employee.	HR Generalist (Recruiting)	Email; accepted offer of employment - Send email to Hiring Manager, President, VP of Division and all HR Staff informing persons that offer of employment was verbally accepted by employee.	Email sent of verbally accepted offer.
3) Send welcome email to new employee.	HR Generalist (Recruiting)	Email; accepted offer of employment; electronic forms - Send welcome email to new employee, confirming information discussed during offer and providing electronic forms to be completed and returned at Orientation, prior to starting work.	Welcome email and initial hire forms sent.
4) Receive welcome email and electronic forms.	Employee	Email; accepted offer of employment; electronic forms - Receive welcome email with confirmation of start date and details discussed during offer. - Receive electronic new hire forms to be completed.	Welcome email and initial hire forms received.
5) Inform Search Committee of verbally	HR Generalist (Recruiting)	Email; accepted offer of employment - Send email to Search Committee to inform	Email sent to Search Committee of verbally accepted offer.

Process Step Description	Role Responsible	Tools/Inputs	Output
accepted offer by employee.		committee of verbally accepted offer, in order that committee can notify candidates not interviewed.	
6) Contact applicants not interviewed.	Search Committee	Email; applicant list - Notify applicants that interviews have been completed.	Applicants contacted via email.
7) Inform Hiring Manager of verbally accepted offer by employee.	HR Generalist (Recruiting)	Email; accepted offer of employment - Inform Hiring Manager of successful offer, in order that the Hiring Manager can contact unsuccessful candidates.	Hiring Manager notified of verbally accepted offer.
8) Contact applicants interviewed but not hired.	Hiring Manager	Email sent: - Inform unsuccessful candidates that position has been filled.	Unsuccessful interviewees contacted.
9) Is this a Support position?	HR Generalist (Recruiting)	Colleague HR	
10) If the position to be filled is not a support position, create resolution resume' to accompany recommendation for Board approval.	HR Generalist (Recruiting)	Position vacancy; candidate application/resume' - Prepare resolution resume' (page 2) to forward for Board review and approval. - Forward to Assistant Director of HR for completion of Board resolution recommendation. - Add documents to shared drive for future reference.	Resolution resume' created.
11) Prepare resolution recommendation to present for Board approval.	Assistant Director of Human Resources	Position vacancy; candidate application/resume' - Prepare resolution recommendation to accompany resume' for	Resolution recommendation completed.

Process Step Description	Role Responsible	Tools/Inputs	Output
		Board review and decision on new hire. - Forward to Board Secretary for inclusion at Board meeting.	
12) Review resolution for employee hire.	Board of Trustees	New Hire Resolution - Review new hire resolution per established Board practices.	Resolution reviewed.
13) Is the new hire resolution approved?	Board of Trustees		
14) If the new hire resolution is not approved, request additional information to be provided.	Board of Trustees	New Hire Resolution - Request additional information regarding the proposed new hire, for consideration and decision at a future Board meeting.	Additional information requested.
15) If the position to be filled is a Support position or upon receipt of hiring approval from the Board, search Colleague for potential matching record.	HR Generalist (Recruiting)	Colleague database; established person look-up procedures - Search for matching person record, using established person look-up procedures on NAE (Name and Address Entry).	Colleague records searched.
16) Record found?	HR Generalist (Recruiting)	Colleague database - Determine if matching record exists.	
17) If potential matching record is found, verify information with employee to confirm positive match.	HR Generalist (Recruiting)/Employee	Colleague database; phone - Contact employee to verify the possible match in Colleague.	Existing record information verified.
18) Does the position to be filled exist in Colleague?	HR Generalist (Recruiting)	Colleague HR; hire form - Determine if position exists in Colleague. - Email HR Generalist (HRIS) to create position if needed.	
19) If position does not already exist in	HR Generalist (HRIS)	Colleague HR; hire form	Position created.

Process Step Description	Role Responsible	Tools/Inputs	Output
Colleague, create a position.		- Confirm that position indicated on hire form does not already exist in Colleague. - Create position, following 'Create Position' process (HR-01-003) for POSD - Position Definition.	
20) Is this a Faculty position?	HR Generalist (Recruiting)	Hire Form - Determine if the position being filled is a faculty position.	
21) If this is not a faculty position and if there was not a confirmed record match, create person record for the employee; create employee record for new employee.	HR Generalist (Recruiting)	Colleague HR; hire form - Confirm that the position being filled is not a faculty position. - Create the person record for the new employee upon verification that there was not a confirmed match on the person record. - Create the employee record by assigning the employee to position using NFAC, TMPE.	New employee person and employee record created.
22) Inform IT and HR Generalist (HRIS) of new hire.	HR Generalist (Recruiting)	Email; Colleague HR - Inform IT and HR Generalist (HRIS) of new hire record creation in Colleague.	Email sent to IT and HR Generalist (HRIS)
23) Create user network access.	Information Technology	Colleague; email - Using established procedures, create user network access for new employee, updating former student record to employee record if necessary.	User network access created.
24) Schedule orientation for new hire.	HR Generalist (Recruiting)	Hire form; - Schedule orientation for new employee.	Orientation scheduled.

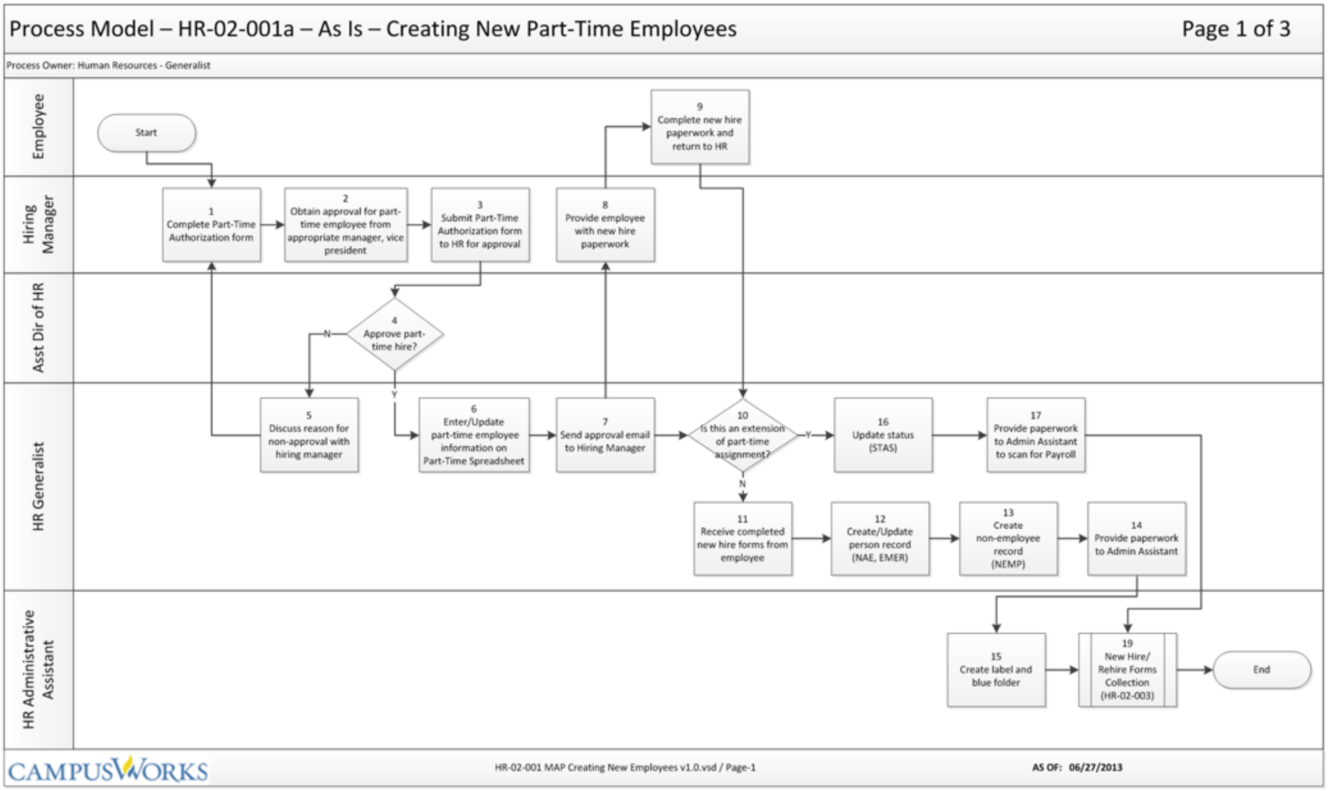
Process Step Description	Role Responsible	Tools/Inputs	Output
25) Add employee information to New Hire spreadsheet.	HR Generalist (Recruiting)	Hire form; New Hire spreadsheet - Add employee information to Orientation worksheet in New Hire spreadsheet. - Add employee information to 90-Day Probation worksheet in New Hire Spreadsheet.	New Hire spreadsheet updated with new hire information.
26) Add paperwork to personnel file.	HR Generalist (Recruiting)	New hire documents - Add New Hire Authorization form, resume' and application to employee personnel file provided by Administrative Assistant.	Personnel file updated.
27) If this is a faculty position and if there was not a confirmed record match, create person record for the employee; create employee faculty record for new faculty employee.	HR Generalist (HRIS)	Colleague HR; hire form - Confirm that the position being filled is a faculty position. - Create the person record for the new employee upon verification that there was not a confirmed match on the person record using NAE. - Create the faculty employee record by assigning the employee to position using FACL, TMPE. - Add stipends and differentials associated with position using STPS.	New employee person and faculty record created.
28) Assign appropriate leave plan per contract.	HR Generalist (HRIS)	Colleague HR; hire form - Assign the leave plan appropriate for the contract for the employee using LEVS.	Leave plan assigned.
29) Receive approved Board resolutions for new hires.	HR Generalist (HRIS)	Board-approved resolution; - Receive copies of Board-approved new hire resolutions from Administrative Assistant.	

Process Step Description	Role Responsible	Tools/Inputs	Output
30) Review employee record for correct set-up in Colleague.	HR Generalist (HRIS)	Board-approved resolution; Colleague HR - Review employee records in Colleague against information provided in Board resolution. - Ensure that employee person record was created correctly by reviewing NAE and making corrections where necessary. - Ensure that employee position assignment, position classification and bargaining unit, salary/overload, stipends, leave and benefits assigned, by reviewing XEMP, STAS, PSTA, XWAG, STPS, LEVS, and making corrections where necessary. - Update position set-up information if indicated by Board actions, using PPRI, PPFI.	Approved resolution received and reviewed against employee record.
31) Are corrections needed to employee record in Colleague?	HR Generalist (HRIS)	Board-approved resolution - If corrections are needed, return to Step 18 to determine by whom corrections should be performed. - If corrections are not needed, process ends.	Records corrected as needed.
32) Receive Board approval notices for new hire resolutions.	Assistant Director of Human Resources	Board-approved resolution - Receive notice that resolutions were approved by the Board.	
33) Provide copies of approved new hire Board resolutions to Administrative Assistant for distribution.	Assistant Director of Human Resources	Board-approved resolution - Receive notice that resolutions were approved by the Board.	Resolution copies provided to Admin Assistant.

Process Step Description	Role Responsible	Tools/Inputs	Output
34) Scan copies of approved new hire Board resolutions.	HR Administrative Assistant	Board-approved resolution - Scan copies of approved resolutions to shared file.	Resolutions scanned.
35) Provide copies of approved new hire Board resolutions to HR Generalists, Benefits Administrator and Payroll.	HR Administrative Assistant	Board-approved resolution - Distribute copies of approved resolution to HR Generalists, Benefits Administrator and Payroll Office for further processing.	Resolution copies distributed.
36) Create employee's personnel and benefits files.	HR Administrative Assistant	New hire documents - Create personnel file for new employee, using established procedures for placing documents in appropriate order. - Add copy of Board-approved new hire resolution to file. - Add copy of Welcome Letter from President Office, if new hire is full-time faculty or administrator.	Personnel and Benefits files created.
37) Provide files to HR Generalist (Recruiting) and Benefits Administrator.	HR Administrative Assistant	Personnel file - Provide the personnel file to the HR Generalist (Recruiting) for additional new hire materials. - Provide the benefits file to the Benefits Administrator for benefits information.	Personnel file provided to HR Generalist (Recruiting) and Benefits Administrator as appropriate.

Process: Creating New Part-Time Employees (HR-02-001a)

The following process flow depicts the steps that occur for Employee Hire/Rehire Process: Creating Part-Time New Employees (HR-02-001a), a sub-process to the process of creating a new employee. The 'Creating Part-Time Employees' process begins when a hiring manager completes a part-time authorization form to hire a part-time employee, and continues up to the point where new hire forms are completed and returned.



Description: Creating New Part-Time Employees (HR-02-001a)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Creating New Part-Time Employees (HR-02-001a).

Previous Step:

1) Hiring manager selects part-time worker to fit needs of department.

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Complete Part-Time Authorization Form.	Hiring Manager	Part-Time Authorization Form - Complete a request to hire/extend part-time employment by filling out the Part-Time Authorization form.	Part-Time Authorization Form completed.
2) Obtain approval for part-time hire from appropriate	Hiring Manager	Part-Time Authorization Form	Approval for part-time hire received.

Process Step Description	Role Responsible	Tools/Inputs	Output
managers, Vice-President.		- Submit Part-Time Authorization form to appropriate department and division approving authorities for approval.	
3) Submit approved Part-Time Authorization form to Human Resources for review and approval.	Hiring Manager	Part-Time Authorization Form - Submit the approved Part-Time Authorization form to Human Resources for review and approval.	Approved Part-Time Authorization form submitted to HR.
4) Is part-time hire/ extension approved?	Assistant Director of HR	Part-Time Authorization Form - Determine if part-time hire/extension can be approved.	
5) If part-time hire or extension is not approved, contact Hiring Manager to discuss reasons for request denial.	HR Generalist	Part-Time Authorization Form - Contact Hiring Manager to discuss why part-time hire/extension was not approved.	Hiring Manager contacted to discuss part-time hire.
6) If part-time hire or extension was approved, enter or update information on Part-Time spreadsheet.	HR Generalist	Email; applicant list - Notify applicants that interviews have been completed.	
7) Inform Hiring Manager of part-time hire/extension approval.	HR Generalist	Email; approved Part-Time Authorization form - Inform Hiring Manager of approval to hire/extend part-time employee. - Request that Hiring Manager provide new hire forms to part-time employee if new hire.	Hiring Manager informed of part-time hire/extension approval.
8) Provide employee with new hire paperwork, as appropriate.	Hiring Manager	Part-time Authorization approval; new hire forms - Provide new hire forms to new employee.	New hire forms distributed to employee.

Process Step Description	Role Responsible	Tools/Inputs	Output
9) Complete new hire forms and return to HR to complete employment process.	Employee	New Hire forms - Complete necessary information on new hire forms. - Bring forms to HR to complete employment processing.	New hire forms completed and submitted to HR.
10) Is this an extension of an existing part-time position?	HR Generalist	Part-Time Authorization Form - Determine if this is a new hire or extension of an existing part-time employee.	
11) If this is a new hire, receive completed new hire forms from employee.	HR Generalist	Part-Time Authorization Form - Received completed new hire forms from new employee. - Review for completeness and accuracy.	New hire forms received from employee.
12) Create or update the person record using NAE, EMER.	HR Generalist	Part-Time Authorization Form, new hire forms - Create or update person record, as appropriate, with information provided on new hire forms, using NAE and EMER.	Person record created/updated.
13) Create non-employee record using NEMP.	HR Generalist	Part-Time Authorization Form, new hire forms - Create non-employee record for new part-time employee, using NEMP. - Record position filled, status, salary, hours authorized per week.	Non-employee record created.
14) Provide Part-Time Authorization and new hire forms to Administrative Assistant.	HR Generalist	Part-Time Authorization Form, new hire forms - Provide Admin Assistant with Part-Time Authorization and new hire forms to provide to Payroll and to begin personnel file.	Part-time Authorization and new hire forms given to Administrative Assistant.

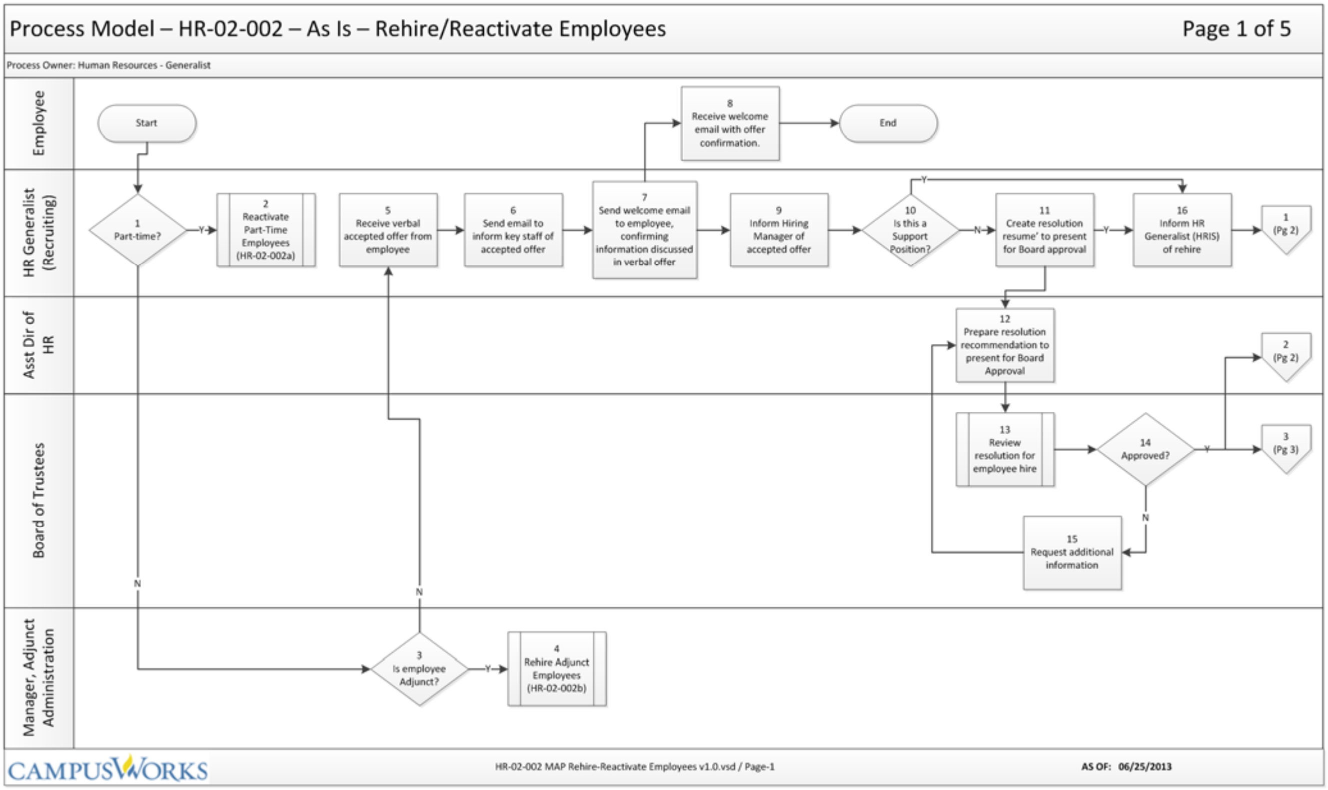
Process Step Description	Role Responsible	Tools/Inputs	Output
15) Create file label and blue folder for new employee.	HR Administrative Assistant	Part-Time Authorization Form, new hire forms - Create label and folder for new employee, using blue folder for part-time employee file.	Personnel file created for new employee.
16) If this is an extension of an existing part-time employee, update employee status using STAS.	HR Generalist	Part-Time Authorization Form - If this is an extension of a current part-time employee, update employee status using STAS.	Employee status updated.
17) Provide Part-Time Authorization form to Administrative Assistant.	HR Generalist	Part-Time Authorization Form - Provide Admin Assistant with Part-Time Authorization to provide to Payroll and to add to personnel file.	
18) Follow 'New Hire/Rehire Forms Collection' process, HR-02-003.	HR Administrative Assistant	Part-Time Authorization Form; new Hire forms - Follow steps in process 'New Hire/Rehire Forms Collection' (HR-02-003).	

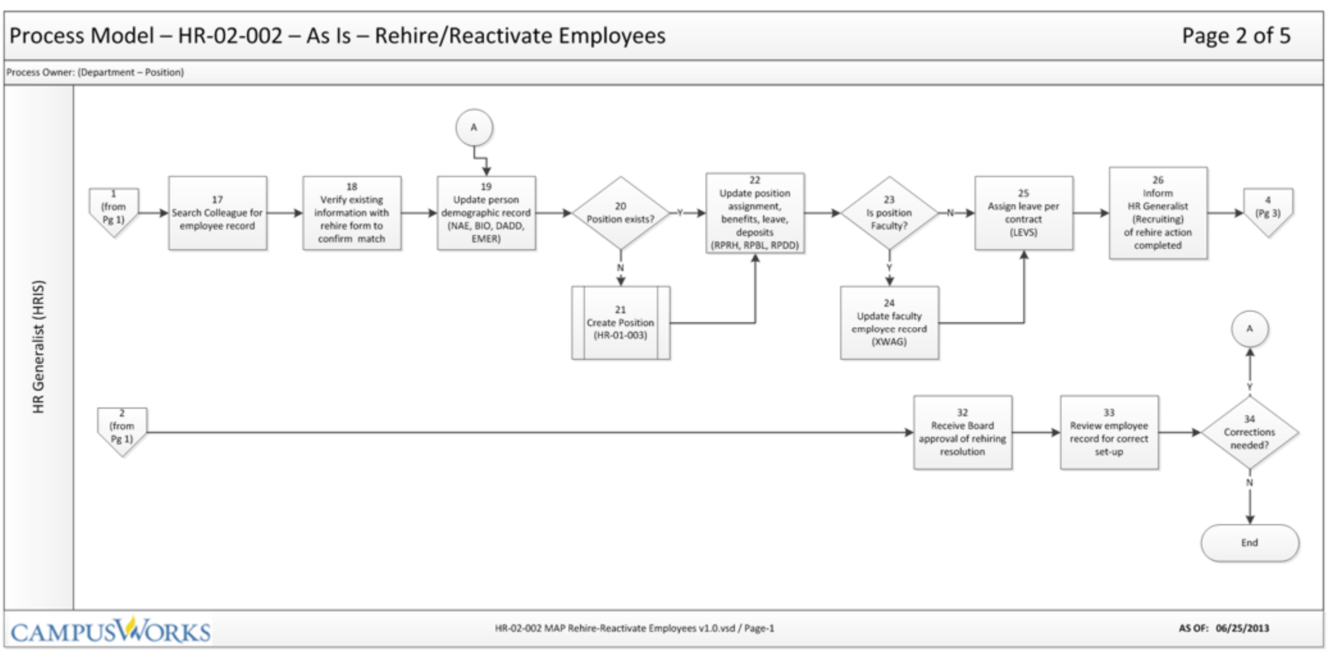
Next Step:

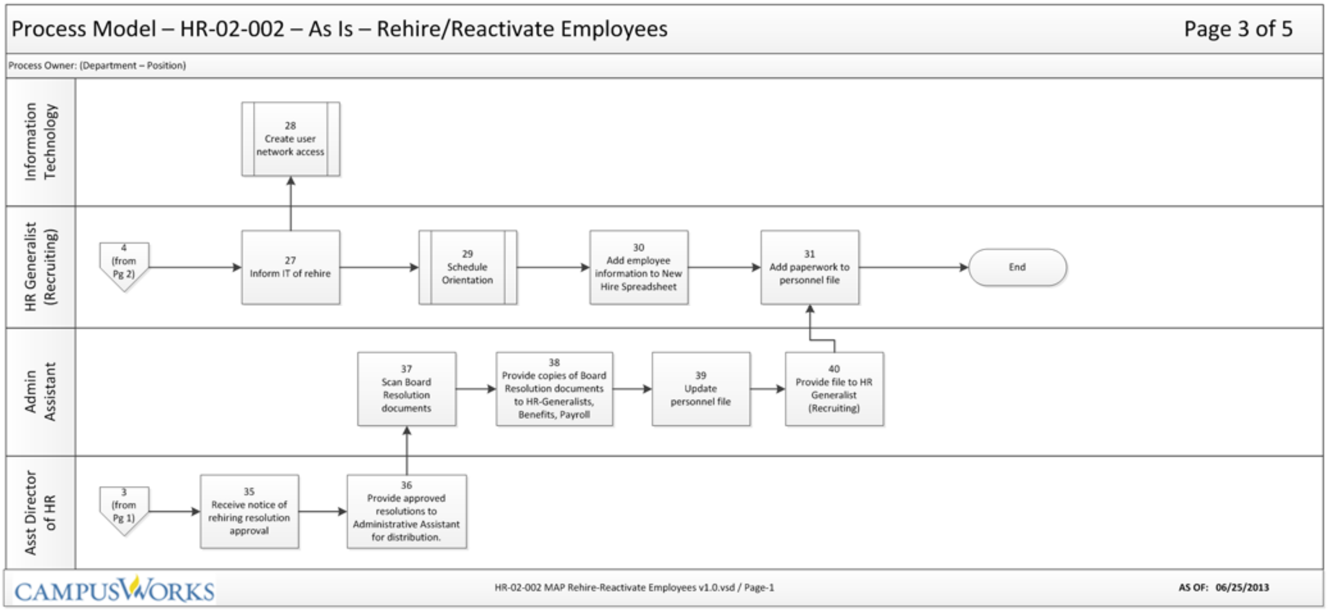
1) HR-02-003 – New Hire/Rehire Forms Collection

Process: Rehire/Reactivate Employees (HR-02-002)

The following process flow depicts the steps that occur for Employee Hire/Rehire Process: Rehire/Reactivate Employees (HR-02-002). The 'Rehire/Reactivate Employees' process begins once a previously employed candidate has verbally accepted the offer of re-employment at Bergen Community College, and continues up to the point where appropriate hire forms are completed and returned.







Description: Rehire/Reactivate Employees (HR-02-002)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Rehire/Reactivate Employees (HR-02-002).

Previous Step:

1) New Employee Recruitment

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Is the rehired employee a part-time employee?	HR Generalist (Recruiting)	Hire Form - Assess if person being rehired is a part-time employee.	
2) If rehired employee is a part-time employee, follow 'Reactivate Part-Time Employees' process, HR-02-002a.	HR Generalist (Recruiting)	Hire Form - Follow 'Reactivate Part-Time Employees' process (HR-02-002a) if employee is a part-time employee.	Employee confirmed aspart-time.
3) If rehired employee is not part-time, is the employee an Adjunct faculty?	Manager, Adjunct Administration	Hire Form - Assess if person being rehired is an Adjunct faculty.	Employee confirmed full-time.
4) If rehired employee is an Adjunct faculty, follow 'Rehire Adjunct Employees' process, HR-02-002b.	Manager, Adjunct Administration	Hire form; Colleague - Follow 'Rehire Adjunct Employees' process (HR-02-002b) if employee is an adjunct faculty.	Employee confirmed as Adjunct.

Process Step Description	Role Responsible	Tools/Inputs	Output
5) If employee to be rehired is not an Adjunct faculty, receive verbal acceptance of offer from employee.	HR Generalist (Recruiting)	Phone; interview results - Receive acceptance of verbal offer from employee.	Verbal offer accepted.
6) Send email stating verbal offer was accepted by employee.	HR Generalist (Recruiting)	Email; accepted offer of employment - Send email to Hiring Manager, President, VP of Division and all HR Staff informing persons that offer of employment was verbally accepted by employee.	Email sent of verbally accepted offer.
7) Send welcome email to new employee.	HR Generalist (Recruiting)	Email; accepted offer of employment; electronic forms - Send welcome email to new employee, confirming information discussed during offer and providing electronic forms to be completed and returned at Orientation, prior to starting work.	Welcome email and initial hire forms sent.
8) Receive welcome email and electronic forms.	Employee	Email; accepted offer of employment; electronic forms - Receive welcome email with confirmation of start date and details discussed during offer. - Receive electronic new hire forms to be completed.	Welcome email and initial hire forms received.
9) Inform Hiring Manager of verbally accepted offer by employee.	HR Generalist (Recruiting)	Email; accepted offer of employment - Inform Hiring Manager of successful offer, in order that the Hiring Manager can contact unsuccessful candidates.	Hiring Manager notified of verbally accepted offer.

Process Step Description	Role Responsible	Tools/Inputs	Output
10) Is this a Support position?	HR Generalist (Recruiting)	Colleague HR	
11) If the position to be filled is not a support position, create resolution resume' to accompany recommendation for Board approval.	HR Generalist (Recruiting)	Position vacancy; candidate application/resume' - Prepare resolution resume' (page 2) to forward for Board review and approval. - Forward to Assistant Director of HR for completion of Board resolution recommendation. - Add documents to shared drive for future reference.	Resolution resume' created.
12) Prepare resolution recommendation to present for Board approval.	Assistant Director of Human Resources	Position vacancy; candidate application/resume' - Prepare resolution recommendation to accompany resume' for Board review and decision on new hire. - Forward to Board Secretary for inclusion at Board meeting.	Resolution recommendation completed.
13) Review resolution for employee hire.	Board of Trustees	New Hire Resolution - Review new hire resolution per established Board practices.	Resolution reviewed.
14) Is the new hire resolution approved?	Board of Trustees		
15) If the new hire resolution is not approved, request additional information to be provided.	Board of Trustees	New Hire Resolution - Request additional information regarding the proposed new hire, for consideration and decision at a future Board meeting.	Additional information requested.
16) If the person rehired is a support position, or after submitting the resolution resume' for	HR Generalist (Recruiting)	New Hire Resolution, email - Send email to HR Generalist (HRIS) to	HR Generalist (HRIS) informed of rehire.

Process Step Description	Role Responsible	Tools/Inputs	Output
Board approval, inform HR Generalist (HRIS) of person rehired.		inform of rehired employee.	
17) Search Colleague for the person record.	HR Generalist (HRIS)	Colleague database; established person look-up procedures - Search for the matching person record, using established person look-up procedures on NAE (Name and Address Entry).	Colleague records searched.
18) Verify existing information with employee rehire information to confirm positive match.	HR Generalist (HRIS)	Colleague database; Hire Authorization form - Verify the information on record with new information provided by employee to confirm a positive record match.	Existing record information verified.
19) Update person demographic information as necessary.	HR Generalist (HRIS)	Colleague database; Hire Authorization form - Update the employee demographic information as provided on the Hire Form, as necessary, using NAE, BIO, DADD, EMER	Employee person record updated, as needed.
20) Does the position to be filled exist in Colleague?	HR Generalist (HRIS)	Colleague HR; hire form - Determine if position exists in Colleague.	
21) If position does not already exist in Colleague, create a position.	HR Generalist (HRIS)	Colleague HR; hire form - Confirm that position indicated on hire form does not already exist in Colleague. - Create position, following 'Create Position' process (HR-01-003) for POSD - Position Definition.	Position created.
22) Update position assignment, wage, benefits, leave for rehire.	HR Generalist (HRIS)	Colleague, Hire Form - Update person position assignment, per the Hire Form using RPRH.	Person assigned to position.

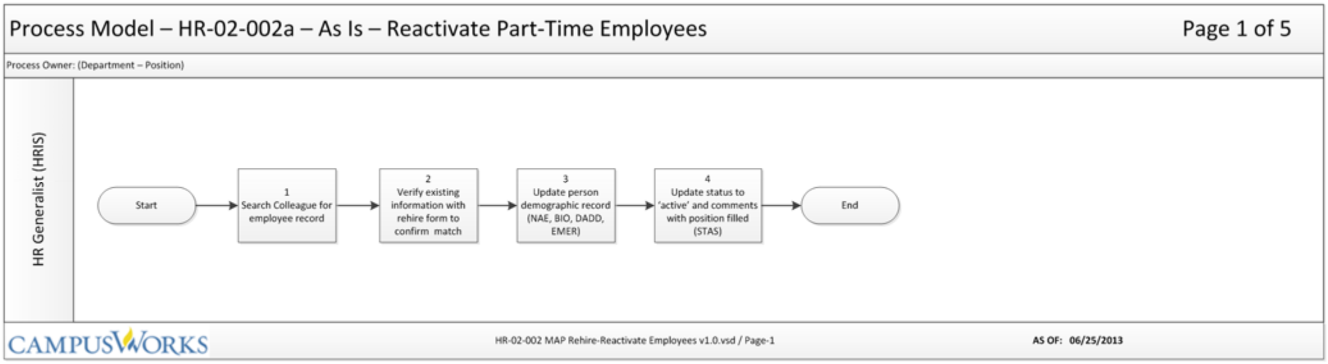
Process Step Description	Role Responsible	Tools/Inputs	Output
		- Update wage, benefits as necessary, using RPDD, RPBL.	
23) Is this a Faculty position?	HR Generalist (HRIS)	Hire Form - Determine if the position being filled is a faculty position.	
24) If the person is hired to a faculty position, update faculty employee record.	HR Generalist (HRIS)	Colleague, Hire Form - Update wage record using XWAG. - Add stipends and differentials associated with position using STPS.	
25) Assign appropriate leave plan per contract.	HR Generalist (HRIS)	Colleague HR; hire form - Assign the leave plan appropriate for the contract for the employee using LEVS.	Leave plan assigned.
26) Inform HR Generalist (Recruiting) of completion of rehire record in Colleague.	HR Generalist (HRIS)	Email; Colleague HR - Inform HR Generalist (Recruiting) of rehire record completion in Colleague.	Email sent to HR Generalist (Recruiting).
27) Inform IT of rehire of employee.	HR Generalist (Recruiting)	Email; Colleague HR - Inform IT of rehire record creation in Colleague.	Email sent to IT.
28) Create user network access.	Information Technology	Colleague; email - Using established procedures, create user network access for returning employee, updating former student record to employee record if necessary.	User network access created.
29) Schedule orientation for employee rehired.	HR Generalist (Recruiting)	Hire form; - Schedule orientation for rehired employee.	Orientation scheduled.
30) Add employee information to New Hire spreadsheet.	HR Generalist (Recruiting)	Hire form; New Hire spreadsheet - Add employee information to Orientation worksheet in New Hire spreadsheet. - Add employee information to 90-Day	New Hire spreadsheet updated with new hire information.

Process Step Description	Role Responsible	Tools/Inputs	Output
		Probation worksheet in New Hire Spreadsheet.	
31) Add paperwork to personnel file.	HR Generalist (Recruiting)	New hire documents - Add New Hire Authorization form, resume' and application to employee personnel file provided by Administrative Assistant.	Personnel file updated.
32) Receive approved Board resolutions for newly hired employees.	HR Generalist (HRIS)	Board-approved resolution; - Receive copies of Board-approved hiring resolutions from Administrative Assistant.	
33) Review employee record for correct set-up in Colleague.	HR Generalist (HRIS)	Board-approved resolution; Colleague HR - Review employee records in Colleague against information provided in Board resolution. - Ensure that employee person record was created correctly by reviewing NAE and making corrections where necessary. - Ensure that employee position assignment, position classification and bargaining unit, salary/overload, stipends, leave and benefits assigned, by reviewing XEMP, STAS, PSTA, XWAG, STPS, LEVS, and making corrections where necessary. - Update position set-up information if indicated by Board actions, using PPRI, PPFI.	Approved resolution received and reviewed against employee record.
34) Are corrections needed to employee record in Colleague?	HR Generalist (HRIS)	Board-approved resolution - If corrections are needed, return to Step 19 to determine by whom	Records corrected as needed.

Process Step Description	Role Responsible	Tools/Inputs	Output
		corrections should be performed. - If corrections are not needed, process ends.	
35) Receive Board approval notices for new hire resolutions.	Assistant Director of Human Resources	Board-approved resolution - Receive notice that resolutions were approved by the Board.	
36) Provide copies of approved new hire Board resolutions to Administrative Assistant for distribution.	Assistant Director of Human Resources	Board-approved resolution - Receive notice that resolutions were approved by the Board.	Resolution copies provided to Admin Assistant.
37) Scan copies of approved new hire Board resolutions.	HR Administrative Assistant	Board-approved resolution - Scan copies of approved resolutions to shared file.	Resolutions scanned.
38) Provide copies of approved new hire Board resolutions to HR Generalists, Benefits Administrator and Payroll.	HR Administrative Assistant	Board-approved resolution - Distribute copies of approved resolution to HR Generalists, Benefits Administrator and Payroll Office for further processing.	Resolution copies distributed.
39) Update employee's personnel file.	HR Administrative Assistant	Approved Board resolution; employee personnel file - Update personnel file for employee by adding a copy of Board-approved rehire resolution to file.	Personnel file updated.
40) Provide file to HR Generalist (Recruiting).	HR Administrative Assistant	Personnel file - Provide the personnel file to the HR Generalist (Recruiting) for additional rehire materials.	Personnel file provided to HR Generalist (Recruiting).

Process: Reactivate Part-Time Employees (HR-02-002a)

The following process flow depicts the steps that occur for Employee Hire/Rehire Process: Reactivate Part-Time Employees (HR-02-002a). The 'Reactive Part-Time Employees' process begins once the candidate has verbally accepted the offer of employment at Bergen Community College, and continues through the point of updating the employee status to 'active'.



Description: Reactivate Part-Time Employees (HR-02-002a)

The following narrative table corresponds to the process flow depicting the steps that occur for the process to Reactivate Part-Time Employees (HR-02-002a).

Previous Step:

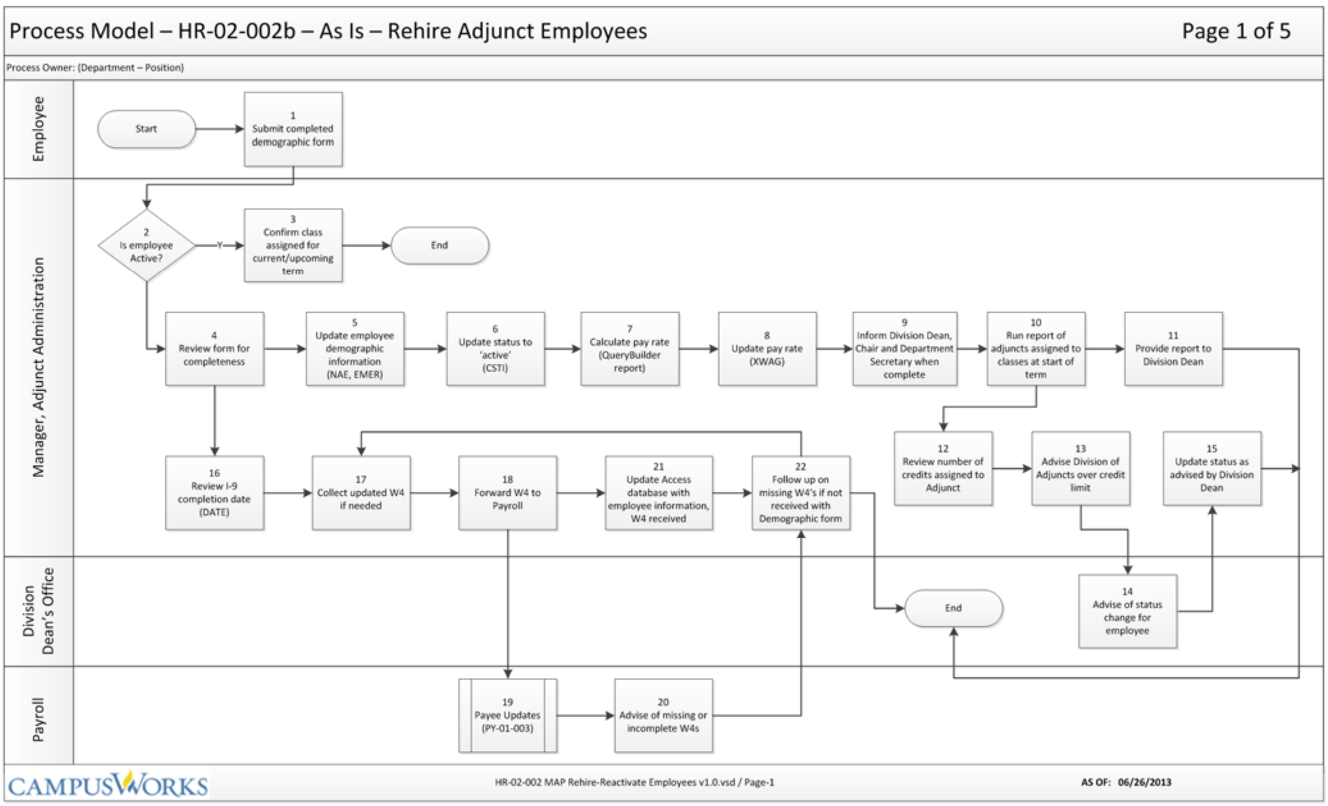
1) New Employee Recruitment

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Search Colleague for the person record.	HR Generalist (HRIS)	Colleague database; established person look-up procedures - Search for the matching person record, using established person look-up procedures on NAE (Name and Address Entry).	Colleague records searched.
2) Verify information with employee rehire information to confirm positive match.	HR Generalist (HRIS)	Colleague database; Hire form - Verify the information on record with new information provided by employee.	Existing record information verified.
3) Update person demographic record using established practices for updating person information.	HR Generalist (HRIS)	Colleague, Hire Form - Update person demographic information using NAE, BIO, DADD, EMER as appropriate.	Person demographic information updated.
4) Update status to 'Active' and add	HR Generalist (HRIS)	Colleague, Hire Form	Person status record updated.

Process Step Description	Role Responsible	Tools/Inputs	Output
comment indicating position filled on STAS.		- Update status to 'active' and indicate the position filled in the Comment field of STAS.	

Process: Rehire Adjunct Employees (HR-02-002b)

The following process flow depicts the steps that occur for Employee Hire/Rehire Process: Rehire Adjunct Employees (HR-02-002b). The 'Rehire Adjunct Employees' process begins once the candidate returns an updated Adjunct Demographic form, and continues through follow-up with adjunct regarding missing W-4 forms.



Description: Rehire Adjunct Employees (HR-02-002b)

The following narrative table corresponds to the process flow depicting the steps that occur for the process to Rehire Adjunct Employees (HR-02-002b).

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Submit completed Demographic/Update form for processing.	Employee	Demographic/Update form	Demographic/Update form submitted to Adjunct Administrator.
2) Is employee active?	Manager, Adjunct Administration	Demographic/Update form; Colleague	

Process Step Description	Role Responsible	Tools/Inputs	Output
		- Review Colleague record to determine if employee is currently active adjunct.	
3) Confirm class assigned for current or upcoming term.	Manager, Adjunct Administration	Demographic/Update form; Colleague - Confirm that at least one class has been assigned to adjunct employee for the current or upcoming term, to confirm that employee is currently active.	Confirmed that adjunct is currently active.
4) If adjunct is not currently active, review Demographic/ Update form for completeness.	Manager, Adjunct Administration	Demographic/Update form; Colleague - Review the submitted Demographic/Update form to ensure that it is complete.	Form complete.
5) Update employee demographic information on NAE, EMER.	Manager, Adjunct Administration	Demographic/Update form; Colleague - Update demographic information as indicated on form, using NAE, EMER.	Employee demographic information updated as necessary.
6) Update status to 'Active' as necessary on CSTI.	Manager, Adjunct Administration	Demographic/Update form; Colleague - Update status to 'Active' (if needed) on CSTI.	Employee status updated as needed.
7) Calculate pay rate, using QueryBuilder report.	Manager, Adjunct Administration	Demographic/Update form; Colleague - Using established QueryBuilder report, calculate current pay rate. - Pay rate calculation based on number of semesters of teaching and course load.	Correct pay rate calculated.
8) Update employee pay rate on XWAG.	Manager, Adjunct Administration	Demographic/Update form; Colleague - Update pay rate as needed, on XWAG.	Employee pay rate updated.

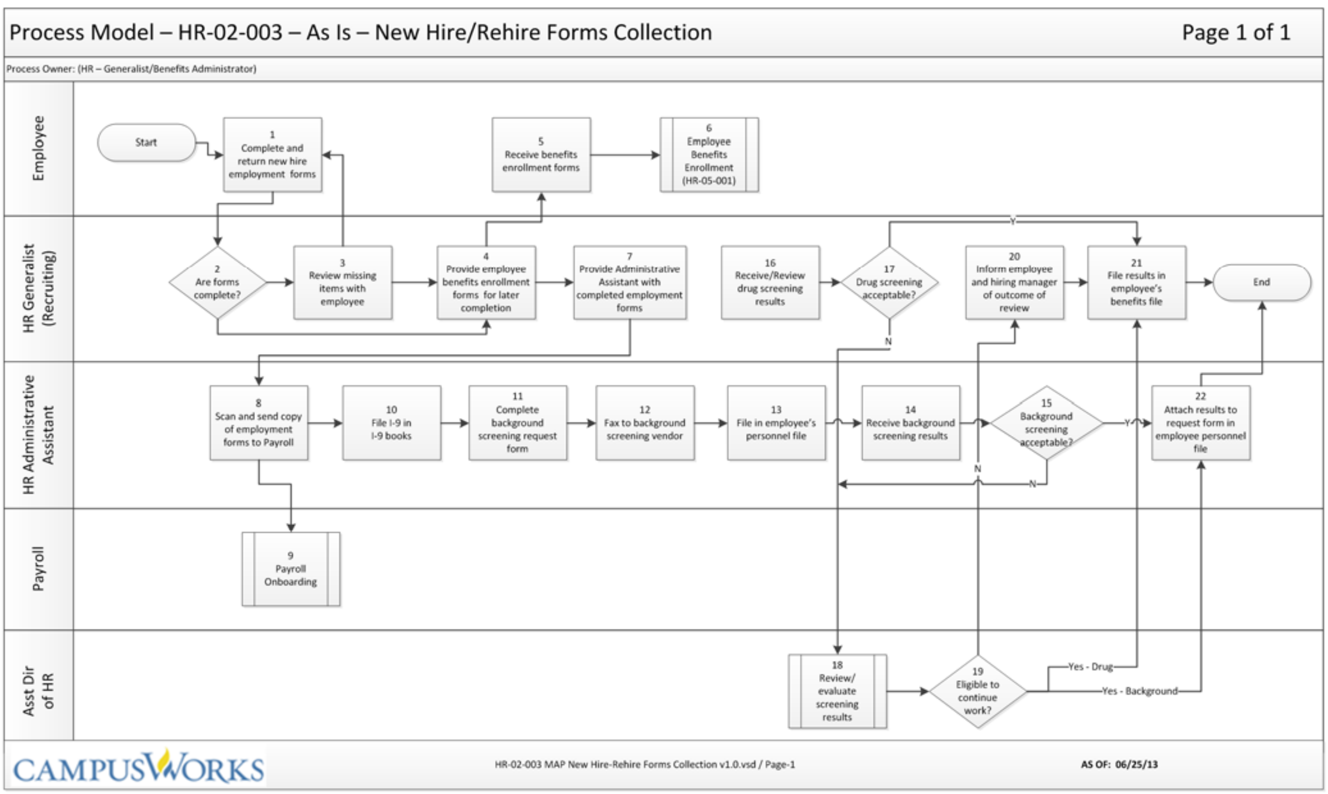
Process Step Description	Role Responsible	Tools/Inputs	Output
9) Inform Division Dean, Chair and Department Secretary of completion of rehire for Adjunct faculty.	Manager, Adjunct Administration	Demographic/Update form; Colleague - Email Division Dean, Chair, Department Secretary that adjunct faculty has been rehired.	Appropriate staff in Division notified of rehire.
10) Run report of adjuncts assigned to classes at start of term.	Manager, Adjunct Administration	Colleague, QueryBuilder - Generate QueryBuilder report of all adjuncts assigned to classes at start of term, indicating adjuncts currently teaching at College.	Adjunct report generated.
11) Provide report to Division Dean of adjuncts assigned to classes.	Manager, Adjunct Administration	QueryBuilder Report - Provide QueryBuilder report of all adjuncts teaching at start of term to Division Deans for informational purposes.	Adjunct report provided to Division Deans.
12) Review number of credits assigned to each adjunct to determine workload.	Manager, Adjunct Administration	QueryBuilder Report; Adjunct workload policy - Review QueryBuilder report to determine adjuncts assigned to more credits than allowable. - Current policy allows 80% of full load for adjunct faculty.	Adjunct workload analyzed.
13) Advise Division Dean of Adjuncts over the limit of number of credits authorized.	Manager, Adjunct Administration	QueryBuilder Report; Adjunct workload policy - Provide Division Deans with information on adjunct faculty assigned over the limit of credit hours for the semester.	Division Deans notified of adjuncts over credit limit.
14) Advise status change for employee, as necessary.		QueryBuilder Report; Adjunct workload policy - Advise Adjunct Administrator if status change is needed due to credit limit. - Could change from Adjunct to Lecturer, or from Lecturer to Adjunct.	Adjunct Administrator advised of status change, as needed.

Process Step Description	Role Responsible	Tools/Inputs	Output
15) Update status for employee, as advised by Division Dean.	Manager, Adjunct Administration	Colleague; QueryBuilder Report - Update status as indicated by Division Dean due to assignment over the credit limit.	Status updated, as instructed.
16) Review date of I-9 completion on DATE.	Manager, Adjunct Administration	Colleague - Review date of previous I-9 completed, using DATE.	I-9 date reviewed.
17) Collect updated W4, if needed.	Manager, Adjunct Administration	W4 form - Collect W4 from returning Adjunct if necessary.	W4 collected as necessary.
18) Forward W4 to Payroll.	Manager, Adjunct Administration	W4 form - Forward updated W4 to Payroll for processing. - Include Payroll ID number (ADP number), date of birth and department code on W4.	W4 forwarded to Payroll for processing.
19) Follow 'Payee Updates' process, PY-01-003.	Payroll Office	W4 form - Follow 'Payee Updates' process (PY-01-003) for new W4s received for returning employee.	
20) Advise Manager, Adjunct Administration of missing or incomplete W4s submitted.	Payroll Office	W4 form - Advise the Manager, Adjunct Administration if updated W4 is missing or is incomplete.	Adjunct Administrator advised of W4 errors.
21) Update Access database with adjunct information, W4 received.	Manager, Adjunct Administration	Demographic/Update form; W4 form; Access database - Update the Adjunct Administration Access database with returning adjunct information, date of W4.	Access database updated with new adjunct information.
22) Follow up on missing or incomplete W4s, as advised by Payroll.	Manager, Adjunct Administration	Access database; email - Follow up with employee on any missing or incomplete W4s at 10th day of classes, as advised	Employees advised of missing or incomplete W4 information.

Process Step Description	Role Responsible	Tools/Inputs	Output
		by Payroll or identified from Access database.	

Next Step:
1) HR-02-003 – New Hire/Rehire Forms Collection

Process: New Hire/Rehire Forms Collection (HR-02-003)
The following process flow depicts the steps that occur for Employee Hire/Rehire Process: New Hire/Rehire Forms Collection (HR-02-003). The 'New Hire/Rehire Forms Collection' process begins when the new employee returns completed new hire and benefits forms, and continues through the results of background and drug screening (where applicable) being filed in the appropriate employee personnel/benefits files.



Description: New Hire/Rehire Forms Collection (HR-02-003)
The following narrative table corresponds to the process flow depicting the steps that occur for the process of New Hire/Rehire Forms Collection (HR-02-003).

Previous Step:
1) Creating New Employee, HR-02-001, or
2) Rehiring/Reactivating Employees, HR-02-002, or
3) Onboarding, HR-02-004

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Complete and return new hire and benefits paperwork.	Employee	New Hire Employment forms - Complete and return new hire forms to HR Generalist (Recruiting) to complete employment process, including: o I-9 o W-4 o Direct Deposit o Demographics Form o Background Screening o Drug screen appointment card (Public Safety employees only) - Direct deposit form may be turned in at a later date if employee does not have banking information available.	Forms completed and returned to appropriate office.
2) Is submitted paperwork complete?	HR Generalist (Recruiting)	New Hire Employment Forms - Determine if all required forms have been received. - Review forms to ensure that each form is completed properly (no missing required items, dated properly, signed, required personal documents available).	Employment forms reviewed for proper completion.
3) Review missing items from paperwork with employee.	HR Generalist (Recruiting)	New Hire Employment Forms - Review missing/incorrect items with employee and request that missing information be provided.	Paperwork reviewed.
4) Supply benefits paperwork for later completion	HR Generalist (Recruiting)	Benefits enrollment forms - Point out benefits enrollment forms included in Welcome Packet, including: o Health insurance	Benefits enrollment forms distributed.

Process Step Description	Role Responsible	Tools/Inputs	Output
		o Dental insurance o Vision insurance o Pension plan o Life insurance o Short-Term Disability insurance - Available benefits and plans vary by employee type (adjunct, lecturer, staff, faculty, administrator, executive, etc.)	
5) Receive benefits enrollment forms for review and completion.	Employee	Benefits enrollment forms - Complete and return benefits enrollment forms to Benefits Administrator or benefits vendor, as appropriate, to enroll in college-offered benefits.	Benefits enrollment forms received by employee.
6) Follow 'Employee Benefits Enrollment' process, HR-05-001.	Employee	Benefits Enrollment Forms - Follow 'Employee Benefits Enrollment' process (HR-05-001) to continue with benefits enrollment.	
7) Provide Administrative Assistant with completed employment forms.	HR Generalist (Recruiting)	Benefits enrollment forms - Provide Administrative Assistant with completed employment forms for further action.	Employment forms received.
8) Scan/Send copy of paperwork to Payroll.	Administrative Assistant	Completed enrollment forms - Scan completed employment forms, including: o W4 o New Hire Authorization o Direct Deposit, if collected at time of orientation - Send copies to Payroll to create payroll record for employee.	Employment forms sent to Payroll.

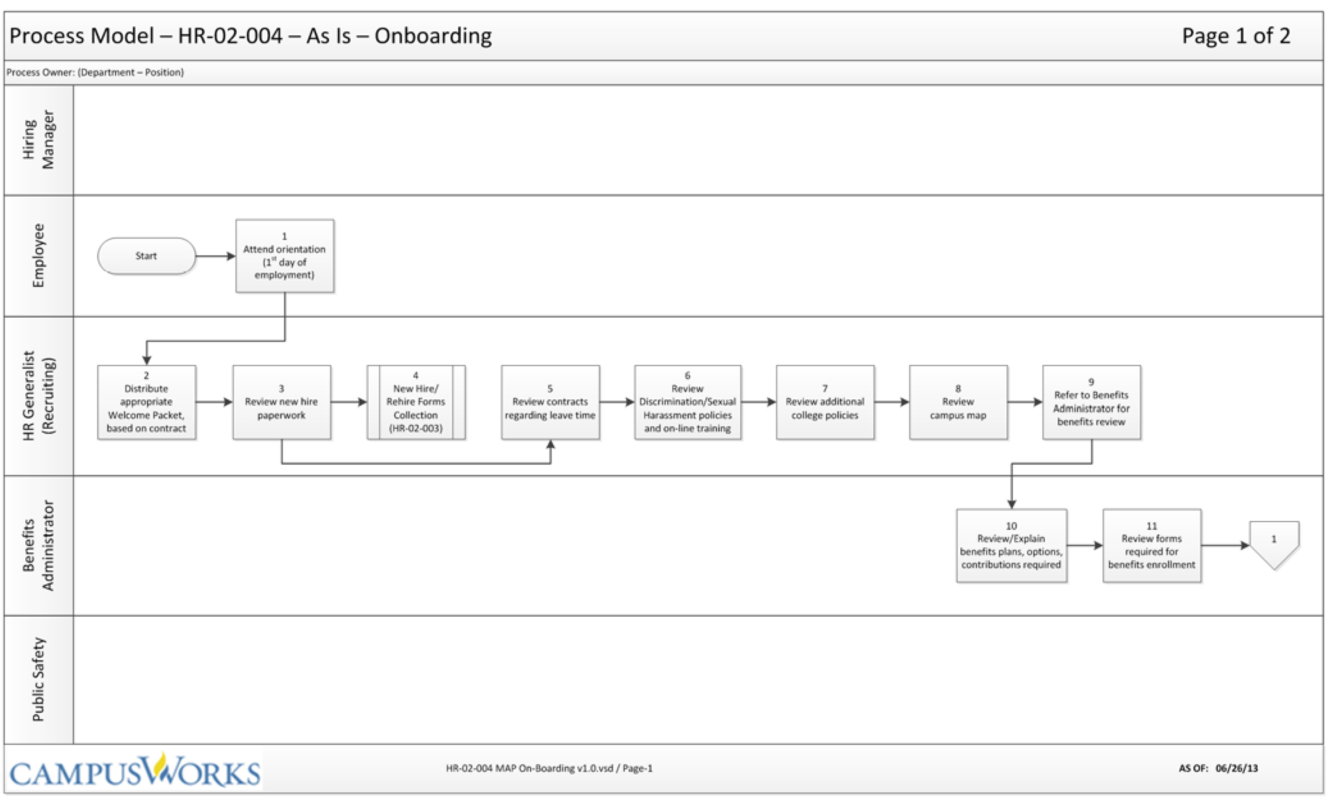
Process Step Description	Role Responsible	Tools/Inputs	Output
9) Follow steps in Payroll process for onboarding a new employee for payroll purposes.	Payroll Office	Completed enrollment forms - Follow process for creating payroll record for employee.	
10) File I-9 in I-9 Books.	Administrative Assistant	Completed I-9 form - File I-9 in appropriate full-time/part-time I-9 books, in alphabetical order. - Books are not separated by year employment started.	I-9's filed in respective I-9 books.
11) Complete background screening request form.	Administrative Assistant	Background Screening request form; completed employee background screening release - Complete background screening request form to accompany signed employee release form.	Background screening request form completed.
12) Fax paperwork for background screening to vendor.	Administrative Assistant	Completed background screening request form and employee background screening release - Fax paperwork for background screening to vendor to perform background screening on new employee.	Background screening request faxed to vendor.
13) File completed forms in employee personnel folder.	Administrative Assistant	Completed background screening request form and employee background screening release - File completed forms in employee's personnel folder after faxing background request to screening vendor.	
14) Receive background screening results from screening vendor.	Administrative Assistant	Completed background screening results - Receive employee background screening results.	Background screening results received

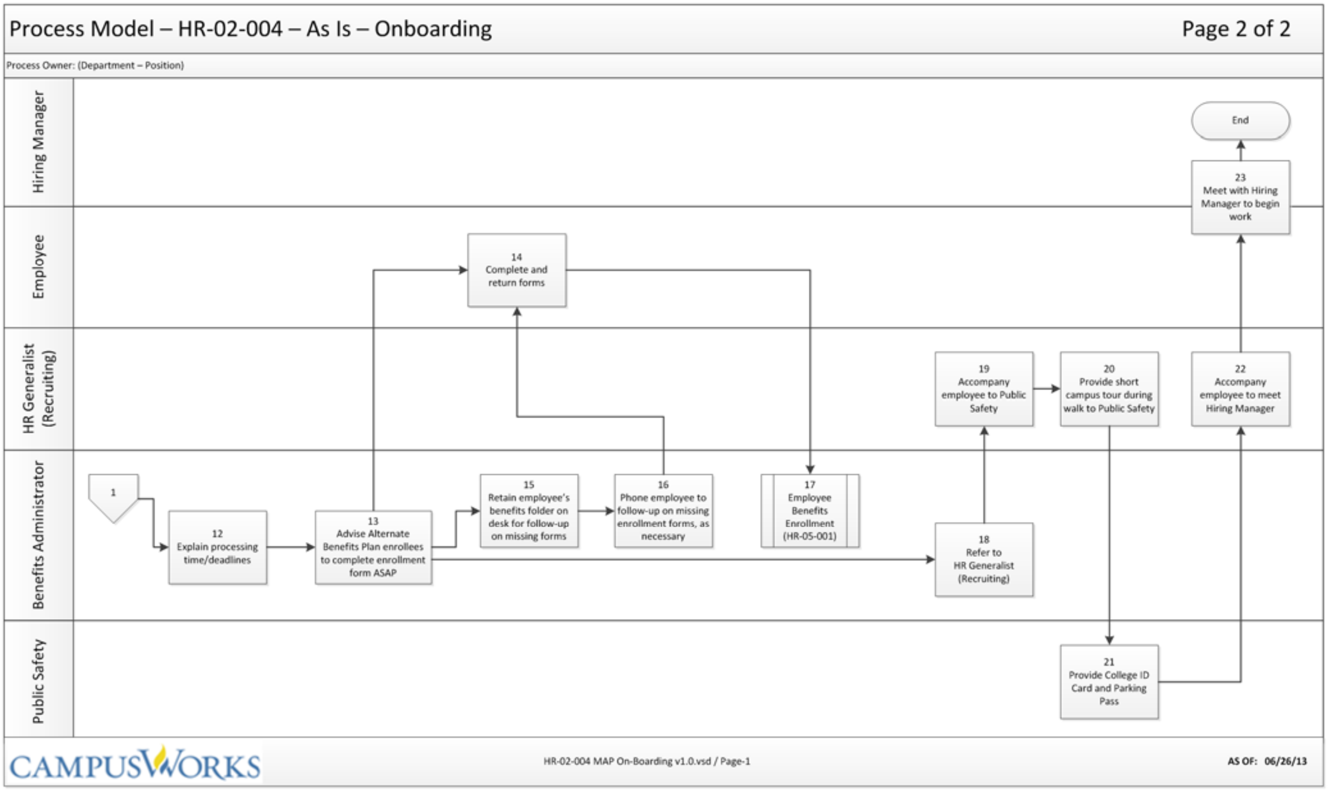
Process Step Description	Role Responsible	Tools/Inputs	Output
15) Are screening results acceptable?	Administrative Assistant	Completed background screening results - Review results to determine if screening results are acceptable.	
16) Receive results of drug screening; review for acceptable results.	HR Generalist (Recruiting)	Drug screening results - Receive results of employee drug screening from screening vendor. - Review results to determine if the results are acceptable.	Drug screening results received and reviewed.
17) Are the results of drug screening acceptable?	HR Generalist (Recruiting)	Drug screening results - Determine if screening results are acceptable.	
18) If results of drug or background screening are unacceptable, review and evaluate results for determination of employment.	Assistant Director of HR	Completed background screening results - Review and evaluate unacceptable results of background or drug screening.	Screening results reviewed and evaluated for continued employment.
19) Is the employee eligible to continue work?	Assistant Director of HR	Completed background or drug screening results - Make determination if employee remains eligible for employment. - If acceptable, forward background results to Administrative Assistant or drug screen results to HR Generalist (Recruiting) for filing in personnel or benefits files, respectively.	
20) Inform employee of outcome of review.	Assistant Director of HR	Completed background screening results - Inform employee of review of screening results.	Employee informed of outcome of background or drug screening review.
21) If drug screening results are acceptable, file results in	HR Generalist (Recruiting)	Drug screening results - File acceptable results of drug screening in employee's benefits file.	Drug screening results filed.

Process Step Description	Role Responsible	Tools/Inputs	Output
employee's benefits file.			
22) If results are acceptable, attach results to request form and file in employee's personnel file.	Administrative Assistant	Completed background screening results - Attach acceptable results to request form in employee's personnel file.	Screening results filed.

Next Step:
1) HR-02-004 – Onboarding, or
2) HR-05-001 – Employee Benefits Enrollment

Process: Onboarding (HR-02-004)
The following process flow depicts the steps that occur for Employee Hire/Rehire Process: Onboarding (HR-02004). The 'Onboarding' process begins when the new employee attends the new employee orientation, and continues to the point where new employee begins work in his/her department.





Description: Onboarding (HR-02-004)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Onboarding (HR-02-004).

Previous Step:

1) 02-001 – Creating New Employees, or
2) 02-002 – Rehiring/Reactivating Employees

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Attend orientation on 1st day of employment.	Employee	In person meeting.	Orientation attended
2) Distribute Welcome Packet to employee.	HR Generalist (Recruiting)	Welcome Packet. - Distribute welcome packet to employee(s) attending orientation, based on the contract under which the employee was hired. - Contents of Welcome Packet vary based on contract (Support Staff, Professional Staff, Faculty, Confidential,	Welcome Packet distributed.

		Lecturers, Grants, Administrative and Executive). - Content changes include copy of contract, PERS/Alternate Benefit Plan enrollment forms, Short-Term Disability options, Dental/Vision enrollment forms, NJEA form.	
3) Provide new hire paperwork to employees for completion.	HR Generalist (Recruiting)	Welcome Packet. - Distribute paperwork for employee review and completion of forms necessary to begin work.	Reviewed paperwork with employee.
4) Follow 'New Hire/Rehire Forms Collection' process, HR-02-003.	HR Generalist (Recruiting)	Completed hire forms. - Follow 'HR-02-003 New Hire/Rehire Forms Collection (I-9, W4 and State Withholding Forms, Direct Deposit, etc.).	
5) Review contracts regarding leave time.	HR Generalist (Recruiting)	Welcome Packet. - Review key points of contracts with employees particularly leave time.	Reviewed leave time with employee.
6) Review Discrimination/Sexual Harassment policies, and on-line training.	HR Generalist (Recruiting)	Welcome Packet. - Review college policies regarding discrimination and sexual harassment to ensure awareness and understanding. - Explain required on-line training and assessment for these policies.	Reviewed policies with employee.
7) Review additional College policies.	HR Generalist (Recruiting)	Welcome Packet. - Review additional college policies with employees to ensure awareness and understanding. - Additional policy review includes: o Non-smoking college o Bookstore usage o Library usage o Emergency Process	Additional policies reviewed with employees.

8) Review campus map.	HR Generalist (Recruiting)	Welcome Packet. - Highlight key points on campus map to further provide information to new employees. - Review various colors used to denote departments and offices.	Campus map reviewed with employees.
9) Refer to Benefits Administrator for benefits review.	HR Generalist (Recruiting)	Welcome Packet benefits forms - Turn employees over to Benefits Administrator for review of benefits offered by College.	
10) Review/Explain benefit plans, options, contributions required.	Benefits Administrator	Welcome Packet benefits forms. - Review benefit plans; explain options and differences of contributions required. - Answer questions raised by employees.	Reviewed benefits with employees.
11) Review forms required for benefits enrollment.	Benefits Administrator	Benefits enrollment forms. - Discuss forms needed to enroll in various benefits available, pointing out key areas to be completed by employee for enrollment. - If forms turned in during meeting, check forms for completeness.	Forms reviewed, checked for completeness.
12) Explain processing time and deadlines.	Benefits Administrator	Benefits enrollment forms. - Ensure employees are aware of the timely submission of forms for enrollment. - Stated 2-week deadline for return of forms. - Retain employee benefits folder on desk for follow-up on missing documents.	Employees informed of enrollment timelines.
13) Advise Alternate Benefits Plan (ABP) enrollees to complete enrollment forms.	Benefits Administrator	Benefits Enrollment forms. - Review with enrollees the timeline for submitting enrollment forms for ABP	Employees informed of ABP enrollment timelines.

		to avoid being placed in default plan. - Employee must set up account with selected investment manager prior to payroll deductions.	
14) Complete and return forms.	Employee	Benefits Enrollment forms - Hand in completed forms to Benefits Administrator to enroll in selected coverage.	Completed forms returned to Benefits Administrator.
15) Retain employees' benefits folders on desk for follow-up on missing documents.	Benefits Administrator	Employee Benefits Folders - Keep benefits folders on desk for follow-up on missing documents. - When all documents have been received and processed, file in Benefits files.	Benefits folders retained for follow-up.
16) Phone employee as follow-up on missing enrollment forms, as necessary.	Benefits Administrator	Employee Benefits Folders - Phone employees who have not returned enrollment forms as reminder to complete and return.	Employees reminded to complete and return enrollment forms.
17) Follow 'Employee Benefits Enrollment' process, HR-05-001.	Benefits Administrator	Completed benefits enrollment forms - Follow 'HR-05-001 Employee Benefits Enrollment' process to process benefits enrollment forms.	
18) Refer to HR Generalist (Recruiting) to continue orientation process with Public Safety.	Benefits Administrator	Orientation schedule - Turn employee(s) over to HR Generalist (Recruiting) to continue orientation.	
19) Accompany employee to Public Safety to obtain college ID and parking pass.	HR Generalist (Recruiting)	Orientation schedule - Walk employee(s) to Public Safety Office to obtain college ID and parking pass.	
20) Provide short campus tour during walk to Public Safety Office.	HR Generalist (Recruiting)	Campus Tour - Point out important offices, parking areas,	Employees informed of key office locations.

		and café during walk to Public Safety Office to help orient employees to the main areas of the college.	
21) Provide college ID and parking pass to new employee.	Public Safety	Public Safety identification and parking systems; new employee Public Safety Request form - Confirm employee entry in Public Safety systems. - Create college ID card and parking pass and provide to employee. - If employee not found in system, HR Generalist (Recruiting) follows up with IT to correct file and with employee to obtain college ID and parking pass.	Employee provided with college ID and parking pass.
22) Accompany employee to meet Hiring Manager.	HR Generalist (Recruiting)	Public Safety identification and parking systems; employee identification - Walk employee to their new office to meet with manager to begin work.	Employee accompanied to work area.
23) Meet with Hiring Manager to begin work.	Employee/Hiring Manager	Public Safety identification and parking systems; employee identification	Employee ready to begin work.

Next Step:

1) HR-05-001 – Employee Benefits Enrollment

Process Recommendations – Employee Hire/Rehire (HR-02)

1) Working with ITS, develop sound process for providing network access and inclusion in extracts for Public Safety and other integrated systems during the onboarding process. Currently, employees with prior service to the College either as a student or employee do not consistently receive appropriate access or are not included in data feeds to the Public Safety system in order to receive parking permits. Ensure part-time employees are included in the network/system provisioning process.

2) Perform background checks prior to formal offer of employment to protect the College from risk of hiring an individual with an unacceptable background as well as to ensure that the hiring department will not face losing the newly hired employee after orientation and department training.

3) Develop tickler/follow-up file for outstanding background screenings to follow-up on results not received to ensure timely processing of employment offers.

4) Define HR as the entry for employment at the College, ensuring that all employees hired by the College are processed by HR. HR is the department responsible for ensuring compliance with federal and state Fair Labor Standards, Equal Employment Opportunity and Citizen and Immigration Services regulations, bargaining agreements and college policies and must maintain the official employment records for all College employees. It is imperative that HR has knowledge of all employees hired by the College to ensure that I-9 forms are completed by the employee prior to beginning work, or the College is at risk of facing fines for non-compliance with the federal regulation requiring verification of identity and eligibility of employment within the U.S. Additionally, federal and state withholding forms must be received from all employees upon employment in compliance with federal and state tax regulations. The offices of HR and Payroll should ensure that W4 forms are received upon start of work to prevent delays in processing pay.

5) Distribute and collect new hire forms for all employees to ensure compliance with federal and state regulations and college policies, and to make certain that persons are enrolled in eligible benefits as appropriate.

6) Retain I-9 forms for Adjunct faculty within the HR Office. Currently, after the HR staff validates the documents presented by the employee to complete the work eligibility process, the signed and completed form is returned to the employee to be turned in to the department secretary with other adjunct hire forms and is ultimately given to the Adjunct Administration office. Because the HR Office is the official office of record for employee information, these forms must be retained in the office to ensure its availability if audited by US Customs and Immigration Services (USCIS).

7) Maintain all I-9 forms in one file, rather than separating into part-time and full-time employees as is the current practice. There is no requirement for separation of forms by workload and can lead to forms being misfiled and unavailable if audited, which may result in fines to the College by USCIS.

8) Assign and input ALL employees to Colleague positions. Currently, part-time employees are entered on the Non-Employee (NEMP) form, where the position held is added as a note. Wage records for part-time employees are not created in Colleague but rather maintained solely in the Payroll Office and ADP. The full benefit of using Colleague Payroll will not be realized if all employees are not assigned positions and processed through HR, as manual payroll processes will be required to pay part-time staff.

9) Provide Offer Letters to all employees to confirm details of employment discussed during the verbal offer, such as salary, benefits eligibility and leave availability as well as to provide information needed prior to orientation or the start of work.

10) Maintain one personnel file for an employee throughout the employee lifecycle with the College. Currently, the personnel file is archived if employee has been separated from the college for 3 or more years. The file should be retrieved from the archives and appended with current forms and information when the employee returns to the College.

11) Identify Lecturers who are currently in the fourth teaching semesters to follow-up on the transition from eligible benefits prior to appointment for the next semester. Currently, the Benefits Administrator is not informed consistently of the change from Lecturer to Adjunct in order to properly end eligible benefits and advise employee of available options.

12) Provide training for all supervisors, managers and part-time faculty and staff to ensure understanding and compliance with work schedules to prevent work beyond the scheduled part-time hours that could put the College at risk of violating the Affordable Care Act (ACA) requiring health care benefits for work performed beyond the stated part-time maximum average hours. Hold managers accountable for ensuring that

schedules are managed appropriately. Ensure that adjunct faculty are not assigned and do not accept assignments beyond the stated maximum credit hours as determined by the College.

13) Monitor time reports of part-time/adjunct employees to identify employees working beyond the scheduled hours to prevent violation of ACA regulations. This must be viewed as the last step in ensuring compliance as the work will have already been performed by the time the report is generated and reviewed, and may have already placed the College at risk.

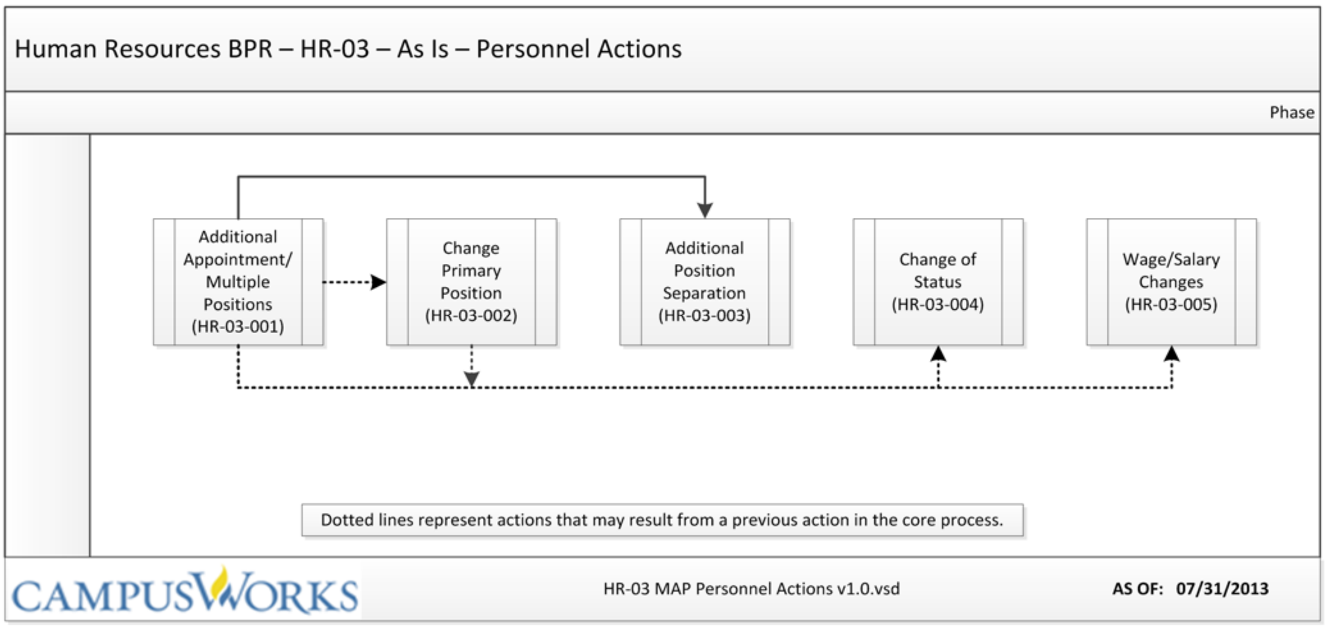
14) Implement use of Assignment Contracts for adjunct faculty, lecturers and faculty for tracking faculty workload based on actual teaching and other assignments recorded in the Colleague student system. This functionality enables faculty members' payment information for assignments, wages and stipends to be automated in Payroll and for Payroll to determine if assignments have changed prior to running payroll. This function will alleviate the need for the Adjunct Administration shadow Access database while maintaining necessary information within the Colleague administrative system.

15) Employees claiming exemption from federal withholding file must file an exemption form annually. These forms are currently maintained with Payroll staff. Develop a procedure and report to notify employees of the requirement to file an updated exemption forms and that forms are received as required.

Core Process: Personnel Actions

The Bergen Community College core process of “Personnel Actions” comprises changes to an employee’s record of employment due to changes or updates in positions, wages or personnel actions other than separation from the institution. The discrete sub-processes selected for review include an employee assigned to a position in addition to the current primary position, the change of an employee’s primary position, separation of an employee from an additional (not primary) position, change of status for an employee, and changes to the employee’s wage/salary.

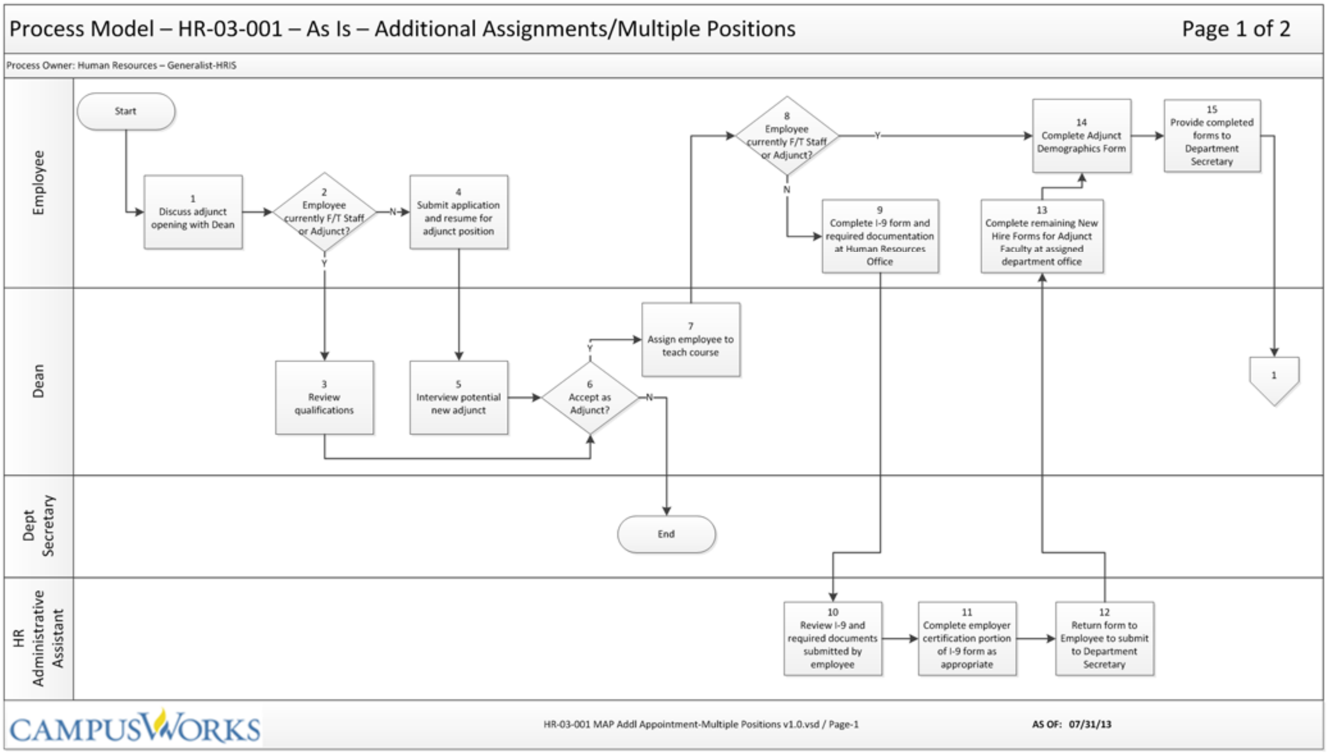
The Personnel Actions Process review at Bergen Community College consists of five sub-processes: Additional Appointment/ Multiple Positions, Change Primary Position, Additional Position Separation, Change of Status, and Wage/Salary Changes.

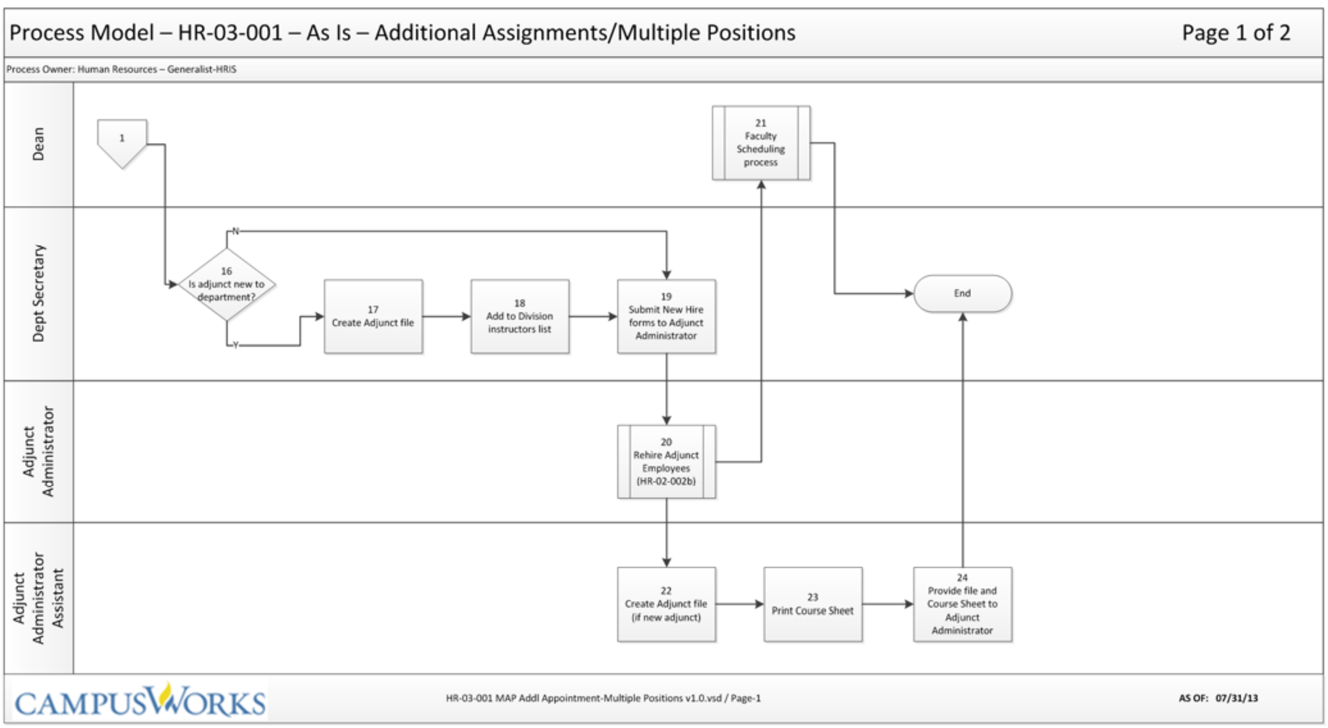


The following workflows and definitions describe the Personnel Actions processes for *Additional Appointment/Multiple Positions (HR-03-001), Change Primary Position (HR-03-002), Additional Position Separation (HR-03-003), Change of Status (HR-03-004)* and *Wage/Salary Changes (HR-03-005)* currently used at Bergen Community College.

Process: Additional Appointment/Multiple Positions (HR-03-001)

The following process flow depicts the steps that occur for Personnel Actions Process: Additional Appointment/Multiple Positions (HR-03-001). The ‘Additional Appointment/Multiple Positions’ process begins when an employee discusses an adjunct opportunity with the overseeing Dean to determine if the opportunity would be suitable for all involved, through the hiring, collection of appropriate adjunct hire forms and review of current course schedule.





Description: Additional Appointment/Multiple Positions (HR-03-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Additional Appointment/Multiple Positions (HR-03-001).

Previous Step:

1) HR-02-004 Onboarding

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Discuss adjunct opening with Dean.	Employee	Opening for Adjunct faculty - Discuss available adjunct opportunity with Dean of academic area to learn more about position and requirements.	Adjunct opportunity discussed with Dean.
2) Is employee currently a full-time staff or adjunct faculty member?	Employee	Opening for Adjunct faculty - Determine if employee is currently a full-time staff or an adjunct faculty member.	
3) If employee is currently a full-time staff or adjunct, review qualifications for current adjunct opening.	Dean	Opening for Adjunct faculty - If employee is currently a full-time staff or a current adjunct, review qualifications for the position posted.	Qualifications of adjunct candidate reviewed.
4) If the employee is not currently a full-time staff or adjunct member, submit application and resume for adjunct position.	Employee	Opening for Adjunct faculty - If employee is not currently a full-time staff or a current adjunct, submit application and résumé for consideration for the posted position.	Application and résumé submitted.
5) Interview candidate for potential adjunct position.	Dean	Opening for Adjunct faculty; application; résumé - Interview interested candidate for current adjunct opening.	Candidate interviewed for current adjunct opening.
6) Is the employee acceptable for current adjunct opening?	Dean	Opening for Adjunct faculty; application; résumé; interview - Determine if candidate is acceptable for the current adjunct opening. - If not acceptable for the adjunct opening at this time, go to end of process.	

Process Step Description	Role Responsible	Tools/Inputs	Output
7) If the candidate is acceptable for the adjunct position, assign the employee to the course.	Dean	Opening for Adjunct faculty - Confirm that the candidate is acceptable for the current adjunct opening. - Assign the candidate to the course(s) to be taught.	Adjunct candidate acceptable and assigned to course(s).
8) Is employee currently a full-time staff or adjunct faculty member?	Employee	Opening for Adjunct faculty - Determine if employee is currently a full-time staff or an adjunct faculty member.	
9) If employee is not a current full-time staff or adjunct faculty member, complete the Employment Eligibility Verification (USCIS I-9 form).	Employee	New Hire I-9 form - If employee is not currently a full-time staff or a current adjunct, complete the Employment Eligibility Verification (USCIS I-9 form) at Human Resources Office. - Provide required documentation to support eligibility for employment.	I-9 form completed and documentation provided per regulation.
10) Review completed I-9 form and required documents submitted by employee.	HR Administrative Assistant	New Hire I-9 form - Review the completed I-9 form for accuracy and completeness. - Review required documents submitted by employee to confirm acceptability as evidence of eligibility for employment.	I-9 form reviewed for accuracy; documents acceptable as evidence of employment eligibility.
11) Complete employer certification portion of I-9 form, as appropriate.	HR Administrative Assistant	New Hire I-9 form - After inspecting and approving the documents presented by employee as evidence of eligibility of employment,	Employer certification portion of I-9 form completed.

Process Step Description	Role Responsible	Tools/Inputs	Output
		complete the employer certification portion of the I-9 form.	
12) Return the completed I-9 form to the employee to submit to Department Secretary.	HR Administrative Assistant	New Hire I-9 form - Return the completed I-9 form to the employee to submit to the department secretary with remaining new hire forms.	I-9 form returned to employee.
13) If employee is not a current full-time staff or adjunct faculty member, complete the new hire forms for adjunct faculty at assigned department office.	Employee	New Hire forms for Adjunct faculty - If employee is not currently a full-time staff or a current adjunct, complete new hire forms for adjunct faculty at adjunct's assigned department office..	Adjunct new hire forms completed at assigned department office.
14) If employee is a current full-time staff or adjunct faculty member, complete the Adjunct Demographics form at assigned department office.	Employee	Adjunct Demographics form - If employee is currently a full-time staff or a current adjunct, complete the Adjunct Demographics form at assigned department office.	Adjunct demographics form completed at assigned department office.
15) Provide completed adjunct hire forms (I-9 and/or adjunct demographic forms) to department secretary.	Employee	Completed Adjunct New Hire or Demographics forms - Submit completed hire forms to department secretary. - If a new hire, submit the completed I-9 form to the department secretary.	Adjunct new hire or demographics forms and completed I-9 form, as appropriate, are submitted to the department secretary.
16) Is adjunct new to the department?	Department Secretary	Adjunct New Hire or Demographics form - Determine if the adjunct is new to the department.	

Process Step Description	Role Responsible	Tools/Inputs	Output
17) If the adjunct is new to the department, create an adjunct file for department.	Department Secretary	Completed Adjunct New Hire or Demographics form - If the adjunct is new to the department, create an adjunct file to maintain department records for the employee.	Adjunct file created for department records.
18) Add the adjunct faculty to the Division Instructors list.	Department Secretary	Completed Adjunct New Hire or Demographics form - If the adjunct is new to the department, add the adjunct faculty to the department instructors list for tracking and potential additional assignments.	New adjunct added to instructors list.
19) Submit the new hire forms to the Adjunct Administrator.	Department Secretary	Completed Adjunct New Hire or Demographics form - Submit the completed forms to the Adjunct Administrator for further processing.	Adjunct new hire or demographics form submitted to Adjunct Administrator.
20) Follow 'Rehire Adjunct Employees' process, HR-02-002b.	Adjunct Administrator	Completed Adjunct New Hire or Demographics form - Follow process 'Rehire Adjunct Employees' (HR-02-002b) to process paperwork and track adjunct assignments.	
21) Follow 'Faculty Scheduling Process' to schedule faculty course sections.	Dean	New Adjunct faculty assignment; Colleague - Follow steps in 'Faculty Scheduling Process' to schedule adjunct faculty with appropriate sections of assigned courses.	Adjunct faculty scheduled with appropriate course sections.
22) Create Adjunct file for new adjunct faculty member.	Adjunct Administrative Assistant	Completed Adjunct New Hire or Demographics form	Employee file created for adjunct member.

Process Step Description	Role Responsible	Tools/Inputs	Output
		- Create employee file for new adjunct faculty member. - File completed forms in file.	
23) Print course sheet of courses assigned to adjunct faculty.	Adjunct Administrative Assistant	Completed Adjunct New Hire or Demographics form - Print course sheet of courses assigned to adjunct faculty for Adjunct Administrator.	Course sheet of assigned courses printed for Adjunct Administrator.
24) Provide file and course sheet to Adjunct Administrator.	Adjunct Administrative Assistant	Employee file; course sheet - Provide file with completed forms and course sheet to Adjunct Administrator.	File and course sheet provided to Adjunct Administrator.

Next Step:

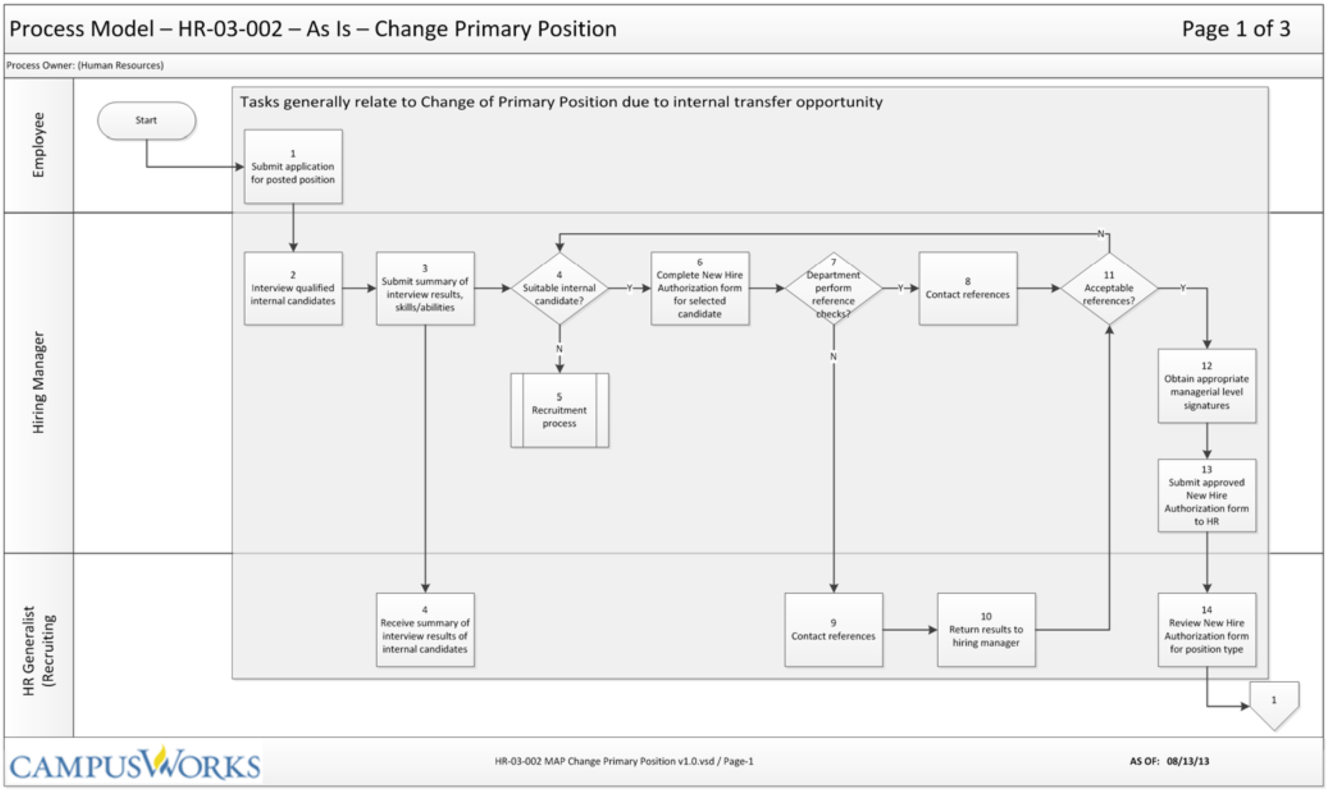
1) HR-03-002 Change Primary Position, or
2) HR-03-003 Additional Position Separation, or
3) HR-03-004 Change of Status

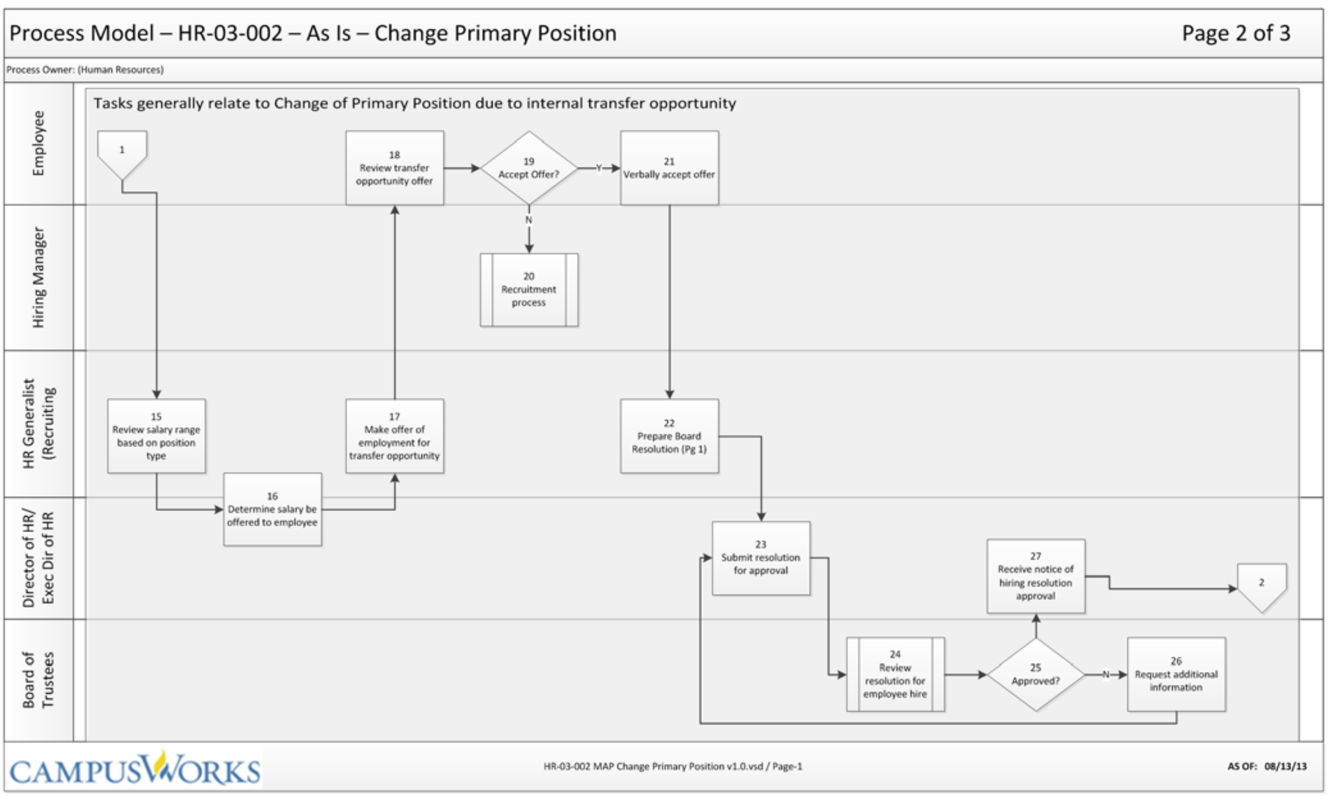
Process: Change Primary Position (HR-03-002)

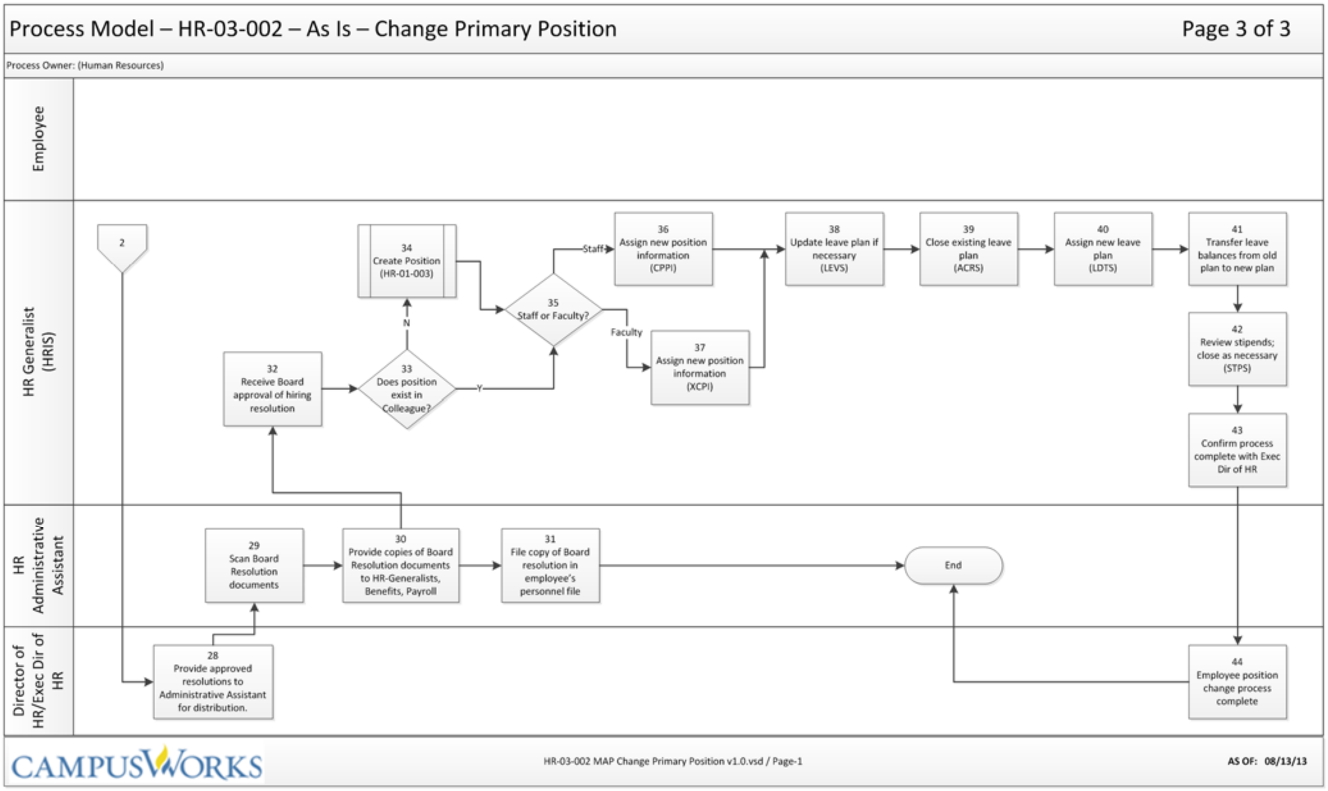
The following process flow depicts the steps that occur for Personnel Actions Process: Change Primary Position (HR-03-002). Changes to an employee's primary position might occur for a number of different reasons, including transfer to a new department or position, promotion, demotion, interim assignment, reclassification of position, re-organization, moving from part-time employee to Adjunct faculty or moving from a full-time position to a part-time position.

NOTE: The process detailed below generally relates to the Change of Primary Position resulting from an internal transfer. Processes for Change of Primary Position resulting from promotion, demotion, interim assignment, reclassification or reorganization are unclear until the HR staff is informed of change through receipt of the Board resolution, Step 30.

- Promotions/Demotions/Interim Assignment: HR Staff not notified of change until receipt of approved Board resolution. Interim Assignment could be stipend only or title change with salary increase.
- Reclassifications: Position characteristics (require skills/abilities, general job duties) developed by department in collaboration with Director of Human Resources. Job description and position created by HR Generalist (HRIS) once approved by Director of Human Resources.


Process Model – HR-03-002 – As Is – Change Primary Position
Page 1 of 3
Process Owner: (Human Resources)
Employee
Hiring Manager
HR Generalist (Recruiting
Tasks generally relate to Change of Primary Position due to internal transfer opportunity
Start
1 Submit application for posted position
2 Interview qualified internal candidates
3 Submit summary of interview results, skills/abilities
4 Suitable internal candidate?
5 Recruitment process
6 Complete New Hire Authorization form for selected candidate
7 Department perform reference checks?
8 Contact references
11 Acceptable references?
12 Obtain appropriate managerial level signatures
13 Submit approved New Hire Authorization form to HR
4 Receive summary of interview results of internal candidates
9 Contact references
10 Return results to hiring manager
14 Review New Hire Authorization form for position type
1
Y
N
CAMPUSWORKS
HR-03-002 MAP Change Primary Position v1.0.vsd / Page-1
AS OF: 08/13/13


Process Model – HR-03-002 – As Is – Change Primary Position
Page 2 of 3
Process Owner: (Human Resources)
Employee
Hiring Manager
HR Generalist (Recruiting
Director of HR/ Exec Dir of HR
Board of Trustees
Tasks generally relate to Change of Primary Position due to internal transfer opportunity
1
18 Review transfer opportunity offer
19 Accept Offer?
21 Verbally accept offer
20 Recruitment process
15 Review salary range based on position type
16 Determine salary be offered to employee
17 Make offer of employment for transfer opportunity
22 Prepare Board Resolution (Pg 1)
23 Submit resolution for approval
27 Receive notice of hiring resolution approval
2
24 Review resolution for employee hire
25 Approved?
26 Request additional information
Y
N
CAMPUSWORKS
HR-03-002 MAP Change Primary Position v1.0.vsd / Page-1
AS OF: 08/13/13



Description: Change Primary Position (HR-03-002)

The following narrative table corresponds to the process flow depicting the steps that occur for the Change Primary Position process (HR-03-002) at Bergen Community College.

Previous Step:

1) HR-02-004 Onboarding

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Submit application for posted position.	Employee	Employment Opening; application; resumé - Submit application and current resumé for open transfer opportunity. - Per bargaining unit contracts for Support and Professional staff, openings must be posted internally for five business days. - Interest by a minimum of two qualified internal candidates is required or the position may be posted externally.	Application for transfer opportunity submitted.

Process Step Description	Role Responsible	Tools/Inputs	Output
		- Candidate materials are reviewed by HR Generalist (Recruiting) to determine if qualified for position.	
2) Interview qualified internal candidates.	Hiring Manager	Employment Opening; applications; resumés - Interview qualified internal candidates. - If there is only one qualified internal candidate, interview internal candidate with external candidate(s).	Candidates interviewed.
3) Submit summary of interview results, individual's skills/abilities, etc. to HR Generalist (Recruiting).	Hiring Manager	Employment Opening; email - Summarize interview results along with individual's skills, abilities as related to the position. - Provide name of selected internal candidate, if any.	Interview summary completed and sent to HR for each candidate interviewed.
4) Receive summary of interview results of internal candidates.	HR Generalist (Recruiting)	Interview results - Receive summary o interview results of interviews with internal candidates from Hiring Manager, along with information regarding candidates' skills/abilities, etc.	Results of internal candidate interviews received.
5) Is there a suitable internal candidate?	Hiring Manager	Employment Opening; applications; resumés - Determine if there is a suitable internal candidate for the position.	
6) If there is not a suitable internal candidate, proceed to Recruiting process.	Hiring Manager	Employment Opening; applications; resumés - Confirm that there is not an acceptable internal	Candidates not accepted; proceed to recruiting process.

Process Step Description	Role Responsible	Tools/Inputs	Output
		candidate for the position. - Follow steps in Recruitment process for external recruitment for position.	
7) If there is a suitable internal candidate, complete the New Hire Authorization form to forward the name of the candidate selected.	Hiring Manager	Employment Opening; applications; resumés - Confirm that there is an acceptable internal candidate for the position. - Complete the New Hire Authorization form to submit the internal candidate for approval for the position.	New Hire Authorization form completed for acceptable candidate.
8) Will the department perform reference checks?	Hiring Manager	Application and resumé of selected candidate - Determine if the hiring department or the Human Resources department will perform reference checks.	
9) If Human Resources will perform the reference checks, contact each of the references provided.	HR Generalist (Recruiting)	Application and resumé of selected candidate; reference check form - Confirm that Human Resources will conduct reference checks on selected candidate. - Contact each of the references provided to obtain feedback on selected candidate.	Reference checks completed by HR for selected candidate.
10) Return the results of the reference checks to the hiring manager.	HR Generalist (Recruiting)	Reference check form - Provide the hiring department with results of reference checks.	Hiring department provided with results of reference checks for selected candidate.

Process Step Description	Role Responsible	Tools/Inputs	Output
11) If the department is to perform the reference checks, contact each of the references provided.	Hiring Manager	Application and resumé of selected candidate; reference check form - Confirm that the hiring department will conduct reference checks on selected candidate. - Contact each of the references provided to obtain feedback on selected candidate.	Reference checks completed by hiring department for the selected candidate.
12) Are references acceptable?	Hiring Manager	Reference check form - Determine if reference check provided acceptable responses.	
13) If references are acceptable, obtain appropriate managerial level approval signatures on the New Hire Authorization form.	Hiring Manager	Reference check form; New Hire Authorization form - Confirm that references provided acceptable responses. - Route New Hire Authorization form to appropriate managers (through VP and/or President level if necessary) for approval signatures.	References accepted; approval signatures obtained from appropriate managers.
14) Submit approved New Hire Authorization form to HR.	Hiring Manager	New Hire Authorization form - Submit approved New Hire Authorization form to HR.	New Hire Authorization form submitted to HR.
15) Review the New Hire Authorization form for the type of position being filled.	HR Generalist (Recruiting)	New Hire Authorization form - Review approved New Hire Authorization form to determine the type of position being filled (staff, managerial, faculty, executive).	New Hire Authorization reviewed for position being filled.

Process Step Description	Role Responsible	Tools/Inputs	Output
16) Review salary range based on position type (staff, managerial, faculty, executive)	HR Generalist (Recruiting)	New Hire Authorization form - Review salary range for the position type.	Salary range reviewed for position.
17) Determine salary to be offered to employee.	HR Generalist (Recruiting)/Director of HR, or Director of HR/Exec Director of HR	New Hire Authorization form - Determine salary to be offered to employee, based on salary range for the position and employ experience. - Staff/faculty position salaries are determined by Director of HR and HR Generalist. - Managerial and executive salaries are determined by Executive Director of HR and Director of HR.	Offer salary determined for employee/position.
18) Extend offer of employment for transfer opportunity.	HR Generalist (Recruiting)	New Hire Authorization form; salary determination - Extend offer of employment with salary as determined to employee.	Verbal offer of employment extended to employee.
19) Review transfer opportunity offer.	Employee	Employment offer - Consider transfer opportunity and salary offer extended by HR.	Offer of employment reviewed with HR Generalist.
20) Is offer acceptable?	Employee	Employment offer - Determine whether offer is acceptable for transfer opportunity.	
21) If offer is not acceptable, proceed to Recruitment process.	Hiring Manager	Employment offer - Confirm that offer is not accepted by employee. - Follow steps in Recruitment process to open position opportunity to external candidates.	Offer not accepted; recruitment activities started.

Process Step Description	Role Responsible	Tools/Inputs	Output
22) Verbally accept transfer opportunity.	Employee	Employment offer - Contact HR Generalist (Recruiting) to verbally accept the offer of employment for the transfer opportunity.	Verbal offer accepted.
23) Prepare Board resolution (pg 1).	HR Generalist (Recruiting)	Approved New Hire Authorization form; resumé; Board Resolution form - Prepare Board resolution recommendation for selected employee, including new title, salary and effective date. - Forward to Director of HR to submit to Board Secretary for inclusion at Board meeting.	Board Resolution recommendation created and forwarded to Director of HR.
24) Submit resolution to Board of Trustees for approval.	Director of HR	Board Resolution form - Forward resolution recommendation to Board Secretary for inclusion at Board meeting.	Resolution recommendation completed and forwarded to Board Secretary.
25) Review resolution for employee hire.	Director of HR	New Hire Resolution - Review new hire resolution per established Board practices.	Resolution reviewed.
26) Is the new hire resolution approved?	Board of Trustees		
27) If the new hire resolution is not approved, request additional information to be provided.	Board of Trustees	New Hire Resolution - Request additional information regarding the proposed new hire, for consideration and decision at a future Board meeting.	Additional information requested.

Process Step Description	Role Responsible	Tools/Inputs	Output
28) Receive Board approval notices for new hire resolutions.	Director of Human Resources	Board-approved resolution - Receive notice that resolutions were approved by the Board.	Board resolutions received.
29) Provide copies of approved new hire Board resolutions to Administrative Assistant for distribution.	Director of Human Resources	Board-approved resolution - Receive notice that resolutions were approved by the Board.	Resolution copies provided to Admin Assistant.
30) Scan copies of approved new hire Board resolutions.	HR Administrative Assistant	Board-approved resolution - Scan copies of approved resolutions to shared file.	Resolutions scanned.
31) Provide copies of approved new hire Board resolutions to HR Generalists, Benefits Administrator and Payroll.	HR Administrative Assistant	Board-approved resolution - Distribute copies of approved resolution to HR Generalists, Benefits Administrator and Payroll Office for further processing.	Resolution copies distributed.
32) File a copy of the Board resolution in the employee's personnel file.	HR Administrative Assistant	Approved Board Resolution - Add copy of Board-approved hire resolution to file.	Personnel file updated.
33) Receive approved Board resolutions for hires.	HR Generalist (HRIS)	Approved Board Resolution; - Receive copies of Board-approved hire resolutions from Administrative Assistant.	Board approved resolutions received.
34) Does position exist in Colleague?	HR Generalist (HRIS)	Approved Board Resolution; New Hire Authorization form; Colleague - Determine if approved position exists in Colleague system.	
35) If position does not exist, follow steps for	HR Generalist (HRIS)	Approved Board Resolution; New Hire Authorization form; Colleague	

Process Step Description	Role Responsible	Tools/Inputs	Output
'Create Position' (HR-01-003).		- Confirm that position does not exist in Colleague system. - Follow steps in process 'Create Position' (HR-01-003).	
36) If position exists, is the position a staff or faculty position?	HR Generalist (HRIS)	Approved Board Resolution; New Hire Authorization form; Colleague - Confirm that position exists in Colleague. - Determine if the position is a staff or faculty position.	Position confirmed to exist in Colleague.
37) If a staff position, assign new position information using CPPI.	HR Generalist (HRIS)	Approved Board resolution; New Hire Authorization form; Colleague - Assign new position code to employee, using CPPI. - Include appointment reason, effective date, status, status reason, salary and salary reason.	Position assigned to employee on CPPI; appointment information updated.
38) If a faculty position, assign new position information using XCPI.	HR Generalist (HRIS)	Approved Board resolution; New Hire Authorization form; Colleague - Assign new position code to employee, using XCPI. - Include appointment reason, effective date, status, status reason, salary code, salary reason, and tenure type.	Position assigned to employee on XCPI; appointment and tenure information updated.
39) Update employee leave plan if necessary, using LEVS.	HR Generalist (HRIS)	Approved Board resolution; New Hire Authorization form; Colleague - Update employee leave plan, as necessary, if moving to a bargaining unit with different leave allocations, using LEVS.	Employee leave plan updated, as necessary.

Process Step Description	Role Responsible	Tools/Inputs	Output
40) Close existing leave plan, using ACRS.	HR Generalist (HRIS)	Approved Board resolution; New Hire Authorization form; Colleague - Close existing leave plan, if necessary, using ACRS.	Employee existing plan closed, as necessary.
41) Assign new leave plan, using LDTS.	HR Generalist (HRIS)	Approved Board resolution; New Hire Authorization form; Colleague - Assign new leave plan to employee, using LDTS.	New leave plan assigned to employee, as necessary.
42) Transfer existing leave balances from old plan to new plan.	HR Generalist (HRIS)	Approved Board resolution; New Hire Authorization form; Colleague - Transfer existing leave balances to new plan, as necessary.	Leave balances transferred to new plan, as necessary.
43) Review existing employee stipends, if any; close as necessary using STPS.	HR Generalist (HRIS)	Approved Board resolution; New Hire Authorization form; Colleague - Review employee stipend record for any existing stipends. - Close existing stipends, as necessary, for the new appointment.	Employee stipends reviewed and closed as necessary under new position.
44) Confirm position assignment process has been completed with Executive Director of HR.	HR Generalist (HRIS)	Approved Board resolution; New Hire Authorization form; Colleague - Confirm via email to Executive Director of HR that position assignment actions have been completed.	Email confirming completion of position updates sent to Executive Director of HR.
45) Receive confirmation that position assignment has been completed.	Executive Director of HR	Email - Receive confirmation from HR Generalist (HRIS) that position assignment updates have been completed.	Confirmation email received for position assignment actions completed.

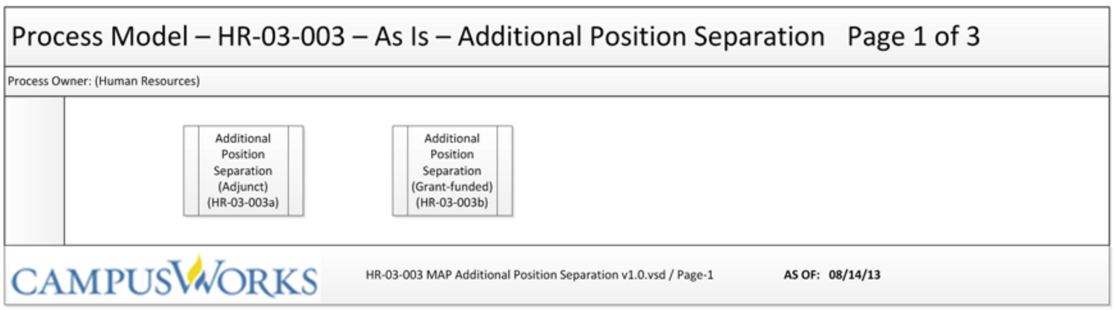
Next Step:

4) HR-03 Personnel Actions, or

5) HR-04 Personnel Record Maintenance, or
6) HR-05 Employee Benefits/Leave Administration, or
7) HR-06 Employee Separations

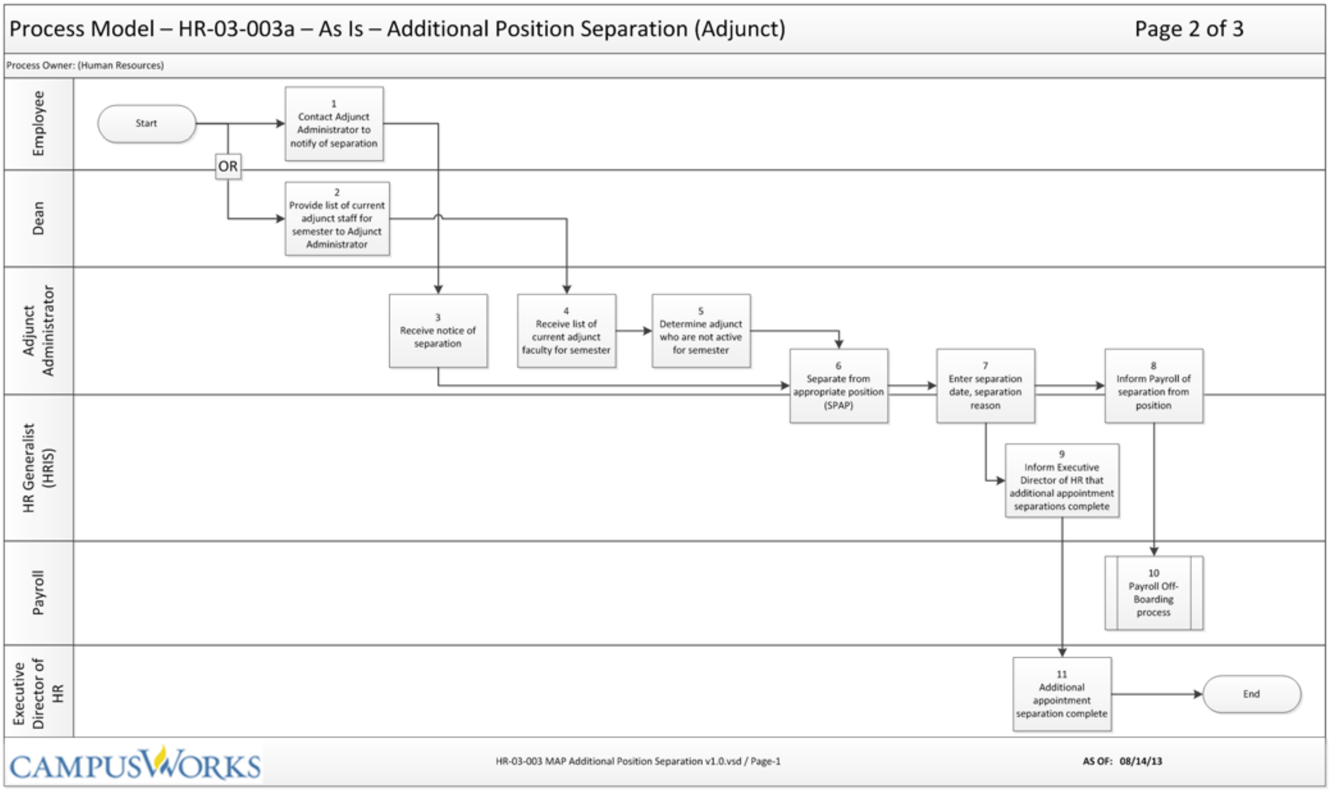
Process: Additional Position Separation (HR-03-003)

The following process flow depicting the discrete sub-processes used within the Personnel Actions Process: Additional Position Separation process (HR-03-003) at Bergen Community College. Additional positions are most frequently used for an employee working in a distinct primary position while also working part-time as an adjunct, while a grant-funded position may require multiple positions to be assigned to an individual due to multiple funding sources from which the individual is paid. Therefore, two separate processes are shown, Additional Position Separation-Adjunct) and Additional Position Separation (Grant-funded), due to the underlying reason for an employee's separation from an additional separation.



Process: Additional Position Separation (Adjunct) (HR-03-003a)

The following narrative table corresponds to the process flow depicting the steps that occur for Personnel Actions Process: Additional Position Separation (Adjunct) (HR-03-003a) at Bergen Community College. The 'Additional Position Separation (Adjunct)' process begins when an adjunct faculty resigns his/her adjunct teaching position or when the Dean provides a list of non-returning adjunct faculty to the Adjunct Administrator. The process continues to the Payroll process of off-boarding or ending payment for the adjunct assignment.



Description: Additional Position Separation (Adjunct) (HR-03-003a)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Additional Position Separation (Adjunct) (HR-03-003a).

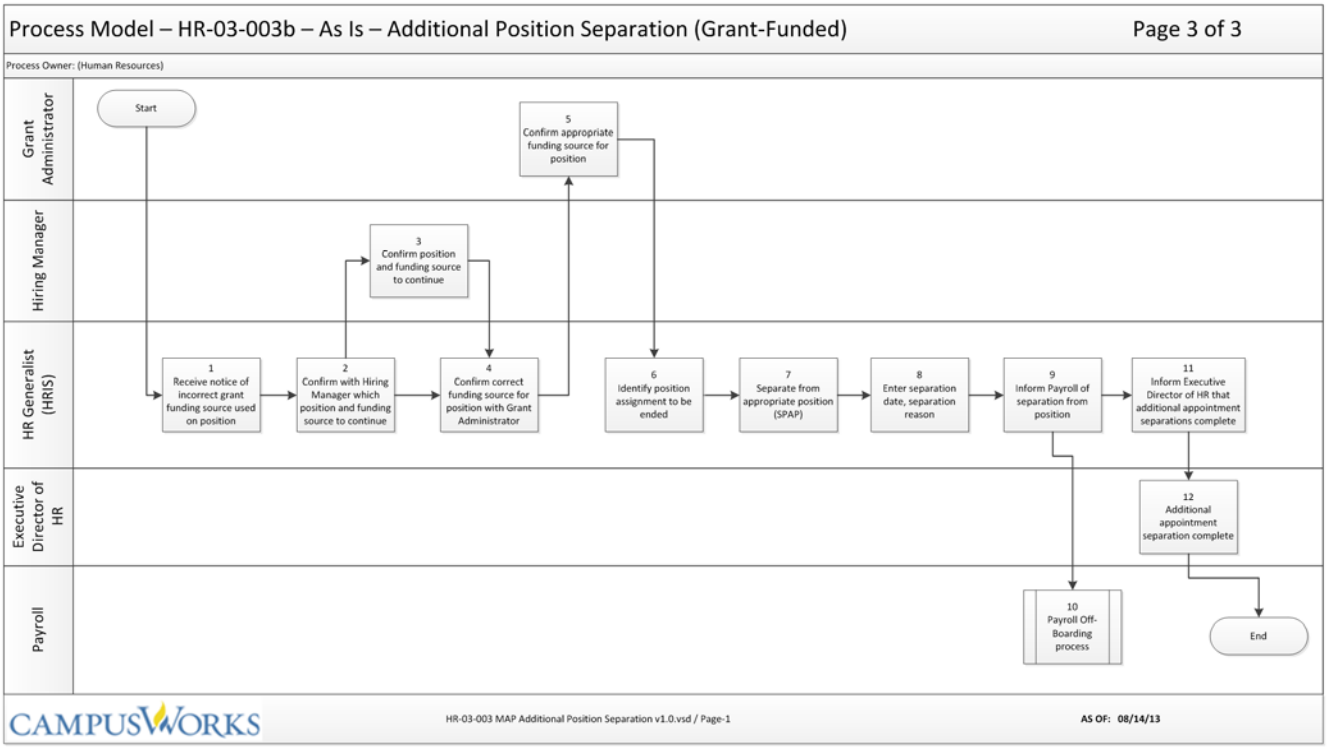
Process Step Description	Role Responsible	Tools/Inputs	Output
1) Contact Adjunct Administrator to notify of separation from adjunct position.	Employee	Adjunct position ended - Notify Adjunct Administrator of separation from adjunct position as a result of a personal decision to not teach or enrollment load not sufficient to continue position.	Adjunct Administrator notified of adjunct separation.
2) Provide list of current semester adjunct faculty to Adjunct Administrator.	Dean	Current Semester Adjunct roster - Execute report of current semester adjunct. - Provide list of current semester adjunct to Adjunct Administrator to confirm adjunct appointments in adjunct database.	Adjunct Administrator provided list of current semester adjunct faculty.

Process Step Description	Role Responsible	Tools/Inputs	Output
3) Receive notice of adjunct separation.	Adjunct Administrator	Adjunct separation notice - Receive notice from adjunct that he/she will not be teaching in position during the coming term.	Adjunct separation notice received from adjunct employee.
4) Receive list of current semester adjunct from Dean.	Adjunct Administrator	Current Semester Adjunct roster; adjunct database - Receive list of current semester adjunct from which to confirm adjunct appointments in adjunct database. - Active Adjunct instructors are finalized by 10th day of class (enrollment date)	Current adjunct roster received; appointments confirmed.
5) Determine adjuncts not active for current semester.	Adjunct Administrator	Current Semester Adjunct roster; adjunct database - Determine adjuncts not teaching for the current semester by comparing list of current semester adjunct to active adjunct records in database.	Inactive adjunct faculty identified for semester.
6) Separate adjunct from appropriate position, using SPAP.	Adjunct Administrator or HR Generalist (HRIS)	Current Semester Adjunct roster; adjunct database; Colleague - Separate adjunct from appropriate teaching position using SPAP. - HR Generalist (HRIS) will perform duties as requested if Adjunct Administrator is away or is overloaded.	Adjunct separated from appropriate teaching position.
7) Enter separation date and reason.	Adjunct Administrator or HR Generalist (HRIS)	Current Semester Adjunct roster; adjunct database; Colleague - Enter separation date and separation reason. - HR Generalist (HRIS) will perform duties as requested if Adjunct Administrator is away or is overloaded.	Separation date and reason assigned to record.

Process Step Description	Role Responsible	Tools/Inputs	Output
8) Inform Payroll of adjunct separation.	Adjunct Administrator or HR Generalist (HRIS)	Current Semester Adjunct roster; adjunct database - Notify Payroll via email of adjunct separations to stop pay for adjunct position. - HR Generalist (HRIS) will perform duties as requested if Adjunct Administrator is away or is overloaded.	Payroll informed of adjunct separations
9) Inform Executive Director of HR that additional appointment separation has been completed.	HR Generalist (HRIS)	List of separated adjunct - Inform Executive Director of HR that all additional position separations have been completed.	Executive Director of HR informed of completed actions.
10) Follow steps for off-boarding in Payroll.	Payroll Office	Adjunct Separation notice - Follow established process for off-boarding adjunct faculty in Payroll.	
11) Receive confirmation that additional position separation has been completed for adjunct faculty.	Executive Director of HR	List of separated adjunct - Receive notice that all additional position separations have been completed.	Additional position separations completed.

Process: Additional Position Separation (Grant-funded) (HR-03-003b)

The following narrative table corresponds to the process flow depicting the steps that occur for Personnel Actions Process: Additional Position Separation (Grant-funded) (HR-03-003b) at Bergen Community College. The ‘Additional Position Separation (Grant- funded)’ process begins when the Human Resources department is notified that incorrect grant funding sources are attached to a position and continues through placing the employee into a position with correct funding sources.



Description: Additional Position Separation (Grant-funded) (HR-03-003b)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Additional Position Separation (Grant-funded) (HR-03-003b).

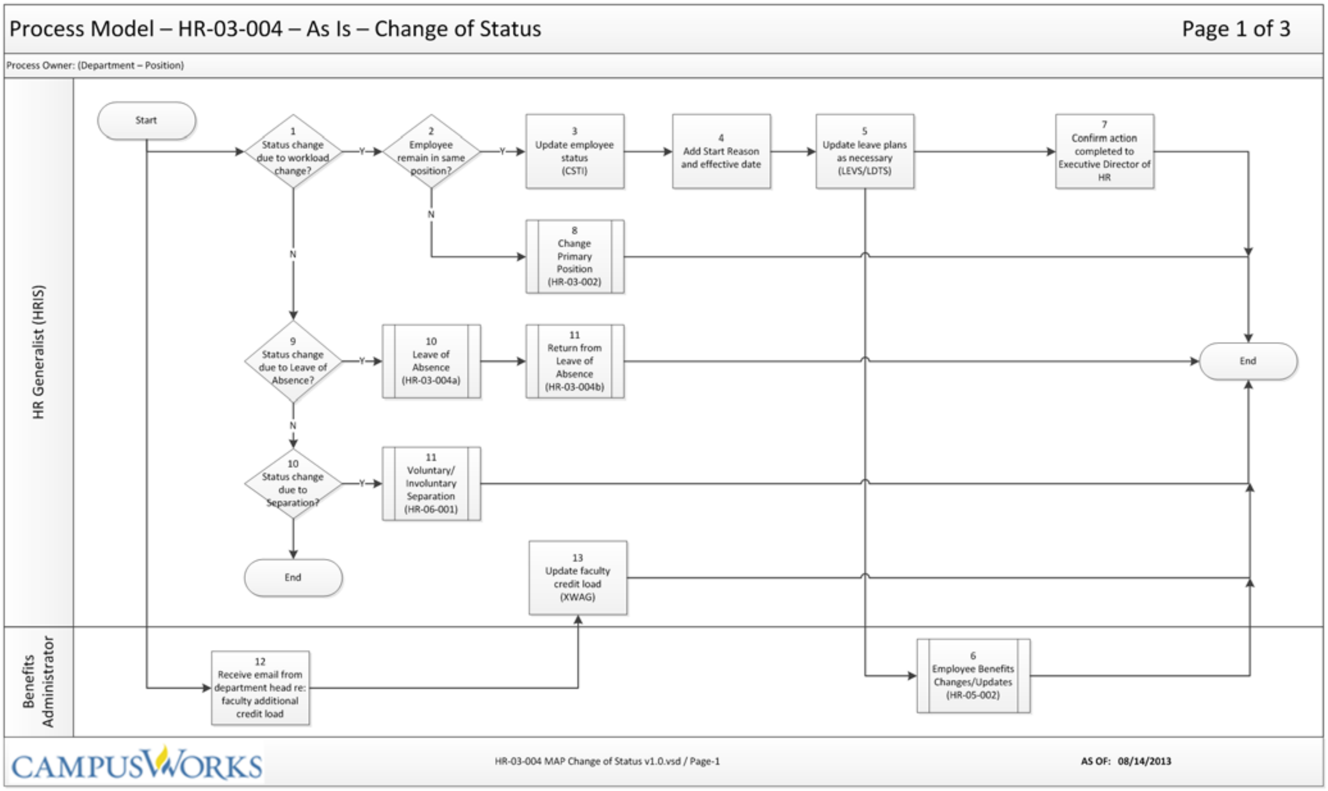
Process Step Description	Role Responsible	Tools/Inputs	Output
1) Receive notification of incorrect grant funding source on position.	HR Generalist (HRIS)	Email - Receive notification that funding source is incorrect for position due to grant expiration or reassignment.	Notice of incorrect funding source received.
2) Confirm with Hiring Manager which position and funding source to continue.	HR Generalist (HRIS)	Email - Confirm the position and appropriate funding source with the Hiring Manager.	Correct position and funding source requested from Hiring Manager.
3) Confirm position and correct funding source to continue for the employee.	Hiring Manager	Email - Confirm the appropriate funding source and position to be assigned to the employee.	Correct position and funding source confirmed by Hiring Manager.

Process Step Description	Role Responsible	Tools/Inputs	Output
4) Confirm the correct funding source for the position with Grant Administrator.	HR Generalist (HRIS)	Email - Confirm the funding source provided by Hiring Manager is correct with Grant Administrator.	Confirmation of funding source requested from Grant Administrator.
5) Confirm correct funding source for position for assignment to the employee.	Grant Administrator	Email - Confirm the correct funding source for the position to be assigned to the employee.	Correct funding source for position confirmed by Grant Administrator.
6) Identify position assignment to be ended.	HR Generalist (HRIS)	Email of correct position; Colleague - Identify position assignment to be ended due to incorrect funding source.	Position with incorrect funding source identified.
7) Separate employee from appropriate position, using SPAP.	HR Generalist (HRIS)	Email of correct position; Colleague - Separate employee from position with incorrect funding source using SPAP.	Employee separated from appropriate position.
8) Enter separation date and separation reason.	HR Generalist (HRIS)	Email of correct position; Colleague - Enter separation date and separation reason.	Separation date and reason assigned to record.
9) Inform Payroll of grant position separations.	HR Generalist (HRIS)	List of separated grant-funded employee positions; email - Notify Payroll via email of expired grant-funded position separations to stop pay for inactive positions.	Payroll informed of expired grant-funded position separations.
10) Follow steps for off-boarding in Payroll.	Payroll Office	List of separated grant-funded employee positions; email - Follow established process for off-boarding adjunct faculty in Payroll.	

Process Step Description	Role Responsible	Tools/Inputs	Output
11) Inform Executive Director of HR that additional appointment separations have been completed.	HR Generalist (HRIS)	List of separated grant-funded employee positions; email - Inform Executive Director of HR via email that all additional position separations for expired grant-funded positions have been completed.	Executive Director of HR informed of completed actions.
12) Receive confirmation that additional position separation has been completed for expired grant-funded positions.	Executive Director of HR	Email - Receive notice that all additional position separations have been completed.	Additional position separations completed.

Process: Change of Status (HR-03-004)

The following process flow depicts the steps that occur for Personnel Actions Process: Change of Status (HR-03-004). Change of status typically entails moving from part-time to full-time or full-time to part-time, sabbatical, absence due to long-term leave (paid or unpaid), separation.



Description: Change of Status (HR-03-004)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Change of Status (HR-03-004) at Bergen Community College.

Previous Step:

1) HR-02-001 Creating New Employees, or
2) HR-02-002 Rehiring/Reactivating Employees, or
3) HR-03-001 Additional Appointment/Multiple Positions, or
4) HR-03-002 Change Primary Position, or
5) HR-03-003 Additional Position Separation, or
6) HR-06-001 Voluntary/Involuntary Separation, or
7) HR-06-002 Retirement

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Is the employee status change due to workload changes?	HR Generalist (HRIS)	Board Resolution - Determine if employee status change is due to change from part-time to full-time or full-time to part-time, a sabbatical approval or other action.	
2) If the employee has a workload change, will	HR Generalist (HRIS)	Board Resolution	

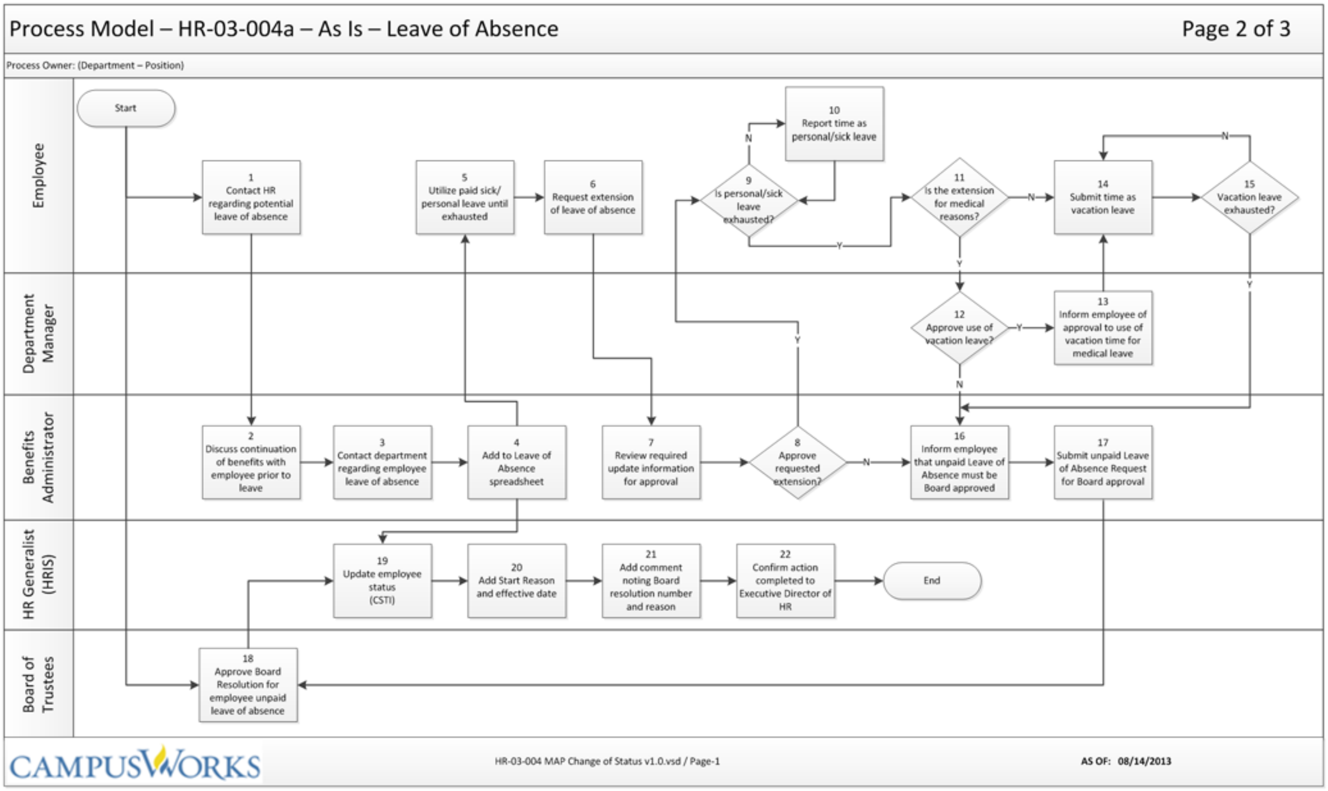
Process Step Description	Role Responsible	Tools/Inputs	Output
the employee stay in the same position?		- Confirm that the employee will experience a workload change. - Determine if employee will remain in currently assigned position.	
3) If the employee will remain in the same position, update the employee status on CSTI.	HR Generalist (HRIS)	Board Resolution; Colleague - Confirm that employee will remain in current position. - Update employee status, as appropriate, using CSTI.	Status updated appropriately.
4) Add the status Start Reason and effective date.	HR Generalist (HRIS)	Board Resolution; Colleague - Add the start reason as appropriate (full-time, part-time, etc.) and effective date of status.	Start reason and effective date added to record.
5) Update employee leave plans, as necessary, using LEVS/LDTS.	HR Generalist (HRIS)	Board Resolution; Colleague - Update leave plans assigned to employee, as necessary, using LEVS/LDTS. - Transfer leave balances to new plan as appropriate.	Employee leave plans updated.
6) Follow steps for 'Employee Benefits Updates/Changes' (HR-05-002).	Benefits Administrator	Board Resolution; Colleague - Follow steps outlined in the process 'Employee Benefits Updates/Changes' (HR-05-002).	Employee benefits updated.
7) Confirm that action has been completed to Executive Director of HR.	HR Generalist (HRIS)	Board Resolution; email - Confirm via email that appropriate status changes have been completed for employee.	Confirmation of completed actions sent to Executive Director of HR.

Process Step Description	Role Responsible	Tools/Inputs	Output
8) If the employee will not remain in the same position, follow steps for 'Change Primary Position' process (HR-03-002).	HR Generalist (HRIS)	Board Resolution; Colleague - Confirm that employee will not remain in current position. - Complete steps found in 'Change Primary Position' process (HR-03-002).	
9) Is the employee status change due to a Leave of Absence?	HR Generalist (HRIS)	Board Resolution - Determine if the employee status change is due to a leave of absence.	
10) If the status change is due to a Leave of Absence, follow steps for 'Leave of Absence' process (HR-03-004a)	HR Generalist (HRIS)	Board Resolution; Colleague - Confirm that employee has been approved for a leave of absence. - Complete steps found in 'Leave of Absence' process (HR-03-004a).	
11) Follow steps for 'Return from Leave of Absence' process (HR-03-004b) when the employee is ready to return to work.	HR Generalist (HRIS)	Board Resolution; Colleague - Confirm that employee has returned from a leave of absence. - Complete steps found in 'Return from Leave of Absence' process (HR-03-004b).	
12) Is the employee status change due to separation from employment at the College?	HR Generalist (HRIS)	Board Resolution - Determine if the employee status change is due to separation from employment at the College.	
13) If the status change is due to separation from the College, follow steps for 'Voluntary/Involuntary	HR Generalist (HRIS)	Board Resolution; Colleague - Confirm that employee is leaving/has left	

Process Step Description	Role Responsible	Tools/Inputs	Output
Separation' process (HR-06-001).		employment at the College. - Complete steps found in 'Voluntary/Involuntary Separation' process (HR-06-001).	
14) Receive email notice from department head regarding reduced faculty credit load.	Benefits Administrator	Email - Receive notice from department head that faculty as reduced credit load. - Forward information to HR Generalist (HRIS) for action.	Notice of faculty additional credit load received.
15) Update faculty credit load using XWAG.	HR Generalist (HRIS)	Email - Receive notice from department head of reduced faculty credit load. - Update faculty credit load using XWAG to ensure proper credit of workload.	Faculty credit load updated on XWAG.

Process: Leave of Absence (HR-03-004a)

The following process flow depicts the steps that occur for Personnel Actions Process: Leave of Absence (HR-03-004a). The 'Leave of Absence' process begins when an employee contacts the Benefits Administrator in the Human Resources department to discuss options when a long-term leave, such as medical leave or military deployment, is imminent or in some cases, has occurred. The process continues through the employee's use of paid leave until exhausted and finally, the request for an approved Leave of Absence through Board resolution.



Description: Leave of Absence (HR-03-004a)

The following narrative table corresponds to the process flow depicting the steps that occur for the Leave of Absence process (HR-03-004a) at Bergen Community College.

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Contact HR regarding potential leave of absence.	Employee	Email - Contact HR to discuss potential leave of absence and options.	HR notified of possible leave of absence.
2) Discuss continuation of benefits with employee prior to leave.	Benefits Administrator	Employee benefits file - Discuss leave of absence and options for continuation of benefits during absence with employee. - Collect appropriate documentation related to leave of absence, such as medical statement, military orders, etc.	Continuation of benefits options discussed with employee.
3) Contact the employee department regarding	Benefits Administrator	Leave of Absence request - Contact employee's department manager to	Employee department manager contacted

Process Step Description	Role Responsible	Tools/Inputs	Output
the requested leave of absence.		discuss the requested leave of absence.	regarding leave of absence.
4) Add employee to the Leave of Absence spreadsheet for tracking return to work.	Benefits Administrator	Leave of Absence request; Leave of Absence spreadsheet - Employee is added to the Leave of Absence spreadsheet for tracking potential return to work.	Employee added to Leave of Absence spreadsheet.
5) Utilize paid sick/ personal leave until exhausted during leave of absence.	Employee	Approved Leave of Absence request - Utilize paid sick or personal leave until exhausted to continue normal pay.	Sick leave/personal time reported as used.
6) Request extension of leave of absence.	Employee	Leave of Absence extension - If unable to return to work on expected date (not cleared medically, military orders extended, etc), request extension to leave of absence. - Provide appropriate documentation to substantiate request for extension.	Extension to leave of absence requested.
7) Review required update information for approval.	Benefits Administrator	Extension request; required documentation - Review request for extension and related documentation to determine if leave of absence extension can be approved.	Extension request and supporting documentation reviewed.
8) Is requested leave of absence extension approved?	Benefits Administrator	Extension request; required documentation - Determine if leave of absence extension can be approved.	
9) If the leave of absence extension is approved,	Employee	Leave of Absence extension request	

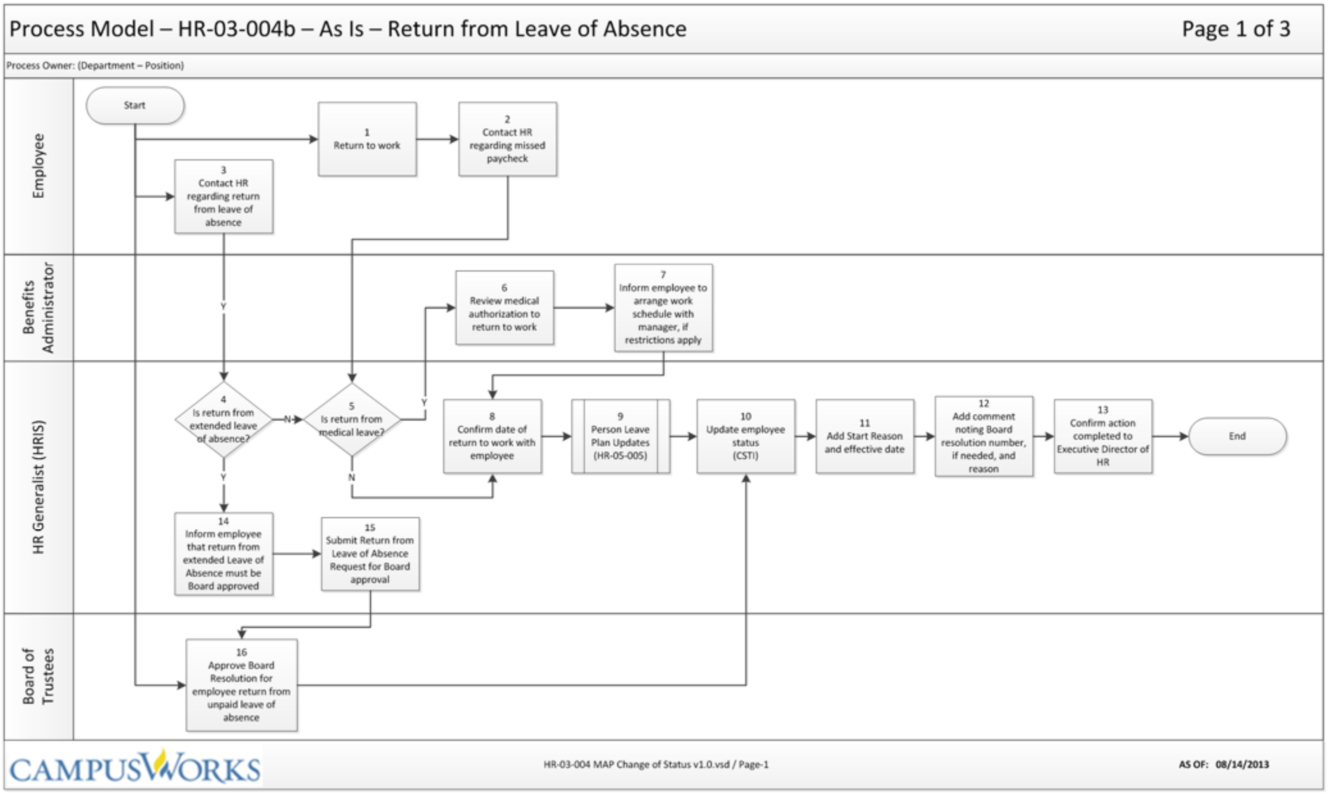
Process Step Description	Role Responsible	Tools/Inputs	Output
has all sick and personal leave been used?		- Determine if all sick and personal leave has been used.	
10) If all sick and personal leave has not been used, report time off as personal or sick leave.	Employee	Approved Leave of Absence extension - Confirm that all sick and personal leave has not been used. - Report time off as sick or personal time to time recorder.	Time off reported as personal or sick leave to time recorder.
11) If the employee has exhausted all sick and personal leave for a medical leave, is the extension for medical reasons?	Employee	Approved Leave of Absence extension - Confirm all sick and personal leave has been used by employee. - Determine if request is an extension of medical leave.	
12) If all sick and personal leave has been used and the request is an extension of a medical leave, is the use of vacation time approved for use for a medical leave?	Department Manager	Approved Leave of Absence extension - Confirm all sick and personal leave has been used. - Confirm that request is an extension of medical leave. - Determine whether employee will be allowed to use vacation time for a medical leave.	
13) If the use of vacation time is approved, inform employee of approval to use vacation time for medical leave.	Department Manager	Approved Leave of Absence extension - Inform employee that approval is granted to use vacation time for medical leave.	Use of vacation time for medical leave approved.
14) If the time off is not for medical reasons or if the use of vacation time has been	Employee	Approved Leave of Absence extension	Time off reported as vacation leave to time recorder.

Process Step Description	Role Responsible	Tools/Inputs	Output
approved, report time off as vacation leave.		- Report time off as vacation leave time recorder.	
15) If the time is submitted as vacation time, has all vacation time been exhausted?	Employee	Time Off Request form - Determine if all vacation time has been used. - If vacation time remains, report time off as vacation time to time recorder.	
16) If <u>all</u> paid leave time approved for use for the leave of absence has been exhausted, inform employee that unpaid leaves of absence must be approved by the Board.	Benefits Administrator	Time Off request; Leave of Absence request - Confirm that all paid leave (medical, personal, vacation if approved) has been exhausted by employee. - Inform employee that unpaid leaves of absence must be approved by the Board.	Employee informed of requirement to have unpaid leave of absence approved by the Board.
17) Submit unpaid Leave of Absence request for Board approval.	Benefits Administrator	Unpaid Leave of Absence Request; Board Resolution - Submit Board resolution for employee unpaid leave of absence approval.	Board resolution submitted.
18) Approve Board resolution for employee unpaid leave of absence.	Board of Trustees	Board Resolution - Following standard process for resolution review, determine if approval will be granted approving resolutions authorizing employee unpaid leave of absence.	Board resolutions approved.
19) Update employee status, using CSTI.	HR Generalist (HRIS)	Board Resolution; Colleague - Receive notice from Benefits Administrator or Board resolution	Employee status changed.

Process Step Description	Role Responsible	Tools/Inputs	Output
		authorizing an employee a leave of absence. - Update employee status, using CSTI.	
20) Add Start Reason and effective date for status change.	HR Generalist (HRIS)	Board Resolution - Add status start reason and effective date for status change.	Start reason and effective date added to record.
21) Add comment, noting Board resolution number and reason for leave.	HR Generalist (HRIS)	Board Resolution - Add comment to record, noting Board resolution number and reason for leave.	Comments added to record regarding approved leave of absence.
22) Confirm actions completed to Executive Director of HR via email.	HR Generalist (HRIS)	Email - Confirm leave of absence status changes completed to Executive Director of HR, via email.	Completed actions confirmed to Executive Director of HR.

Process: Return from Leave of Absence (HR-03-004b)

The following process flow depicts the steps that occur for Personnel Actions Process: Return from Leave of Absence (HR-03-004b). The 'Return from Leave of Absence' process begins when an employee informs the Human Resources department of his/her preparation to return to work, or in some cases, has returned to work without contacting HR. The process continues with the HR Generalist (HRIS) updating the employee's status and leave accrual and finally, a request for an approved Return from Leave of Absence through Board resolution.



Description: Return from Leave of Absence (HR-03-004b)

The following narrative table corresponds to the process flow depicting the steps that occur for the Return from Leave of Absence process (HR-03-004b) at Bergen Community College.

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Return to work.	Employee	Job Site and normal tools - Return to job site and resume job duties.	Employee returned after leave of absence.
2) Contact HR regarding missing paycheck.	Employee	Email - Contact HR regarding a missing paycheck after returning to work. - Paycheck not issued because employee record still reflects unpaid leave of absence status.	HR notified of missing paycheck.
3) Contact HR regarding return to work following an extended leave of absence.	Employee	Email; In person visit - Contact HR regarding return to work following an extended leave of absence.	HR contacted regarding return to work.

Process Step Description	Role Responsible	Tools/Inputs	Output
4) Is the employee returning to work following an extended leave of absence?	HR Generalist (HRIS)	Email; In person visit - Determine if the employee is returning from an extended leave of absence.	
5) If the employee is returning from an extended leave of absence, is the employee returning following a medical leave?	HR Generalist (HRIS)	Email; In person visit - Confirm that the employee is returning from an extended leave of absence. - Determine if the extended leave was due to medical reasons.	
6) If the employee is returning to work following medical leave, review medical authorization to return to work with employee.	Benefits Administrator	Medical authorization for return to work - Confirm that employee is returning from a medical leave of absence. - Review the medical authorization to return to work with employee.	Medical authorization to return to work reviewed with employee.
7) Inform employee to arrange work schedule with manager, if any work restrictions apply.	Benefits Administrator	Leave of Absence extension - If employee is unable to return to work without restrictions, instruct employee to arrange the work schedule with the manager.	Employee instructed to arrange work schedule with manager.
8) Confirm date of employee return to work with employee and manager.	HR Generalist (HRIS)	Email - Confirm date of actual return to work with employee and with department manager.	Return to work date confirmed.
9) Follow steps in ‘Person Leave Plan Updates’ (HR-05-005) to update leave balances appropriately.	HR Generalist (HRIS)	Leave of Absence request - Follow steps in ‘Person Leave Plan Updates’ (HR-05-005) to update leave balances appropriately following return to work.	

Process Step Description	Role Responsible	Tools/Inputs	Output
10) Update employee status, using CSTI.	HR Generalist (HRIS)	Board Resolution; Colleague - Update employee status, using CSTI.	Employee status changed.
11) Add Start Reason and effective date for status change.	HR Generalist (HRIS)	Board Resolution - Add status start reason and effective date for status change.	Start reason and effective date added to record.
12) Add comment, noting Board resolution number and reason for leave.	HR Generalist (HRIS)	Board Resolution - Add comment to record, noting Board resolution number and reason for leave.	Comments added to record regarding return from leave of absence.
13) Confirm actions completed to Executive Director of HR via email.	HR Generalist (HRIS)	Email - Confirm return from leave of absence status changes completed to Executive Director of HR, via email.	Completed actions confirmed to Executive Director of HR.
14) If employee is returning from an extended unpaid leave of absence, inform employee that unpaid leaves of absence must be approved by the Board.	HR Generalist (HRIS)	Return from Leave of Absence request - Inform employee that his/her returning from an unpaid leave of absence must be approved by the Board.	Employee informed of requirement to have return from unpaid leave of absence approved by the Board.
15) Submit resolution for employee's return from unpaid Leave of Absence request for Board approval.	HR Generalist (HRIS)	Return from Unpaid Leave of Absence Request; Board Resolution - Submit Board resolution for employee's return from unpaid leave of absence approval.	Board resolution submitted.
16) Approve Board resolution for employee's return from \ unpaid leave of absence.	Board of Trustees	Board Resolution - Following standard process for resolution review, determine if approval will be granted approving resolutions	Board resolutions approved.

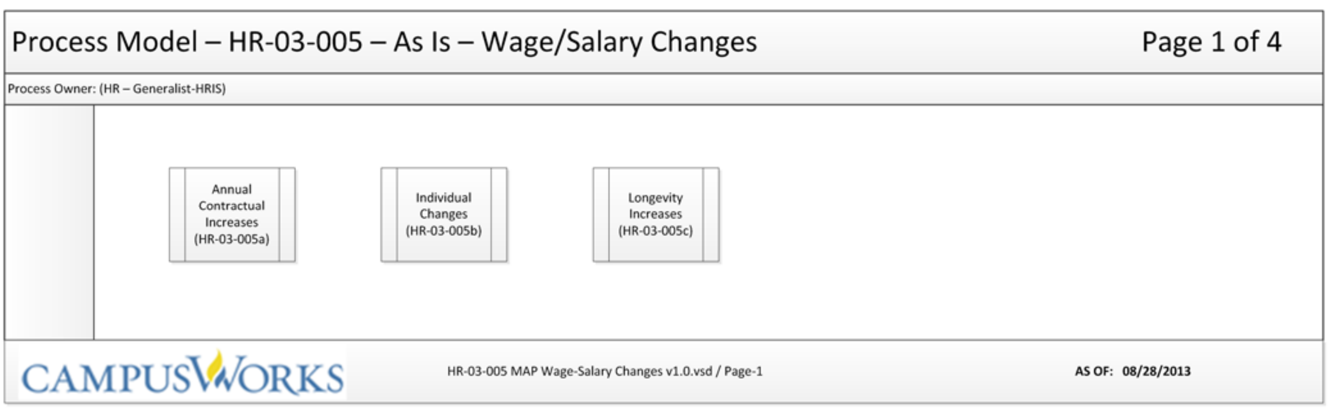
Process Step Description	Role Responsible	Tools/Inputs	Output
		authorizing employee unpaid leave of absence. - Follow remaining steps of updating an employee's status, returning to Step 10.	

Next Step:

1) HR-03 Personnel Actions, or
2) HR-04 Personnel Record Maintenance, or
3) HR-05 Employee Benefits/Leave Administration, or
4) HR-06 Employee Separations

Process: Wage/Salary Changes (HR-03-005)

The following process flow depicts the steps that occur for Personnel Actions Process: Wage/Salary Changes (HR-03-005) at Bergen Community College. These distinct processes encompass events such as an annual contractual increase, individual merit/equity pay adjustment, promotion, transfer or position change, or as a result of earning a longevity award.



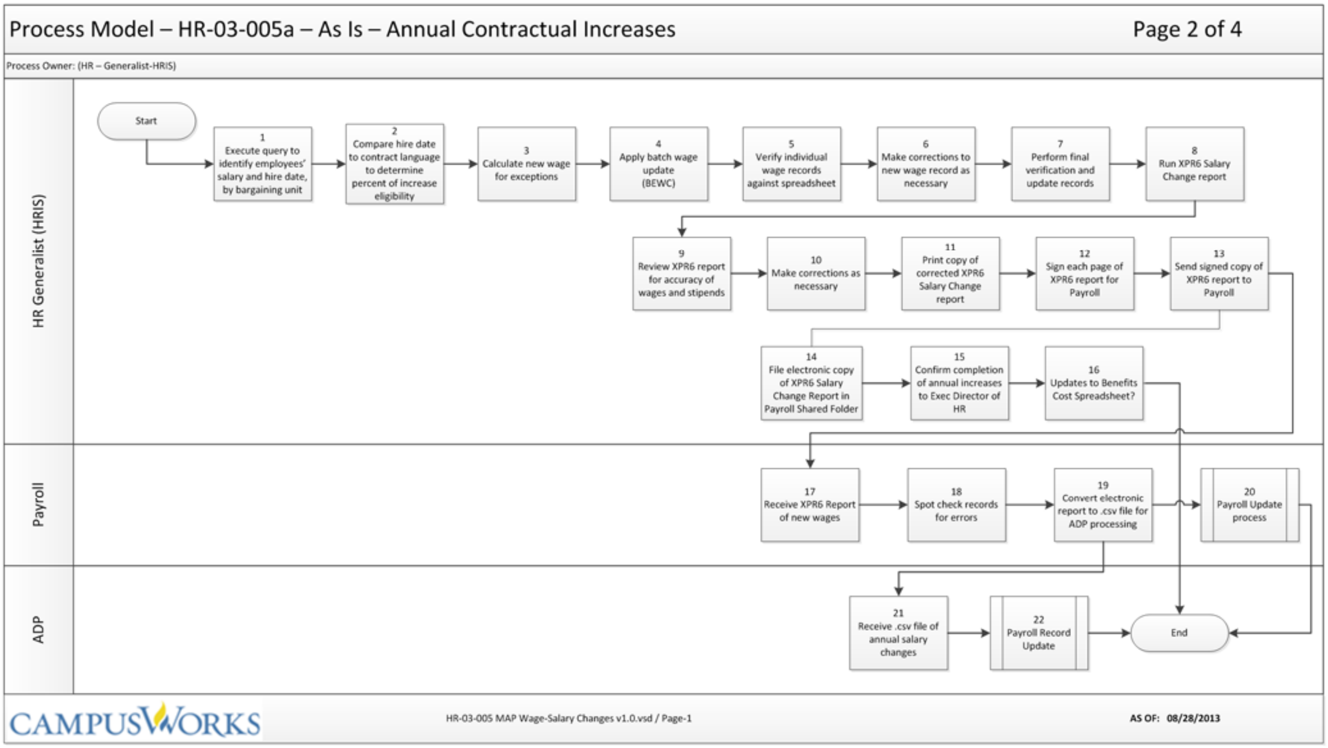
Process: Annual Contractual Increases (HR-03-005a)

The following process flow depicts the steps that occur for Personnel Actions Process: Annual Contractual Increases (HR-03-005a). The 'Annual Contractual Increases' process begins with the HR Generalist (HRIS) executing a query to determine employee's anniversary date in order to determine when to apply an annual increase as well as the pro-rated amount of such an increase when mid-year. The process concludes when the information has been sent to Payroll and ADP for updating employee pay records. It should be noted that the Benefits Administrator was not available during mapping and discussions for this process, and it is unknown what steps are currently performed related to benefits and deductions updates as a result of an annual increase.

Previous Step:

1) HR-02-001 Creating New Employees, or
2) HR-02-002 Rehiring/Reactivating Employees, or

3) HR-03-001 Additional Appointment/Multiple Positions



Description: Annual Contractual Increases (HR-03-005a)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Annual Contractual Increases (HR-03-005a).

<Insert narrative for process map>

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Execute a query to identify employees' salary and hire date, by bargaining unit.	HR Generalist (HRIS)	Querybuilder - Execute a query to identify employees' salary and hire date, by bargaining unit. - Create Excel spreadsheet from data provided from query.	Query executed to determine hire date and salary.
2) Compare hire date to contract language to determine percent of increase eligibility.	HR Generalist (HRIS)	Excel; bargaining unit contracts - Compare hire date to contract language to determine the percent of	Increase percentage determined.

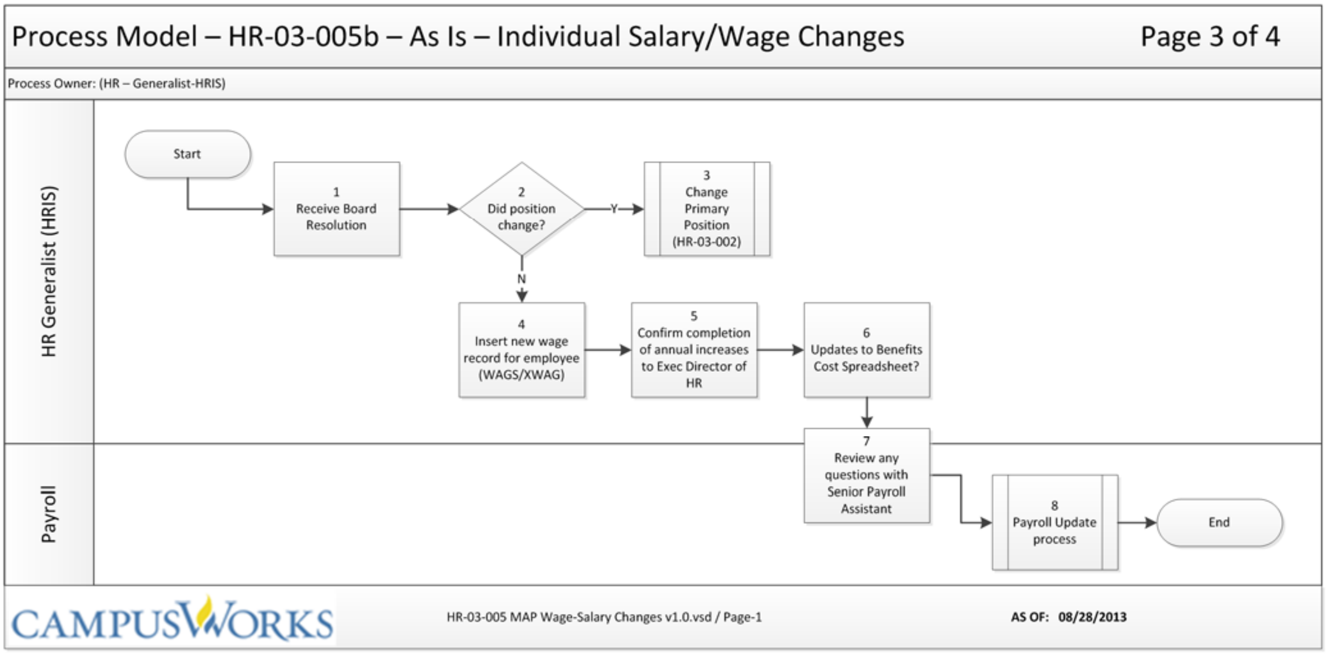
Process Step Description	Role Responsible	Tools/Inputs	Output
		increase for which the employee is eligible.	
3) Calculate the new wages for persons identified as exceptions.	HR Generalist (HRIS)	Excel - Calculate the new wages for persons identified as exceptions to full increase in previous step.	New wages calculated for employees receiving less than full increase.
4) Apply the batch wage update, using BEWC.	HR Generalist (HRIS)	Colleague; Excel spreadsheet - Apply the batch wage changes to all employees in bargaining unit, using BEWC.	Wage changes applied in batch process.
5) Verify individual wage records against spreadsheet.	HR Generalist (HRIS)	Colleague; Excel - Verify individual wage change records against spreadsheet to ensure appropriate wage change is applied to individual.	Wage changes verified; corrections, if any, identified.
6) Make corrections to new wage records, as necessary.	HR Generalist (HRIS)	Colleague; Excel - Correct wage records, as necessary, per calculations on spreadsheet.	Wage records corrected, as necessary.
7) Perform final verification of wages and update records.	HR Generalist (HRIS)	Colleague; Excel spreadsheet - Verify accuracy of corrections made to records. - Update wage records for employees.	Final verification of wage records completed.
8) Run XPR6 Salary Change report.	HR Generalist (HRIS)	Colleague - Run and print XPR6-Salary Change report.	XPR6-Salary Change report printed.
9) Review XPR6 Salary Change report for accuracy of wages and stipends.	HR Generalist (HRIS)	XPR6-Salary Change report - Review report to identify errors made during update process, if any.	XPR6-Salary Change report reviewed for errors.

Process Step Description	Role Responsible	Tools/Inputs	Output
10) Make corrections to wage records as necessary.	HR Generalist (HRIS)	Colleague; XPR6-Salary Change report - Update wage records as necessary, per errors identified on XPR6-Salary Change report.	Wage records corrected per errors identified on XPR6 report.
11) Print the corrected XPR6 Salary Change report.	HR Generalist (HRIS)	XPR6-Salary Change report - Print a corrected copy of the XPR6-Salary Change report.	Corrected XPR6-Salary Change report printed.
12) Sign each page of the printed report for Payroll.	HR Generalist (HRIS)	Corrected XPR6-Salary Change report - Sign each page of corrected XPR6-Salary Change report to indicate to Payroll that the report has been reviewed and verified as accurate.	XPR6-Salary Change report signed on each page.
13) Send signed copy of XPR6 Salary Report to Payroll.	HR Generalist (HRIS)	Signed XPR6-Salary Change report - Send the signed copy of the XPR6-Salary Change report to Payroll for updating payroll records.	XPR6-Salary Change report sent to Payroll.
14) File an electronic copy of the XPR6 Salary Report in the Payroll Shared Folder.	HR Generalist (HRIS)	XPR6-Salary Change report - File an electronic copy of the XPR6-Salary Change report in the Payroll Shared Folder.	XPR6-Salary Change report filed electronically in HR Shared folder.
15) Confirm completion of annual increases to the Executive Director of HR.	HR Generalist (HRIS)	Email - Confirm via email to Executive Director of HR that annual salary increases have been completed.	Email confirmation of completion of annual increases sent to Executive Director of HR.
16) Updates to Benefits Cost spreadsheet?	HR Generalist (HRIS)/ Benefits Administrator	XPR6-Salary Change report -	

Process Step Description	Role Responsible	Tools/Inputs	Output
17) Receive signed copy of XPR6 Salary Change report of new wages.	Payroll	Signed copy of XPR6-Salary Change report - Receive signed copy of XPR6-Salary report to be used for updating employee wage records with annual increases.	Signed copy of XPR6-Salary Change report received.
18) Spot check records for errors.	Payroll	Signed copy of XPR6-Salary Change report - Check report for errors made to wage increases.	XPR6-Salary Change report checked for errors.
19) Convert the electronic report to a .csv file for ADP processing.	Payroll	XPR6-Salary Change report - Convert the electronic report to a .csv file for ADP's use in processing payroll changes.	XPR6-Salary Change report converted to .csv file.
20) Perform established steps for the Payroll Update processes.	Payroll	Signed copy of XPR6-Salary Change report - Follow established steps for updating payroll records.	Payroll records updated with annual increases.
21) Receive the .csv file of annual salary changes.	ADP	Annual Increase .csv file - Receive .csv file for updating salary records from annual increases.	Annual salary increase .csv file received.
22) Perform established steps for the Payroll Record Update processes.	ADP	Annual Increase .csv file - Follow established steps for updating payroll records.	Payroll records updated with annual increases.

Process: Individual Salary/Wage Changes (HR-03-005b)

The following process flow depicts the steps that occur for Personnel Actions Process: Individual Salary/Wage Changes (HR-03-005b). The 'Individual Salary/Wage Changes' process begins when the HR Generalist (HRIS) receives the Board resolution approving a wage or salary increase for an individual and updates wage records in College. The process concludes when the HR Generalist (HRIS) answers any wage/salary questions raised by Payroll as a result of the Board action, and Payroll updates the pay records for an individual. It should be noted that the Benefits Administrator was not available during mapping and discussions for this process, and it is unknown what steps are currently performed related to benefits and deductions updates as a result of an individual wage or salary increase.



Description: Individual Salary/Wage Changes (HR-03-005b)

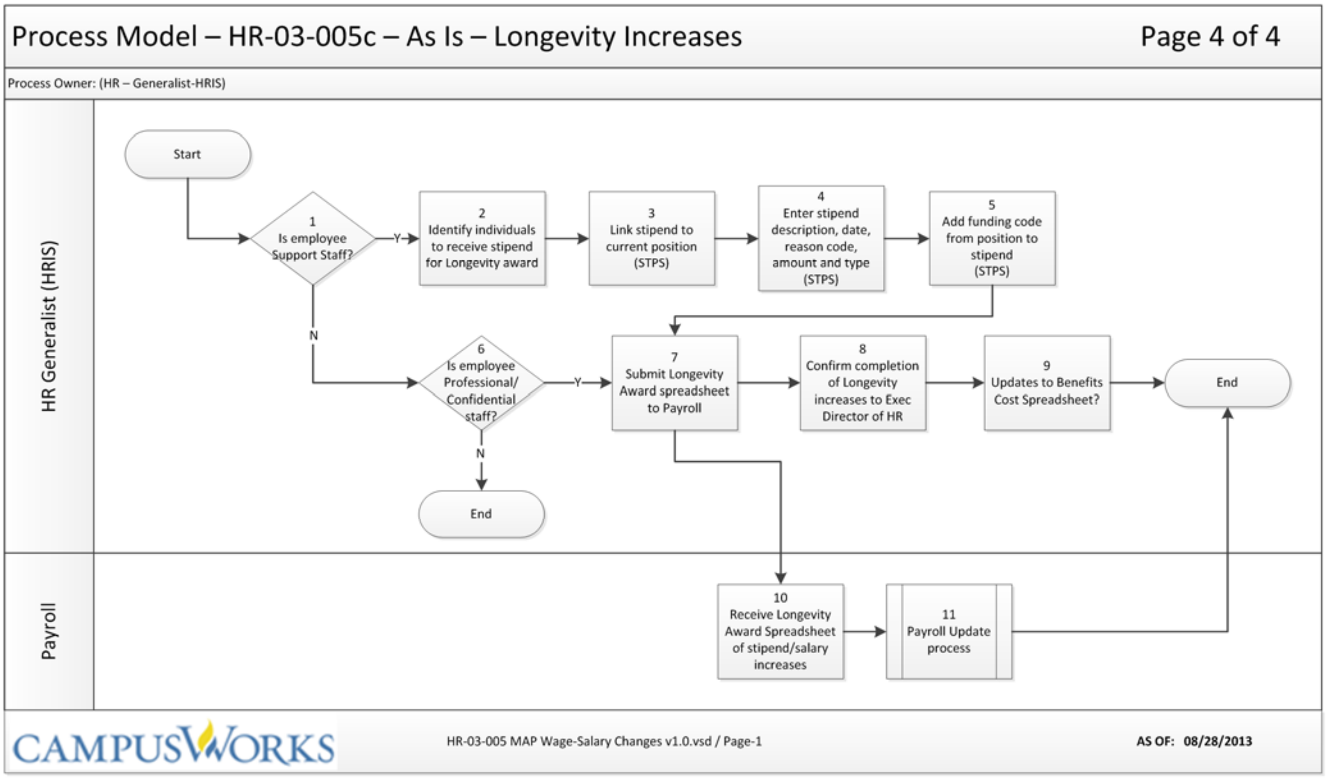
The following narrative table corresponds to the process flow depicting the steps that occur for the process of Individual Salary/Wage Changes (HR-03-005a).

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Receive Board resolution of individual change affecting wages.	HR Generalist (HRIS)	Board Resolutions - Receive Board resolutions of individual wage/salary changes due to promotion, merit/equity adjustment, transfer or other personnel actions.	Board resolutions involving wage changes received.
2) Did the person's position change?	HR Generalist (HRIS)	Board Resolutions - Determine whether the individual moved to a new position.	
3) If the person's position changed, follow steps for 'Change Primary Position' process (HR-03-002).	HR Generalist (HRIS)	Board Resolutions - Confirm that the individual moved to a new position. - Follow steps for 'Change Primary Position' process, HR-03-002.	

Process Step Description	Role Responsible	Tools/Inputs	Output
4) If the person's position did not change, insert a new wage record for employee using WAGS or XWAG as appropriate for position.	HR Generalist (HRIS)	Board Resolutions - Confirm that the individual is not being assigned to a new position. - Insert a new wage record for the employee, using WAGS or XWAG as appropriate, indicating new wage, reason and start date. - WAGS is used for all wage records except Faculty. - XWAG is used for Faculty wage records.	
5) Confirm completion of salary/wages changes to the Executive Director of HR.	HR Generalist (HRIS)	Email - Confirm via email to Executive Director of HR that individual wage changes have been completed.	Email confirmation of completion of individual wage changes sent to Executive Director of HR.
6) Updates to Benefits Cost spreadsheet?	HR Generalist (HRIS)/ Benefits Administrator	Board Resolutions -	
7) Review any questions with Senior Payroll Assistant to ensure accuracy of payroll records.	HR Generalist (HRIS)/ Payroll	Board Resolutions - Review and resolve any questions raised by Senior Payroll Assistant regarding wage changes resulting from Board resolutions.	Board resolution questions resolved.
8) Perform established steps for the Payroll Update processes.	Payroll	Board Resolutions - Follow established steps for updating payroll records.	

Process: Longevity Increases (HR-03-005c)

The following process flow depicts the steps that occur for Personnel Actions Process: Longevity Increases (HR-03-005a). The 'Longevity Increases' process begins with the HR Generalist (HRIS) identifying individuals eligible to receive a longevity award based on the assigned bargaining unit. The process continues with the creation of an on-going stipend for support staff longevity increase, and creation of a longevity increase spreadsheet of all eligible employees' increases. The spreadsheet is provided to Payroll annually for their use in updating pay records at the appropriate anniversary period. It should be noted that the Benefits Administrator was not available during mapping and discussions for this process, and it is unknown what steps are currently performed related to benefits and deductions updates as a result of an annual increase.



Description: Longevity Increases (HR-03-005c)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Longevity Increases (HR-03-005c).

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Is the employee Support staff?	HR Generalist (HRIS)	Colleague; Longevity Award spreadsheet - Determine if employee is a member of the Support Staff bargaining unit.	
2) If employee is a member of the Support Staff bargaining unit, identify individuals to receive stipend for Longevity Award.	HR Generalist (HRIS)	Colleague; Longevity Award spreadsheet - Confirm that employee is a member of the Support Staff bargaining unit. - Identify if individual is eligible to receive Longevity Award stipend.	Eligibility for longevity award stipend confirmed.

Process Step Description	Role Responsible	Tools/Inputs	Output
3) Link stipend to current position, using STPS.	HR Generalist (HRIS)	Colleague; Longevity Award spreadsheet - Link stipend to employee's current position, using STPS.	Stipend linked to employee's current position.
4) Enter stipend description, date, reason code, amount and type, using STPS.	HR Generalist (HRIS)	Colleague; Longevity Award spreadsheet - Enter stipend details including description, date, reason code, amount and type of 'Ongoing', using STPS. - Reason codes include code L1 for 35-hour staff and L2 for 40-hour staff. - Stipend type refers to a one-time or on-going stipend.	Stipend details added to employee record.
5) Add funding code from position to stipend, using STPS.	HR Generalist (HRIS)	Colleague; Longevity Award spreadsheet - Add funding source to stipend, matching funding code from current position, using STPS.	Funding source added to stipend.
6) If the employee is not a Support Staff, is the employee a Professional or Confidential staff?	HR Generalist (HRIS)	Colleague; Longevity Award spreadsheet - Confirm that employee is not a member of the Support Staff bargaining unit. - Determine if employee is a member of the Professional Staff bargaining unit or a Confidential staff member.	
7) If the employee is a member of the Professional Staff or the Support Staff bargaining units or a	HR Generalist (HRIS)	Colleague; Longevity Award spreadsheet - Confirm that employee is a member of the Professional Staff or	Longevity Award spreadsheet sent to Payroll.

Process Step Description	Role Responsible	Tools/Inputs	Output
Confidential staff member, submit the Longevity Award spreadsheet to Payroll.		Support Staff bargaining unit, or is Confidential Staff member. - Submit the Longevity Award spreadsheet containing stipend and salary increases to Payroll for processing.	
8) Confirm completion of longevity award updates to the Executive Director of HR.	HR Generalist (HRIS)	Email - Confirm via email to Executive Director of HR that longevity award changes have been completed.	Email confirmation of completion of l changes sent to Executive Director of HR.
9) Updates to Benefits Cost spreadsheet?	HR Generalist (HRIS)/ Benefits Administrator	Longevity Award Spreadsheet -	
10) Receive Longevity Award spreadsheet of stipend and salary increases.	Payroll	Longevity Award spreadsheet - Receive longevity award spreadsheet of stipend and salary increases.	
11) Perform established steps for the Payroll Update processes.	Payroll	Longevity Award spreadsheet - Follow established steps for updating payroll records.	

Next Step:

1) HR-03 Personnel Actions, or
2) HR-04 Personnel Record Maintenance, or
3) HR-05 Employee Benefits/Leave Administration, or
4) HR-06 Employee Separations

Process Recommendations – Personnel Actions (HR-03)

1) Follow consistent practice for interim/acting appointments. Assign person to interim position that provides opportunity to incorporate workflow approvals (time, purchasing, budgeting, etc.) based on a position rather than an individual, provides easier reporting and a more complete view of the history of employee's service to the College, and maintains history of the persons assigned to a specific position.

2) Follow consistent practice in applying Longevity Awards. Currently, support staff is granted a base salary increase as a stipend while staff of other bargaining units receives a salary adjustment. Calculating cost of benefits will depend on information on wages, and pay advices will be cleaner if all base wage/salary information is included in the wage line. Ensure practices follow bargaining unit contract as well as compliance with pension and other benefits requirements.

3) Implement the use of a Personnel Action Form to initiate all personnel actions regarding leave of absence, return from leave of absence, transfer, promotion, demotion, reassignment, departure, etc. in order to obtain all information (salary, appointment reason, effective date, funding sources, etc) and approvals necessary to complete the transaction prior to an individual beginning work in a new position. This will ensure accurate records for position budgeting, time recording, leave balances, and wage records prior to an employee being paid from the position. Train supervisors and managers in the use of the form, and do not accept other forms of communication for these activities. Hold managers accountable for the actions of managing employees' assignments.

4) Use 'Additional Positions' to record assignment of multiple positions for an employee. This would include full-time staff performing an adjunct role, part-time employees in multiple part-time positions, interim assignments, and department chair assignments. Use of 'Additional Positions' would provide for consistency and enhanced reporting capabilities for employees' roles throughout their service to the College.

5) Develop and publish standard procedures regarding position reclassifications, promotions/demotions and transfers with input from existing College policies and contractual agreements with bargaining units to promote greater transparency into hiring practices at the College. Currently, hiring managers are not familiar with the practices to follow in these instances, employees are frustrated when promotion and transfer opportunities are not made available to them and HR staff cannot explain the process to them. Additionally, HR staff does not have a clear process by which they can perform their tasks as the process changes with any given instance.

6) Implement orientation sessions for employees when changing positions results in a change of bargaining units in order to provide information on benefits changes and other pertinent material relative to the bargaining contract.

7) Provide direction to HR staff regarding Board resolution requirements for HR matters. The staff is unclear when or why some changes must have Board approval while others do not.

8) Working with the Administrative Software Users Group (ASUG), develop standards of practice to be followed by managers of employees transferring to new positions/departments/offices to ensure that IT is informed in a timely manner prior to the move in order to schedule any required network or equipment changes or programming. Include administrative system security and reporting system access and as part of the required information to be provided by both the former and receiving managers in order that the employee will have appropriate security access to the necessary information within the administrative and reporting systems.

9) Define standards for the use of paid leave and status codes for military deployments. Currently, there is confusion when a military member should use leave or whether service will cause a change employment status. These differences mean that either the employee will be paid for military service (use of leave time) or will not be paid (change of status). When moving to Colleague Payroll, a clear definition is needed

to ensure accurate payroll processing as well as consistent application of college procedures and/or policies.

10) Define practices for the use of vacation time for medical purposes. Currently, this decision remains with the supervisor and manager of the employee, resulting in inconsistent application and creating risk to the College for perceived preferential treatment.

11) Disclosure of an employee's medical/maternity leave of absence on the Board resolution is likely to be in violation of health privacy regulations, particularly because the resolution becomes public record, and should be discontinued.

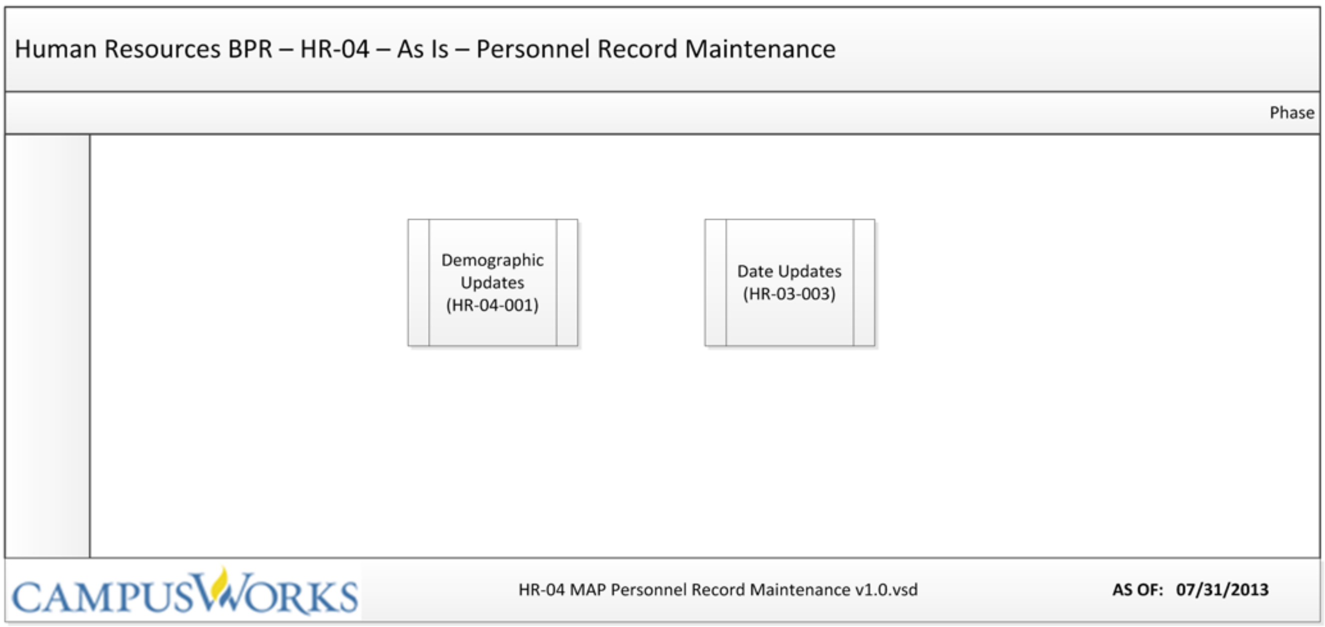
12) Define an acceptable use policy for system access during extended unpaid leaves of absence. Determine whether an employee should maintain access to email, administrative systems, etc. It can be argued that employees reading email or accessing administrative systems, whether requested by the assigned supervisor or college staff or not, while on unpaid leave are, in actuality performing work and should be paid. It can further be argued that the employees performing such work have been approved to do so in contradiction of their unpaid leave status. Additionally, access to administrative or other college data sources during unpaid leave poses a security risk to the College.

13) Develop consistent practices and audits between HR and Payroll offices to ensure accurate processing of time worked, pay and deductions and leave used. All personnel actions resulting in changes to an employee's pay and/or deductions must originate within the HR department in order to maintain complete and accurate employee records. Payroll should receive employee information used in the payroll generation process from HR and not maintain separate records of duplicate information.

Core Process: Personnel Record Maintenance

The Bergen Community College core process "Personnel Record Maintenance" includes discrete processes for the maintenance to the personal information of an employee such as demographic information of name, address, phone, social security number corrections, and for corrections and updates to critical dates of an employee's record such as date of hire or longevity date. The sub-processes include steps for updating information necessary for the Payroll Department to correctly perform required payroll functions.

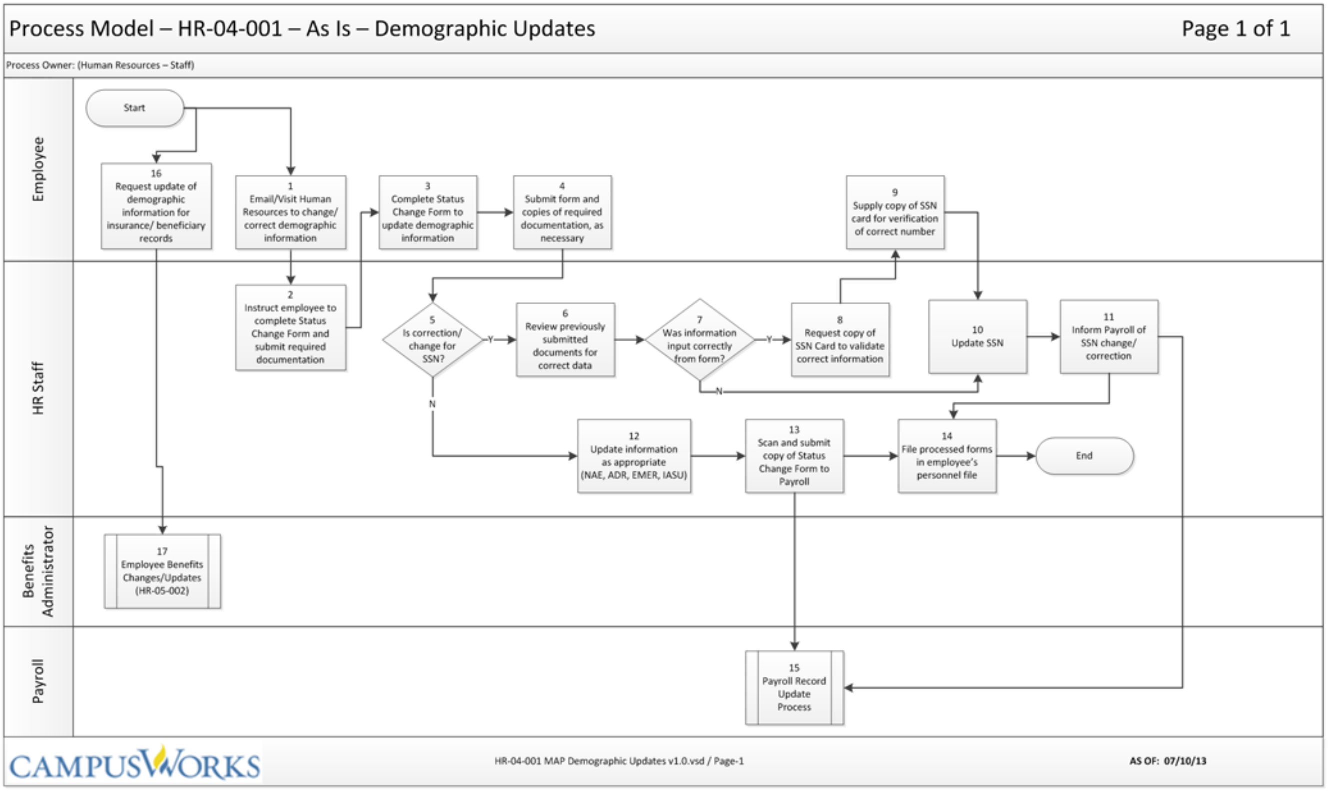
The Personnel Record Maintenance Process review at Bergen Community College consists of two sub-processes: Demographic Updates and Date Updates.



The following workflows and definitions describe the Personnel Record Maintenance processes for *Demographic Updates (HR-04-001)* and *Date Updates (HR-04-003)* currently used at Bergen Community College.

Process: Demographic Updates (HR-04-001)

The following process flow depicts the steps that occur for Personnel Record Maintenance: Demographic Updates (HR-04-001). This process comprises changes or updates to employee demographic information such as name, address, phone, gender, race/ethnicity, social security number, or emergency contacts, and begins when an employee contacts the Human Resources department with information on changes to any of the above-mentioned information. The process concludes when Payroll has been informed of changes affecting pay records for an employee and has updated their records accordingly.



Description: Demographic Updates (HR-04-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Demographic Updates (HR-04-001).

Previous Step:

1) HR-02-004 – Onboarding

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Email or visit HR Office to request change or correction to demographics information.	Employee	Email/In-Person Visit - Send email to Human Resources Office to initiate update or correction to demographic information, including: o Name o address o home phone o emergency contact o degree earned o Social Security Number o race/ethnicity o gender	Demographic information change requested.

Process Step Description	Role Responsible	Tools/Inputs	Output
2) Instruct employee to complete Status Change form to initiate change.	HR Staff	Status Change Form - Provide employee with Status Change Form and instructions regarding supporting documentation if requesting update or correction for: o Name o Address o Home Phone o Degree o Emergency Contact - Changes to SSN, race/ethnicity, gender do not require form, but may require supporting documentation.	Employee provided form and instructions for requested update.
3) Complete Status Change Form to update demographics information.	Employee	Status Change Form - Complete Status Change Form if requesting update or correction for corrections as noted above.	Status Change form completed.
4) Submit form and copies of required documentation, as necessary.	Employee	Status Change Form; required documentation - Submit completed form and copies of required documentation relative to update requested. - Documentation required varies based on change requested. o Name Change – official court document such as marriage certificate, divorce certificate, legal name change AND copy of social security card with correct name. o Degree – official transcript from	Status Change form and required documents submitted to HR.

Process Step Description	Role Responsible	Tools/Inputs	Output
		o degree-granting institution o SSN Change – Social Security Card	
5) Is correction/change for SSN?	HR Staff	Email - Determine if change request is to update or correct the social security number.	
6) If the requested correction/change is for the SSN, review previously submitted documents for correct data.	HR Staff	Status Change Form/Email; employee personnel file - Confirm that request is change the Social Security Number. - Review previously completed documents to determine if the request is a correction due to data entry error.	Form and documents reviewed by HR Staff.
7) Was information input correctly from earlier form(s)?	HR Staff	SSN Change request; employee personnel file - Determine if social security number was initially input correctly, based on information previously submitted.	
8) If SSN was input correctly based on previously submitted information, request a copy of the social security card to validate correct information.	HR Staff	SSN Change request; employee personnel file - Confirm SSN was entered correctly from previous documents. - Request that employee submit a copy of the social security card to validate the correct number.	Copy of social security card requested from employee.
9) Supply copy of social security card for verification of correct number.	Employee	Social Security card - Provide copy of social security card for validation of correct SSN by HR.	Copy of social security card provided to HR.

Process Step Description	Role Responsible	Tools/Inputs	Output
10) If SSN was initially input incorrectly, or after validating correct number from copy of social security card, update SSN.	HR Staff	SSN Change request; employee personnel file; copy of social security card - Validate correct SSN. - Update social security number on NAE form.	Social security number updated.
11) Inform Payroll of SSN change/correction.	HR Staff	Employee personnel file; copy of social security card - Send email to inform Payroll of social security number change.	Payroll informed of SSN change.
12) If the requested change was not a SSN change, update information as appropriate.	HR Staff	Status Change Form; required documentation - Update employee information as appropriate, based on employee request and documentation provided, using Colleague appropriate forms: - NAE – Name, phone number, SSN, race/ethnicity, gender o ADR – address o EMER – emergency contact o IASU – degree earned o Save history of previous names and/or addresses	Requested information updated in employee record.
13) Scan and submit copy of Status Change Form to Payroll.	HR Staff	Status Change Form - Scan and submit a copy of the Status Change form to inform Payroll of the changes made to employee's demographic information.	Copy of Status Change form sent to Payroll.
14) File processed forms in employee's personnel file.	HR Staff	Status Change Form; supporting documentation - File Status Change form, and/or email, along with supporting documentation in the	Information filed in personnel file.

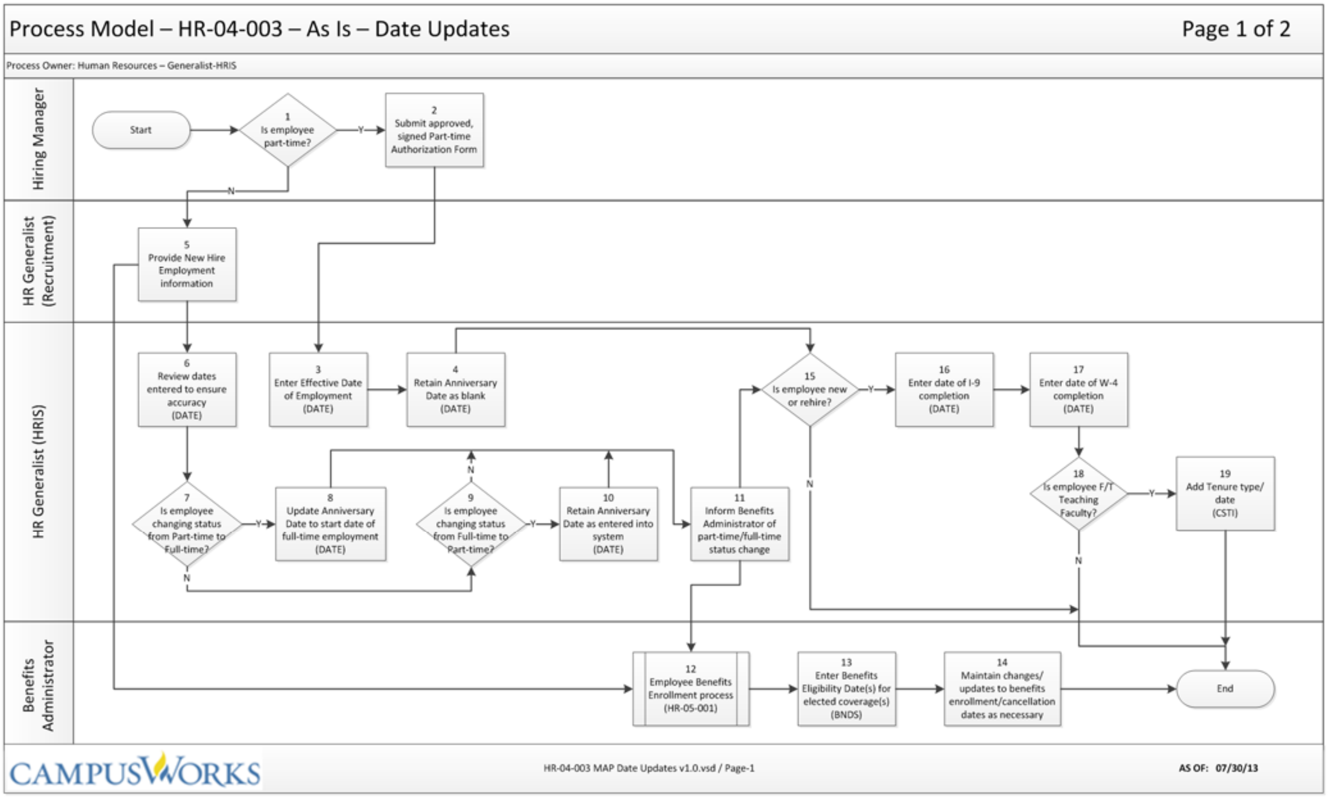
Process Step Description	Role Responsible	Tools/Inputs	Output
		employee's personnel file.	
15) Follow steps for Payroll Record Update Process	Payroll	Status Change Form - Follow established process for 'Payroll Record Update Process to update employee demographic information.	
16) Request update of demographic information for insurance or beneficiary records.	Employee	Email/In-Person Visit - Request updates or changes to demographic information as related to insurance coverage and/or beneficiary information.	Demographic updates requested for insurance/beneficiary records.
17) Follow steps for 'Employee Benefits Changes/Updates' process, HR-05-002.	Benefits Administrator	Email/In-Person Visit - Follow steps for 'Employee Benefits Changes/Updates' process (HR-05-002) to update employee demographic, coverage or beneficiary information.	

Next Step:

1) HR-02-001 – Relationship Updates, or
2) HR-03 – Personnel Actions

Process: Date Updates (HR-04-003)

The following process flow depicts the steps that occur for Personnel Record Maintenance: Date Updates (HR-04-003). This process comprises changes or updates to critical dates in an employee's service to the College, including anniversary date, benefits eligibility, completion of I-9, W-4, tenure. The process begins at the point of hire, with hire date recorded when a new employee record is created and assigned to a position. The process continues throughout the lifecycle of any employee at the college to capture benefits eligibility, tenure, retirement and separation dates.



Description: Date Updates (HR-04-003)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Date Updates (HR-04-003).

Previous Step:

1) HR-02-004 – Onboarding

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Is employee a part-time worker?	Hiring Manager	Hiring Requisition - Determine if employee is working part-time.	
2) If the employee is working in a part-time role, submit approved and signed Part-time Authorization Form	Hiring Manager	Part-time authorization form - Confirm that the employee will be working in a part-time role. - Route Part-time authorization form for appropriate approvals. - Upon approval, submit to HR Generalist (HRIS).	Part-time Authorization Form submitted to HR.

Process Step Description	Role Responsible	Tools/Inputs	Output
3) Enter effective date of employment.	HR Generalist (HRIS)	Part-time authorization form; Colleague - Enter Effective Date of Employment (start date) on DATE.	Effective Date of Employment date entered.
4) Retain anniversary date as blank.	HR Generalist (HRIS)	Part-time authorization form; Colleague - Maintain Anniversary Date as blank for part-time employees.	Anniversary Date is maintained as blank.
5) If the employee will be working in a full-time position, provide New Hire Employment information.	HR Generalist (Recruitment)	New Hire Employment forms - Confirm that the employee will be working in a full-time position. - Provide new hire information to HR Generalist (HRIS) for review/update.	New Hire Employment forms provided to HR Generalist (HRIS).
6) Review dates entered to ensure accuracy.	HR Generalist (HRIS)	New Hire Employment forms; Colleague - Review Effective Date of Employment, I-9 Completed, W-4 Completed and Anniversary dates entered to ensure accuracy. - Update as necessary.	Critical dates reviewed for accuracy; updated as needed.
7) Is employee changing status from part-time to full-time?	HR Generalist (HRIS)	New Hire Employment forms; Colleague - Determine if employee is changing from a part-time position to a full-time position.	
8) If employee is changing status from part-time to full-time, update the anniversary date to	HR Generalist (HRIS)	New Hire Employment forms; Colleague - Confirm that employee is changing from a part-time position to a full-time position.	Anniversary date is updated as appropriate.

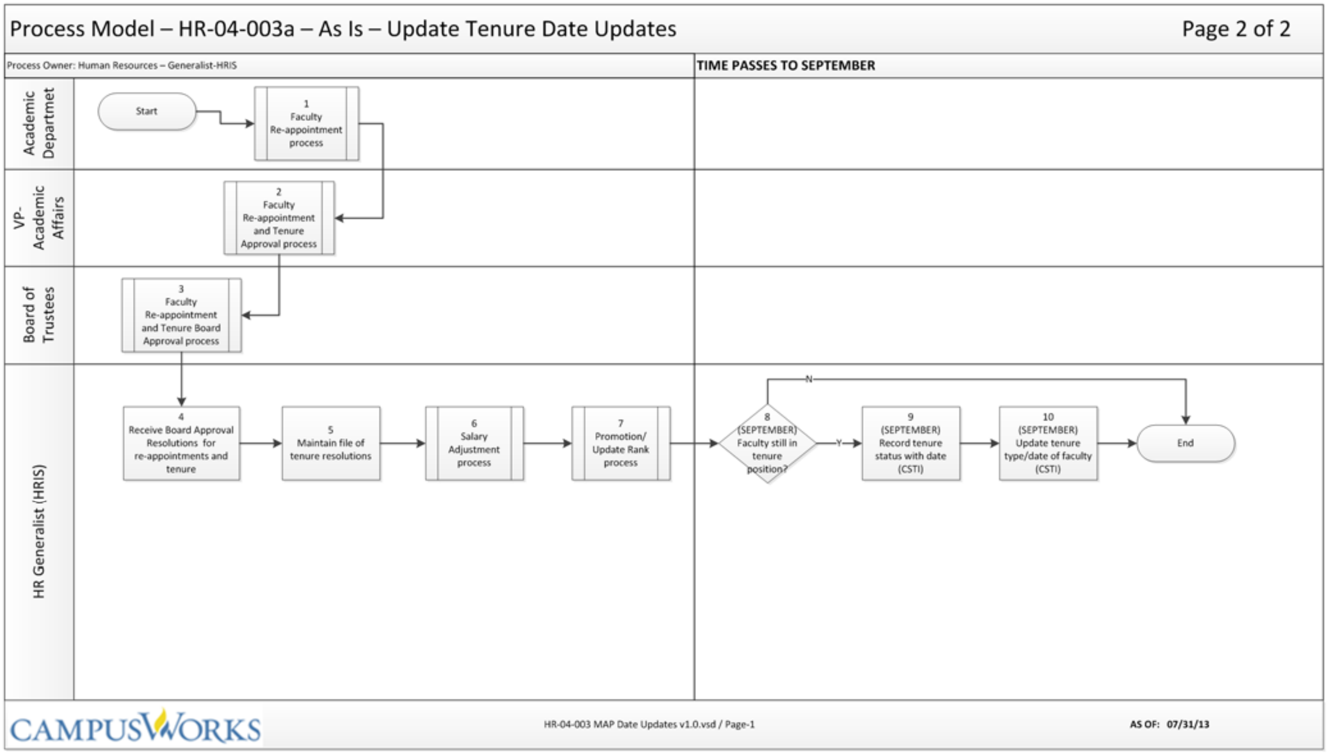
Process Step Description	Role Responsible	Tools/Inputs	Output
the start date of full-time employment.		- Update Anniversary Date to record the start date of full-time employment on DATE. - Retain the Effective Date of Employment as the original date of hire.	
9) Is employee changing status from full-time to part-time?	HR Generalist (HRIS)	New Hire Employment forms; Colleague - Determine if employee is changing from a full-time position to a part-time position.	
10) If employee is changing status from full-time to part-time, retain the anniversary date as currently recorded.	HR Generalist (HRIS)	New Hire Employment forms; Colleague - Confirm that employee is changing from a full-time position to a part-time position. - Retain the Anniversary date as currently recorded. - Anniversary date is not changed/removed from former full-time employee.	Anniversary date is maintained as previously entered.
11) If employee is changing between part-time and full-time status, inform the Benefits Administrator of the change.	HR Generalist (HRIS)	New Hire Employment forms; Colleague - Confirm that employee is changing status between full-time and part-time. - Inform the Benefits Coordinator of status change in order to review benefits eligibility with employee.	Benefits Administrator informed of full-time/ part-time status change.
12) Follow ‘Employee Benefits Enrollment’ process, HR-05-001.	Benefits Administrator	Completed benefits enrollment forms - Follow ‘HR-05-001 Employee Benefits Enrollment’ process to	

Process Step Description	Role Responsible	Tools/Inputs	Output
		process benefits enrollment forms.	
13) Enter Benefits Eligibility Date(s) for elected coverage(s)	Benefits Administrator	Benefits Enrollment forms; Colleague - Enter Benefits Eligibility Dates for elected coverage(s) to reflect the date employee is eligible to begin coverage of elected benefits.	Benefits Eligibility Date(s) entered as appropriate.
14) Maintain changes or updates to benefits enrollment and/or cancellation dates as necessary.	Benefits Administrator	Benefits Enrollment forms; Colleague - Update Benefits Eligibility Dates for elected coverage(s) as appropriate, to reflect changes to coverage and the date of employee eligibility for elected benefits.	Benefits Eligibility Date(s) updated as appropriate.
15) Is the employee new or rehired?	HR Generalist (HRIS)	Part-time Authorization forms; New Hire Employment forms; Colleague - Determine if employee is a new employee or being rehired. - If not new or rehired, end of process.	
16) If the employee is new or being rehired, enter the date that the I-9 was completed.	HR Generalist (HRIS)	Part-time Authorization forms; New Hire Employment forms; Colleague - Confirm that the employee is a new employee or being rehired. - Enter or update the I-9 Completion date to reflect the date that the I-9 was completed by employee and College	I-9 Completed date is recorded.

Process Step Description	Role Responsible	Tools/Inputs	Output
		representative, using DATE screen.	
17) If the employee is new or being rehired, enter the date that the W-4 was completed.	HR Generalist (HRIS)	Part-time Authorization forms; New Hire Employment forms; Colleague - Enter or update the W-4 Completion date to reflect the date that the W-4 was completed by employee, using DATE screen.	W-4 Completed date is recorded.
18) Is employee a full-time teaching faculty member?	HR Generalist (HRIS)	Part-time Authorization forms; New Hire Employment forms; Colleague - Determine if employee is a full-time teaching faculty member. - If not full-time teaching faculty, end of process.	
19) If employee is a full-time teaching faculty member, add tenure type and date for tenure tracking.	HR Generalist (HRIS)	Part-time Authorization forms; New Hire Employment forms; Colleague - Confirm that employee is a full-time teaching faculty member. - Add/update tenure type and date to track tenure status, using CSTI screen.	Tenure type and date recorded.

Process: Update Tenure Dates (HR-04-003a)

The following process flow depicts the steps that occur for Personnel Record Maintenance: Update Tenure Dates (HR-04-003a). The 'Update Tenure Dates' process begins when eligibility for tenure has been reviewed and approved by the Board. The process continues through the steps of updating faculty information to record the updated rank, salary and tenure status approved by the Board.



Description: Update Tenure Dates (HR-04-003a)

The following narrative table corresponds to the process flow depicting the steps that occur for the Update Tenure Dates (HR-04-003a) process.

Previous Step:

1) HR-02-004 – Onboarding, or
2) HR-03 Personnel Actions

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Follow 'Faculty Re-appointment' process.	Academic Department	Faculty Re-appointment form - Follow 'Faculty Re-appointment process' to determine continued faculty appointment, promotion and award of tenure status.	
2) Follow 'Faculty Re-appointment and Tenure Approval' process.	Vice President-Academic Affairs	Department approved Faculty Re-appointment form - Follow 'Faculty Re-appointment and Tenure Approval' process to determine continued	

Process Step Description	Role Responsible	Tools/Inputs	Output
		faculty appointment, promotion and award of tenure status.	
3) Follow 'Faculty Re-appointment and Tenure Board Approval' process.	Board of Trustees	Faculty Re-appointment materials - Follow 'Faculty Re-appointment and Tenure Board Approval' process to confirm recommended continued faculty appointment, promotion and award of tenure status.	
4) Receive Board approval resolutions for re-appointment and tenure.	HR Generalist (Recruitment)	Board Approval Resolutions - Receive copies of Board Approval resolutions for faculty re-appointment, promotion and award of tenure status.	Board approval resolutions received.
5) Maintain files for tenure resolutions.	HR Generalist (HRIS)	Board Tenure Approval Resolutions - Maintain file of tenure approval resolutions, by month. - Tenure status to be made effective at the beginning of September each year.	Tenure approval resolution file maintained for the year.
6) Follow 'Salary Adjustment' process.	HR Generalist (HRIS)	Faculty Contract; Colleague - Follow process for 'Salary Adjustment' to update faculty salaries per contract.	Faculty salaries are adjusted per contract, as necessary.
7) Follow 'Promotion/Update Rank' process.	HR Generalist (HRIS)	Board Tenure Approval Resolutions; Colleague - Follow process for 'Promotion/Update Rank' to update faculty rank as approved by the Board.	Faculty rank is updated as necessary.
8) Is faculty member still employed in a tenure position?	HR Generalist (HRIS)	Colleague - Determine if faculty member is still employed	

Process Step Description	Role Responsible	Tools/Inputs	Output
		as a full-time teaching faculty. - If faculty member has moved to a position outside of tenure eligibility, go to end of process.	
9) PERFORMED IN SEPTEMBER: If faculty member remains employed as a full-time teaching faculty, record the tenure status approved by the Board.	HR Generalist (HRIS)	Board Tenure Approval Resolutions; Colleague - Update the tenure status and date, as indicated in the Board resolution, for each faculty member on tenure track, using CSTI screen. - Tenure status to be made effective at the beginning of September each year.	Tenure status and date updated as appropriate.
10) PERFORMED IN SEPTEMBER: Update the tenure type and date, as indicated by the Board resolution.	HR Generalist (HRIS)	Board Tenure Approval Resolutions; Colleague - Update the tenure type and date assigned, as indicated in the Board resolution, for each faculty member on tenure track, using CSTI screen.	Tenure type and date updated as appropriate.

Next Step:
1) HR-03 Personnel Actions, or
2) HR-06 Employee Separations, or
3) HR-07 Communications

Process Recommendations – Personnel Record Maintenance (HR-04)
1) Record critical employee milestone dates in Colleague to provide opportunity for tracking and follow-up through the use of queries and reports. Dates include I-9 completion, I-9 expiration, effective hire date, anniversary date, longevity date, tenure date, background screening completed date, probation period end date.

2) Develop and distribute an annual Contact Update form to all employees to ensure that demographic and dependent information is verified and corrected as needed. Correct address information is particularly important for distribution of W2 forms, and any official correspondence mailed from the College, and updated dependent information provides accurate records for benefits such as health insurance.

3) Research SHRM and legal requirements for managing the 'people' process and for updating employee records for an individual reporting gender transition and develop guidelines and practices that conform to legal requirements and established best practices before being faced with an instance of gender transition. Develop a standard practices from a systems update perspective as well as assisting the individual, co-workers and supervisors through the human relations perspective of the transition.

4) Develop an internal procedure to ensure that demographic updates are shared between personnel records and benefits records. Ensure that staff can direct employees to complete the proper college and/or benefits forms related to the requested changes to ensure that all records for the employee are updated appropriately.

5) Working with the Administrative Systems Users Group (ASUG), define Core data standards regarding name entry, name changes, address entry, address changes, SSN changes, use of prefixes, use of suffixes, use of birth name vs. other name. Standards to be developed should answer the questions:
   a. How should a name be entered? First-Middle Initial-Last, First-Full Middle-Last, Other?
   b. Who should change a person's name when the record is an employee? A student? How is it identified where a record is used?
   c. Should prefixes be used? If so, which prefixes? Who will maintain them if the prefix changes (Miss to Mrs., Captain to Major, etc.)?
   d. Should suffixes be used? If so, which suffixes? Who will maintain them if the suffix changes (MBA to PhD, etc.)?
   e. Should birth name be used, or should 'Other' name be used? How is it confirmed that a former name was a birth name?
   f. How should addresses be entered? Who should update addresses when the record is an employee? A student?
   g. Will addresses be changed for all persons in the household? How is it confirmed that everyone residing in the household moved?
   h. Who should change or correct a social security number if the individual is an employee? What departments need to be informed of changes to a reported SSN?

6) Implement a practice for recording dates of training required by the College (if any), such as HazMat, Sexual Harassment Prevention, etc. Record training received in Job Skills (JSKL) or Other Dates (OTDT) to enable reporting on training received or training expired.

7) Develop a standard practice regarding collection and maintenance of employee disabilities information, if needed for provision of reasonable accommodations, affirmative action reporting, etc. Use Colleague forms Employee Health Information (EHIN) to record information related to disabilities.

8) Implement the use of evaluation cycles to monitor employee evaluations, particularly the 90-day probationary evaluation. Define evaluation cycles to be used within Colleague to monitor expected evaluations. Develop a report to identify employees whose evaluations will be due within the next 30 days, and a report to identify employees whose evaluations are overdue. Expiration of the 90-day probation period prior to receipt of evaluation has been problematic and results in employee being granted full employment.

9) Record the expiration of I-9, work visa and any other non-citizen work authorization documentation. Develop a report to identify employees whose I-9 will expire within the next six months, and notify employees to provide updated documentation. A longer lead time is needed for this action because the

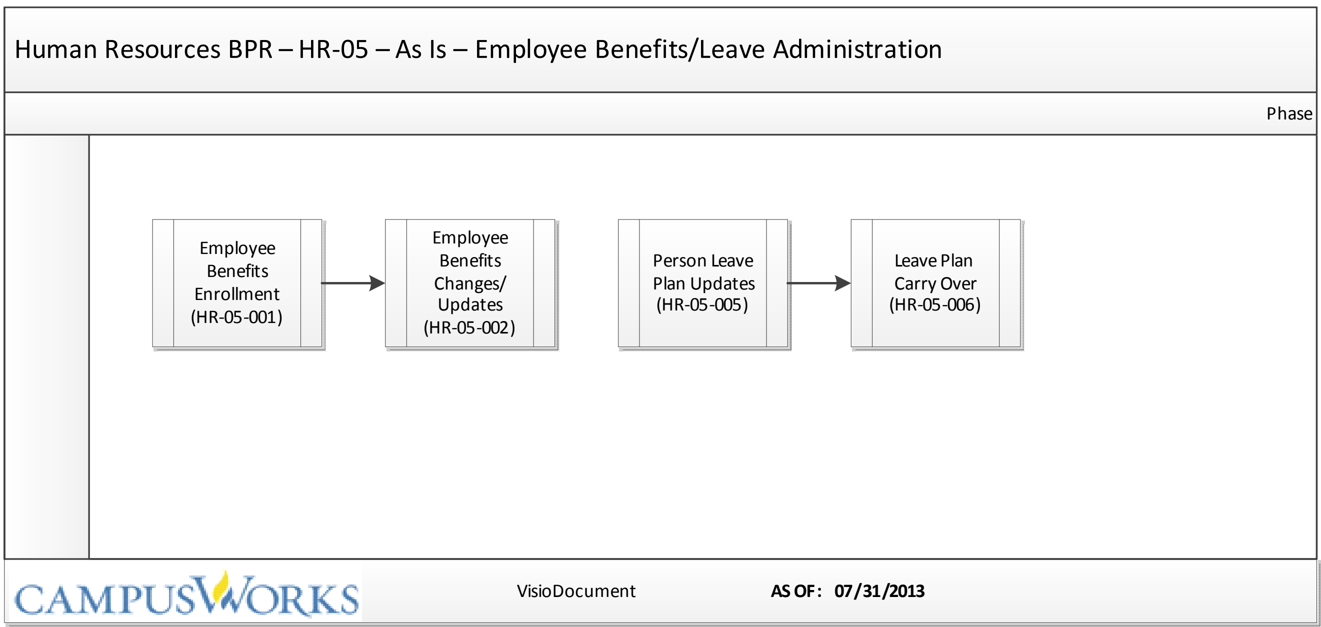
employee will need to update work authorizations through the US Citizenship and Immigration Services Office which may take some time to complete.

10) Determine the standard practice for recording department-required information, such as immunizations or driver's license information. Currently, the College maintains driver's license information in the Public Safety department but maintains immunization information in HR for health-science related employees. If recorded within Colleague, reports can be developed to monitor expiration dates and advise employees to provide updated information.

Core Process: Employee Benefits/Leave Administration

The Bergen Community College core process "Employee Benefits/Leave Administration" includes processes for enrollment of eligible employees in benefits available through the college and performing changes to those benefits when an employee has changes in dependents or coverage selected. Additionally, the core area includes updates to employee leave plans when accrual rates change or if other maintenance is required for the individual's record, as well as year-end steps required to record the carry-over of employees' unused leave to the next year. The sub-processes include steps for updating information necessary for the Payroll Department to correctly perform required payroll functions.

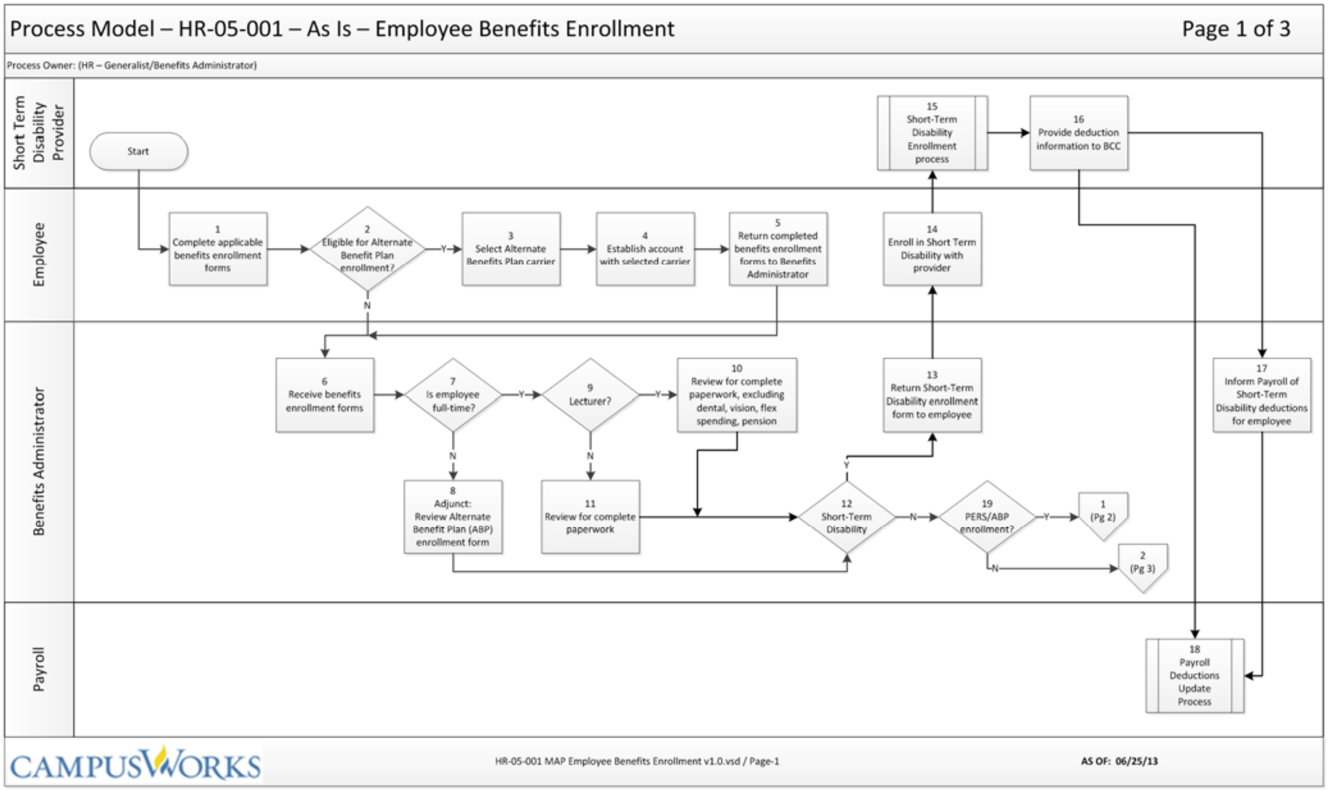
The Employee Benefits/Leave Administration review at Bergen Community College consists of four sub-processes: Employee Benefits Enrollment, Employee Benefits Changes/Updates, Person Leave Plan Updates and Leave Plan Carry-Over.

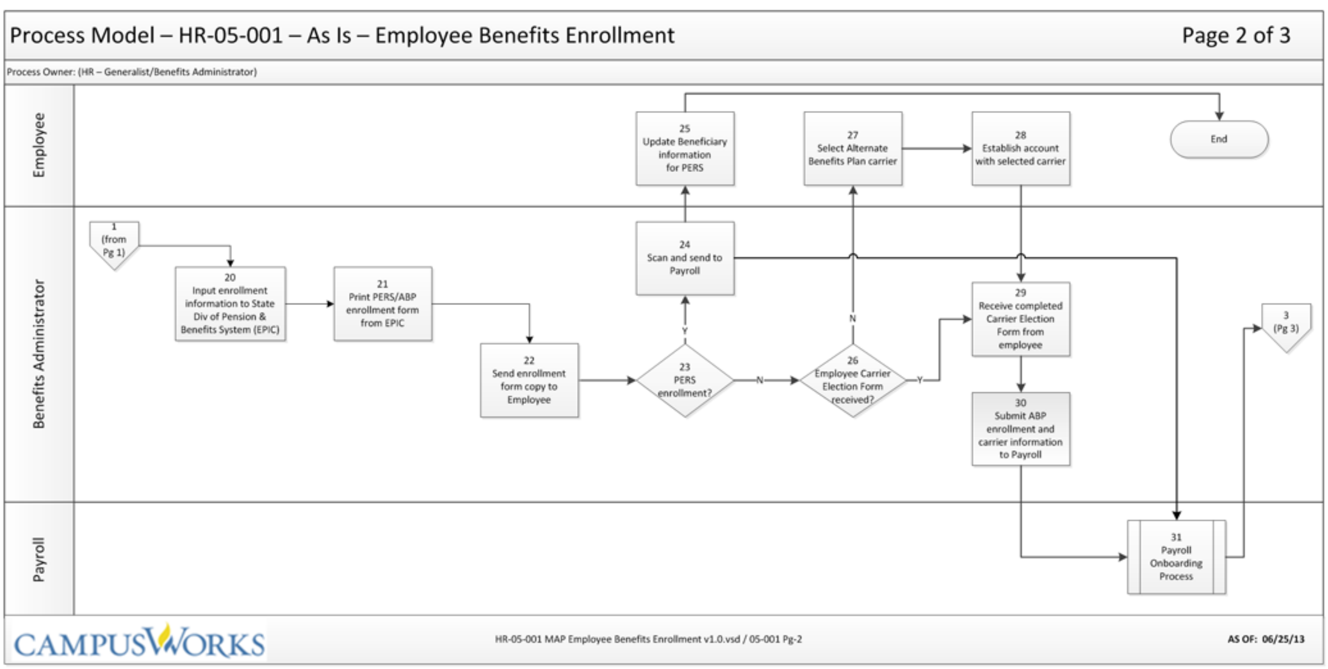


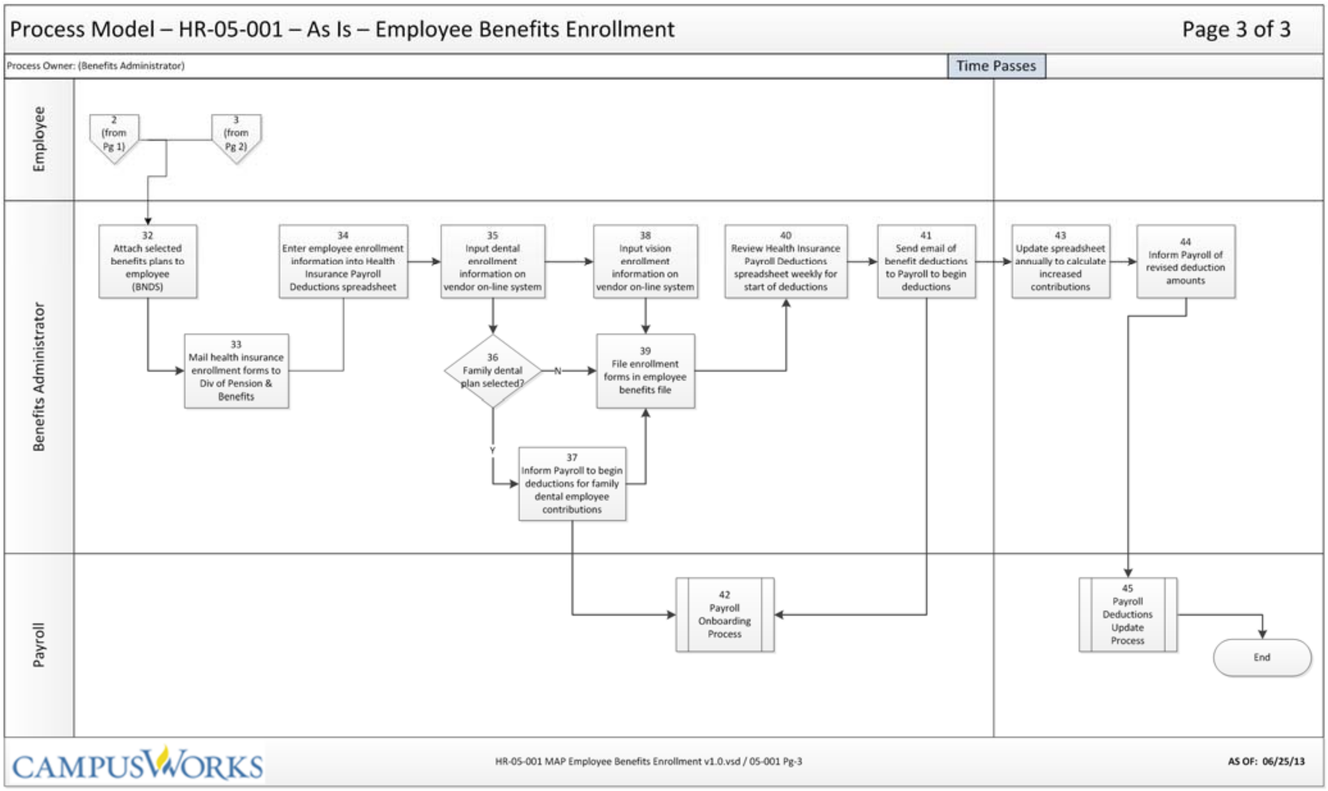
The following workflows and definitions describe the Employee Benefits/Leave Administration processes for *Employee Benefits Enrollment (HR-05-001), Employee Benefits Changes/Updates (HR-05-002), Person Leave Plan Updates (HR-05-005)* and *Leave Plan Carry-Over (HR-05-006)* currently used at Bergen Community College.

Process: Employee Benefits Enrollment (HR-05-001)

The following process flow depicts the steps that occur for Employee Benefits/Leave Administration: Employee Benefits Enrollment (HR-05-001). The 'Employee Benefits Enrollment' process begins when the new employee attends the new employee orientation and completes applicable benefits enrollment forms, and continues through the collection of any documentation required to be submitted for the benefit elections and enrollment into elected benefits using on-line vendor enrollment systems. The process concludes when the Benefits Administrator updates the Health Insurance Payroll Deductions spreadsheet and informs Payroll of the required deductions and effective payroll period in which deductions are to begin.


Process Model – HR-05-001 – As Is – Employee Benefits Enrollment
Page 1 of 3
Process Owner: (HR – Generalist/Benefits Administrator)
Short Term Disability Provider
Employee
Benefits Administrator
Payroll
Start
1 Complete applicable benefits enrollment forms
2 Eligible for Alternate Benefit Plan enrollment?
3 Select Alternate Benefits Plan carrier
4 Establish account with selected carrier
5 Return completed benefits enrollment forms to Benefits Administrator
6 Receive benefits enrollment forms
7 Is employee full-time?
8 Adjunct: Review Alternate Benefit Plan (ABP) enrollment form
9 Lecturer?
10 Review for complete paperwork, excluding dental, vision, flex spending, pension
11 Review for complete paperwork
12 Short-Term Disability
13 Return Short-Term Disability enrollment form to employee
14 Enroll in Short Term Disability with provider
15 Short-Term Disability Enrollment process
16 Provide deduction information to BCC
17 Inform Payroll of Short-Term Disability deductions for employee
18 Payroll Deductions Update Process
19 PERS/ABP enrollment?
1 (Pg 2)
2 (Pg 3)
CAMPUSWORKS
HR-05-001 MAP Employee Benefits Enrollment v1.0.vsd / Page-1
AS OF: 06/25/13


Process Model – HR-05-001 – As Is – Employee Benefits Enrollment
Page 2 of 3
Process Owner: (HR – Generalist/Benefits Administrator)
Employee
Benefits Administrator
Payroll
1 (from Pg 1)
20 Input enrollment information to State Div of Pension & Benefits System (EPIC)
21 Print PERS/ABP enrollment form from EPIC
22 Send enrollment form copy to Employee
23 PERS enrollment?
24 Scan and send to Payroll
25 Update Beneficiary information for PERS
26 Employee Carrier Election Form received?
27 Select Alternate Benefits Plan carrier
28 Establish account with selected carrier
29 Receive completed Carrier Election Form from employee
30 Submit ABP enrollment and carrier information to Payroll
31 Payroll Onboarding Process
3 (Pg 3)
End
CAMPUSWORKS
HR-05-001 MAP Employee Benefits Enrollment v1.0.vsd / 05-001 Pg-2
AS OF: 06/25/13



Description: Employee Benefits Enrollment (HR-05-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Employee Benefits Enrollment (HR-05-001).

Previous Step:

1) HR-02-004 – Onboarding

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Complete benefits enrollment forms.	Employee	Benefits enrollment forms - Complete applicable benefits enrollment forms, including health, dental, vision, pension, short term disability, flexible spending account, life insurance beneficiary.	Enrollment forms completed
2) Is employee eligible for enrollment in the Alternate Benefits Plan?	Employee	Benefits enrollment forms - Determine if eligible to enroll in the Alternate Benefit Plan rather than the Employee Retirement System (PERS).	

Process Step Description	Role Responsible	Tools/Inputs	Output
3) If eligible to enroll in Alternate Benefits Plan, select the desired carrier for retirement account.	Employee	Alternate Benefits Plan enrollment information - Confirm eligibility to enroll in Alternate Benefits Plan. - Select the desired carrier for retirement account from list of options. - If carrier is not selected, employee will be placed into default plan.	Alternate Benefits Plan carrier selected.
4) Establish account with selected carrier.	Employee	Alternate Benefits Plan enrollment information; selected carrier information - Contact selected carrier and establish account for retirement plan. - Complete the Carrier Election form and return to Benefits Administrator. - If form returned indicating a carrier but an account has not been established, contributions deducted from pay will be returned to the college.	Alternate Benefits Plan account established with selected carrier; Carrier Election form completed.
5) Return completed forms to Benefits Administrator	Employee	Completed benefits forms - Return completed benefits forms to Benefits Administrator to enroll in selected benefits.	Completed forms returned.
6) Receive completed benefits forms from employee.	Benefits Administrator	Benefits forms - Receive completed enrollment forms from employee.	Forms received.
7) Is employee full-time?	Benefits Administrator	Email from HR Generalist (Recruiting) - Determine if employee is full-time, as indicated in email received from HR	

Process Step Description	Role Responsible	Tools/Inputs	Output
		Recruiting Generalist after acceptance of offer.	
8) If employee is not full-time, review Adjunct Alternate Benefits Plan enrollment form for completeness.	Benefits Administrator	Alternate Benefits Plan Enrollment Form - Review submitted form to ensure all required information has been provided.	ABP form reviewed for completeness.
9) If employee is full-time, is the employee a Lecturer?	Benefits Administrator	Email from HR Generalist (Recruiting) - Determine if employee is a Lecturer, as indicated in email received from HR Recruiting Generalist after acceptance of offer.	
10) If employee is a Lecturer, review enrollment forms for completeness, excluding pension, flexible spending account, dental and vision forms.	Benefits Administrator	Completed benefits enrollment forms - Confirm that employee is a Lecturer. - If the employee is a Lecturer, review for complete enrollment forms, excluding pension, flexible spending account, dental and vision: o Health Insurance Election form o Life Insurance Beneficiary form* *should be returned to State, not Benefits Admin. Benefits Admin will mail if returned with other forms.	Completed benefits forms reviewed.
11) If employee is not a Lecturer, review submitted enrollment forms all required forms have been returned, and for completeness of submitted forms.	Benefits Administrator	Completed benefits enrollment forms - Confirm that employee is full-time and not a Lecturer. - If the employee is a full-time, non-lecturer, review for complete enrollment forms:	Completed benefits forms reviewed.

Process Step Description	Role Responsible	Tools/Inputs	Output
		o Health Insurance Election form o Dental enrollment form o Vision enrollment form o Flexible Spending Acct o PERS election form o Alternative Benefit Plan enrollment form o Life Insurance Beneficiary form* *should be returned to State, not Benefits Admin. Benefits Admin will mail if returned with other forms.	
12) Is the enrollment form for Short-Term Disability?	Benefits Administrator	Completed benefits enrollment forms - Determine if the enrollment form is for Short-Term Disability enrollment.	
13) If the enrollment form is for Short-Term Disability, return enrollment form to employee.	Benefits Administrator	Completed Short-Term Disability enrollment form - Confirm that the enrollment form is for Short-Term Disability enrollment. - Return the form to the employee with instructions that employee enroll in short-term disability coverage directly with provider.	Short-Term Disability enrollment form returned to employee.
14) Enroll in Short-Term Disability coverage directly with provider.	Employee	Completed Short-Term Disability enrollment form - Enroll in short-term disability coverage directly with provider.	Short-Term disability enrollment form submitted to provider.
15) Complete process to enroll employee in the selected short-term disability coverage.	Short-Term Disability Provider	Completed Short-Term Disability enrollment form - Follow internal process to enroll employee into	Short-Term disability enrollment completed.

Process Step Description	Role Responsible	Tools/Inputs	Output
		requested short-term disability coverage.	
16) Provide employee STD deduction information to Bergen Community College.	Short-Term Disability Provider	Completed Short-Term Disability enrollment form - Provide deduction information for employee enrollment to Bergen Community College. - NOTE: Depending on vendor, information is sent to either HR or Payroll.	Deduction amounts for Short-Term disability enrollment submitted to Bergen Community College (HR or Payroll, depending on provider).
17) Inform Payroll of STD deduction for employee.	Benefits Administrator	Short-Term disability deduction amounts - Forward deduction information for short-term disability enrollment to Payroll, including employee name, ID, amount and payroll date to begin deductions.	Deduction amounts forwarded to Payroll with employee information and payroll deduction start date.
18) Follow established Payroll process for onboarding new employees.	Payroll Office	Short-Term Disability deduction information - Follow process steps for initiating employee deductions for Short-Term Disability coverage.	Employee deductions entered on employee payroll record.
19) Is the form for PERS or Alternate Benefit Plan enrollment?	Benefits Administrator	Completed pension or alternate benefits enrollment forms - Determine if form is for PERS or Alternate Benefit plan enrollment.	
20) If the completed form is for PERS/ABP enrollment, input employee information to Division of Pension and Benefits System (EPIC).	Benefits Administrator	Pension enrollment form; (EPIC) system (Div of Pension and Benefits on-line enrollment system) - Confirm that form is for PERS or ABP enrollment. - Input enrollment information to State	Employee enrolled in PERS

Process Step Description	Role Responsible	Tools/Inputs	Output
		Division of Pension and Benefits to enroll employee into PERS or Alternate Benefit Plan.	
21) Print completed PERS/ABP enrollment form from EPIC system.	Benefits Administrator	Completed PERS enrollment form - Print a copy of the completed enrollment form with Employee Pension Number, from the EPIC system for file, Payroll and employee.	Completed enrollment form printed from EPIC.
22) Send copy of completed enrollment form to employee.	Benefits Administrator	Pension Plan Enrollment Form - Send copy of completed PERS or ABP enrollment form to employee - If PERS enrollee, include instructions to update beneficiary information using the on-line EPIC system.	Copy of completed PERS/ABP form sent to employee.
23) Is enrollment form for PERS enrollment?	Benefits Administrator	Pension Plan Enrollment Form - Determine if enrollment form is for PERS enrollment.	
24) If the enrollment form is for PERS enrollment, scan the form and send completed pension enrollment form to Payroll for processing deductions.	Benefits Administrator	Pension Plan Enrollment Forms - Confirm that the enrollment form is for PERS enrollment. - Submit PERS paperwork to Payroll to begin processing deductions.	Completed Pension forms sent to Payroll.
25) Update beneficiary information in EPIC system.	Employee	Pension Plan Enrollment Form - After receipt of completed PERS enrollment form, update beneficiary information	Beneficiary information updated.

Process Step Description	Role Responsible	Tools/Inputs	Output
		using on-line EPIC system.	
26) Employee Carrier Election Form received?	Benefits Administrator	ABP Enrollment Confirmation; Carrier Election Form - Determine if employee has returned the Carrier Election Form	
27) If Carrier Election form was not received, follow-up with employee to select an Alternate Benefits Plan carrier.	Employee	Alternate Benefits Plan enrollment information - Select the desired carrier for retirement account from list of options.	Alternate Benefits Plan carrier selected.
28) Establish account with selected carrier.	Employee	Alternate Benefits Plan enrollment information; selected carrier information - Contact selected carrier and establish account for retirement plan. - Complete the Carrier Election form and return to Benefits Administrator.	Alternate Benefits Plan account established with selected carrier; Carrier Election form completed.
29) Receive completed Carrier Election Form from employee.	Benefits Administrator	Carrier Election Form - Receive ABP Carrier Election form from employee.	Carrier Election form received.
30) Submit ABP information to Payroll.	Benefits Administrator	Completed alternate benefits enrollment forms; Pension Number; Carrier Election Form; Salary Reduction Agreement Form - Submit a copy of the Carrier Election form and Pension Number received from State, along with completed Salary Reduction Form to Payroll for further	Copy of alternate benefits forms and pension number sent to Payroll.

Process Step Description	Role Responsible	Tools/Inputs	Output
		processing of retirement plan deductions.	
31) Follow established process for onboarding new employees in Payroll.	Payroll Office	Pension Plan or Alternate Benefits Plan Enrollment Forms - Follow process steps for initiating employee deductions for PERS/ABP.	Employee deductions entered on employee payroll record.
32) Attach selected benefit plans to employee record in Colleague.	Benefits Administrator	Completed benefits enrollment forms; Colleague - Enter benefits plan(s) as appropriate on employee's benefits record, using BNDS form.	Benefits entered for employee.
33) Mail health insurance enrollment forms with appropriate documents to Division of Pension and Benefits.	Benefits Administrator	Completed pension or alternate benefits enrollment forms - Mail completed health insurance enrollment forms, along with appropriate required documentation, to Division of Pension and Benefits. - Required documentation includes: o Marriage Certificate o Birth Certificates of children o Top portion of 1040 form o Election Plan	Health insurance enrollment forms mailed to Division of Pension and Benefits
34) Enter employee enrollment information into State Mandated Health Insurance Payroll Deductions spreadsheet for tracking 60-day waiting period to begin deductions.	Benefits Administrator	State Mandated Health Insurance Payroll Deductions spreadsheet; completed health insurance forms - Enter employee health insurance benefit start date into spreadsheet for tracking 60-day waiting period.	Employee health insurance enrollment data entered into spreadsheet.

Process Step Description	Role Responsible	Tools/Inputs	Output
		- NOTE: Faculty who begin employment Sept 1 do not have a waiting period.	
35) Input dental coverage enrollment information into dental coverage provider on-line system.	Benefits Administrator	Completed dental coverage enrollment forms; vendor on-line enrollment system - Input dental coverage enrollment information to vendor's on-line system.	Employee enrolled in dental coverage.
36) Did the employee select family dental coverage?	Benefits Administrator	Completed dental coverage enrollment forms - Determine if employee selected family dental coverage.	
37) If employee elected to enroll in family dental coverage, inform Payroll to begin deductions for family dental coverage and amount of deduction.	Benefits Administrator	Completed dental coverage enrollment forms - Confirm that employee selected family dental coverage. - Send email to inform Payroll Office of payroll deduction and amount for employee for family dental coverage.	Payroll advised of family dental coverage deduction for employee.
38) Input vision coverage enrollment information into provider on-line system.	Benefits Administrator	Completed vision coverage enrollment forms; vendor on-line enrollment system - Input vision coverage enrollment information to vendor's on-line system.	Employee enrolled in vision coverage.
39) Upon completion of data entry for all selected coverage plans, as appropriate, file completed forms in the employee's benefits file.	Benefits Administrator	Completed benefits enrollment forms; - After enrollment into selected benefits and input to State Mandated Health Insurance Spreadsheet, file completed forms in employee's benefits file.	Benefits enrollment forms processed and filed in employee's benefits file.

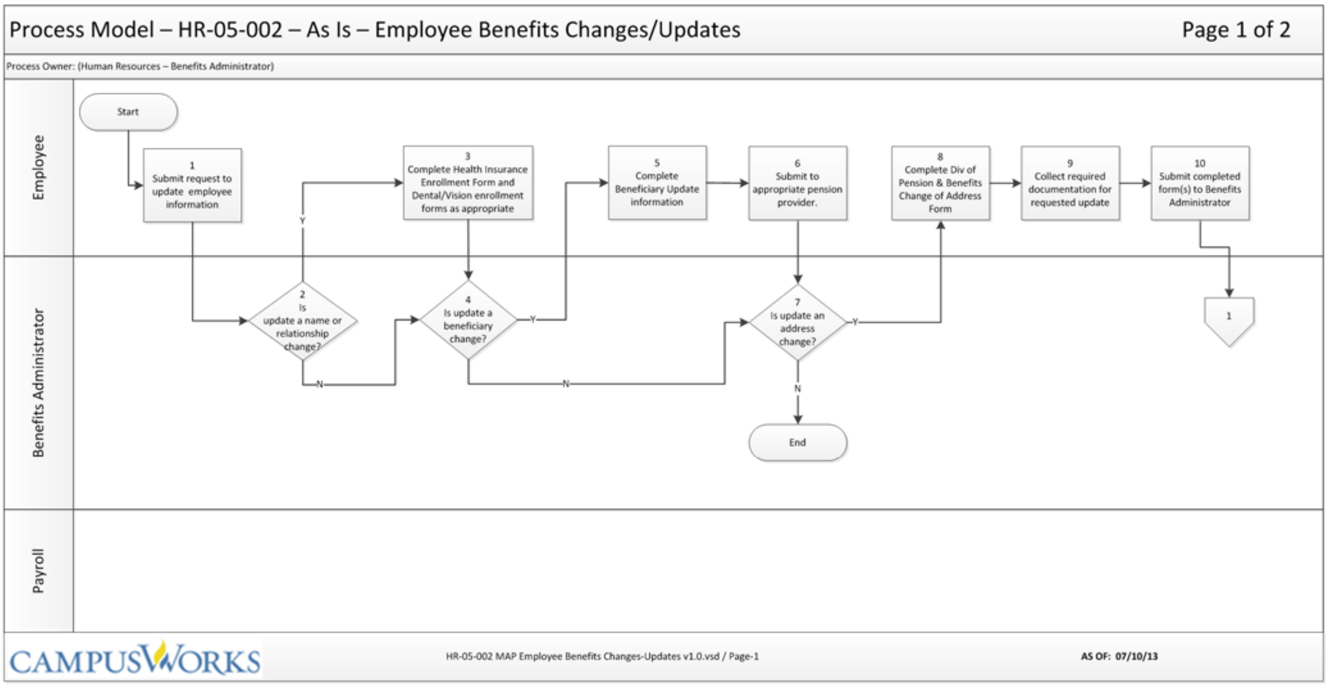
Process Step Description	Role Responsible	Tools/Inputs	Output
40) Review State Mandated Health Insurance Payroll Deductions spreadsheet weekly to monitor start of deductions.	Benefits Administrator	State Mandated Health Insurance Payroll Deductions spreadsheet - Review spreadsheet each week to determine which employees' health insurance deductions should begin with the next pay period. - Deductions begin on the first payroll following the waiting period.	Spreadsheet monitored for start date of deductions.
41) Upon completion of the 60-day waiting period (as appropriate), send email to inform Payroll to begin health insurance deductions for employee(s), including the effective payroll start date and deduction amount(s).	Benefits Administrator	State Mandated Health Insurance Payroll Deductions spreadsheet - Send email to inform Payroll Office to begin deductions for employee(s) who have completed the appropriate waiting period. - Include the deduction amount and the effective date of payroll cycle when deductions should begin.	Email sent to Payroll to begin authorized deductions.
42) Follow established process for onboarding new employees in Payroll.	Payroll	Email advising of completed health insurance waiting period, and/or election of family dental coverage - Follow process steps for initiating employee deductions for health insurance and/or family dental coverage.	Employee deductions entered on employee payroll record.
43) Update State Mandated Health Insurance Payroll Deductions spreadsheet annually to recalculate	Benefits Administrator	State Mandated Health Insurance Payroll Deductions spreadsheet - Update the State Mandated Health Insurance Payroll Deductions spreadsheet	Spreadsheet updated with correct employee contribution levels.

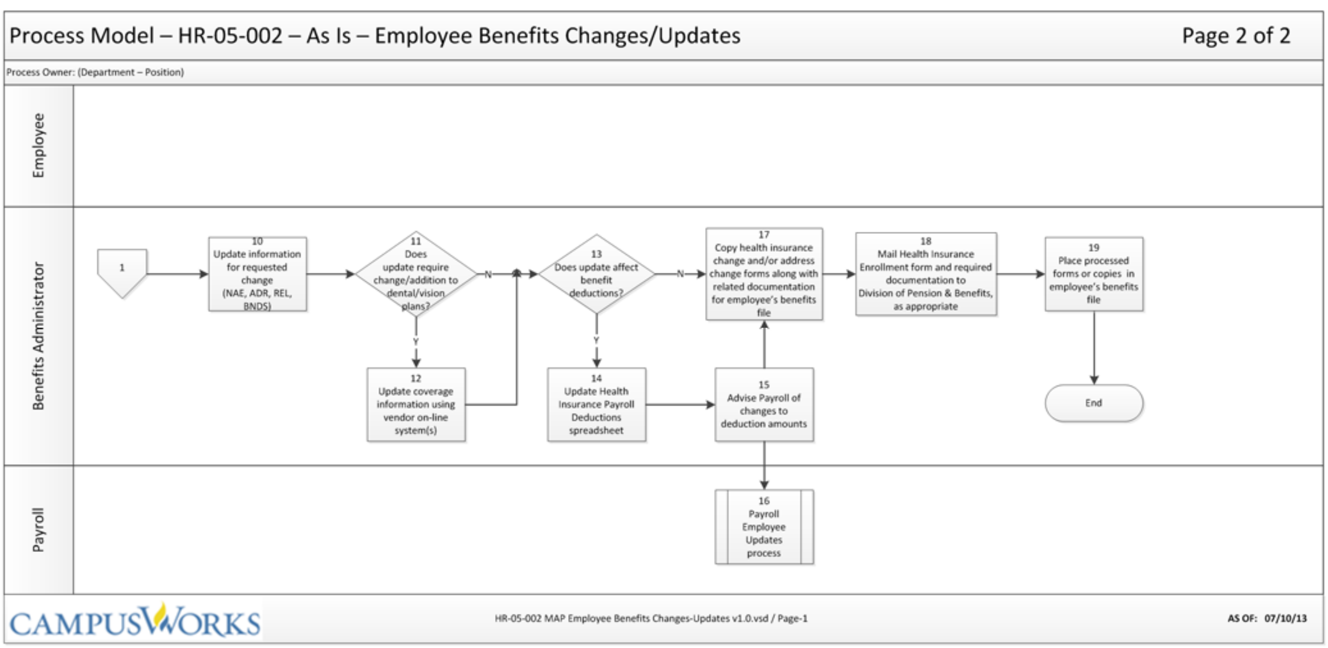
Process Step Description	Role Responsible	Tools/Inputs	Output
insurance contributions.		with the correct level of contribution, based on current phase-in year for those employees hired prior to June 28, 2011. - Spreadsheet is updated annually on: o July 1 for 12-month employees, or o Sept 1 for 10-month employees - Create list of employees with recalculated insurance contribution amounts for each group (12-month/10-month) of employees.	
44) Inform Payroll of revised deduction amounts.	Benefits Administrator	State Mandated Health Insurance Payroll Deductions spreadsheet - Inform Payroll Office of recalculated deduction amounts and effective payroll date for employee health insurance contributions.	Payroll advised of new contribution amounts for health insurance deductions.
45) Follow established process for updating deduction amounts in Payroll.	Payroll	Email advising of revised insurance deductions - Follow process steps for updating deduction amounts for health insurance coverage.	Employee deductions updated on employee payroll record.

Next Step:
1) HR-05-002 Employee Benefits Changes/Updates

Process: Employee Benefits Changes/Updates (HR-05-002)
The following process flow depicts the steps that occur for Employee Benefits/Leave Administration: Employee Benefits Changes/Updates (HR-05-002). This process comprises changes or updates to employee demographic information (name, address), social security number, family members/ dependents, beneficiaries and updates to coverage elections as a result of family/dependent changes. The 'Employee Benefits Changes/Updates' process begins when an employee informs the Benefits Administrator of changes to demographic and/or dependent information, and continues through the collection of any documentation

required to be submitted for the benefit elections and enrollment into elected benefits using on-line vendor enrollment systems. The process concludes when the Benefits Administrator updates the Health Insurance Payroll Deductions spreadsheet and informs Payroll of the required deductions and effective payroll period in which deductions are to begin.





Description: Employee Benefits Changes/Updates (HR-05-002)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Employee Benefits Changes/Updates (HR-05-002).

Previous Step:

1) HR-05-001 – Employee Benefits Enrollment

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Submit request to update employee information for benefits coverage.	Employee	Email/In-Person - Request updates to employee demographic information for benefits purposes.	Demographic changes requested.
2) Is the update a name or relationship change?	Benefits Administrator	Email/In-Person - Determine if requested change is a name change and/or relationship change.	
3) If update is due to a name change or a relationship change, complete and submit the Health Insurance Enrollment form, along with dental and/or vision enrollment forms as appropriate.	Employee	Email/In-Person; Health Insurance Enrollment form; dental insurance enrollment form; vision insurance enrollment form - Confirm requested change is a name and/or relationship change. - Complete and submit the Health Insurance Enrollment Form along with requested documentation of name/relationship change to the Benefits Administrator. - Documentation includes: o Court documents (marriage/divorce certificates, death certificates, legal notice of name change) o Birth certificate with both parents' names o Hospital record of birth with footprints, until birth certificate is available o Adoption certificate	Health Insurance Enrollment Form completed; required documentation obtained.
4) Is the update a beneficiary change?	Benefits Administrator	Email/In-Person	

Process Step Description	Role Responsible	Tools/Inputs	Output
		- Determine if requested change is a beneficiary change.	
5) If change is an update to a beneficiary, complete the beneficiary update information at for appropriate pension provider.	Employee	Email/In-Person; Beneficiary Update form; EPIC on-line pension system - Confirm requested change is a beneficiary change. - Complete the Beneficiary Update form for ABP enrollees or update beneficiary information on EPIC for PERS enrollees.	Beneficiary update information completed.
6) Submit requested change to appropriate pension provider.	Employee	Email/In-Person; Beneficiary Update form; EPIC on-line pension system - ABP Enrollees: Mail the Beneficiary Update form to the appropriate carrier. - PERS Enrollees: Submit updated beneficiary information using on-line EPIC system.	Beneficiary update information submitted.
7) Is the update an address change?	Benefits Administrator	Email/In-Person - Determine if requested change is an address change.	
8) If update is due to an address change, complete and submit the Division of Pension & Benefits Change of Address form.	Employee	Email/In-Person; Div of Pension & Benefits Address Change form - Confirm requested change is an address change. - Complete the Division of Pension & Benefits Change of Address form.	Division of Pension & Benefits Change of Address form completed.

Process Step Description	Role Responsible	Tools/Inputs	Output
9) Provide required documentation for each requested change.	Employee	Appropriate enrollment forms - Collect required documentation as defined by the benefits change forms necessary to complete the requested update.	Required documentation for requested change is gathered.
10) Submit completed forms to the Benefits Administrator.	Employee	Appropriate enrollment forms (as designated above) - Submit completed forms and required documentation to Benefits Administrator to complete update of information.	Completed forms and required documentation submitted to Benefits Administrator.
11) Update information in employee record, per requested change.	Benefits Administrator	Colleague; Completed appropriate change forms - Update employee record, as appropriate, per the requested changes, using Colleague forms: o NAE – name changes o ADR – address changes o REL – relationship changes o BNDS – benefit plan changes - Maintain history of change where appropriate.	Employee record updated in Colleague.
12) Does the update require changes or addition of a dental and/or vision plan?	Benefits Administrator	Completed benefits enrollment forms - Determine if requested change results in changes needed to dental and/or vision plan coverage.	
13) If dental and/or vision coverage was added or changed, update the information using the	Benefits Administrator	Completed dental/vision benefits enrollment forms; provider on-line system(s) - Update the employee coverage for dental/	Dental/vision coverage updated as necessary.

Process Step Description	Role Responsible	Tools/Inputs	Output
respective vendor's on-line systems.		vision coverage, as appropriate using the respective provider's on-line system(s).	
14) Does the update affect payroll deductions for selected coverage(s)?	Benefits Administrator	Completed benefits enrollment forms, dental/vision benefits enrollment forms and/or pension or alternate benefits enrollment forms - Determine if requested changes will result in changes to payroll deductions for coverange changes.	
15) If the update affects payroll deductions for selected health insurance coverage, update the Health Insurance Payroll Deductions spreadsheet.	Benefits Administrator	Completed health insurance benefits enrollment forms - Confirm that requested health insurance updates will result in payroll deduction changes. - Update the Health Insurance Payroll Deductions spreadsheet as appropriate.	Health Insurance Payroll Deductions Spreadsheet updated as necessary.
16) Advise Payroll of the changes to deductions resulting from the change.	Benefits Administrator	Completed health insurance enrollment, dental/vision benefits enrollment forms and/or pension or alternate benefits enrollment forms; email - Advise Payroll via email of changes to the employee's payroll deductions, including the new amount to be deducted and the payroll date for the effective changes.	Payroll advised of deduction changes.

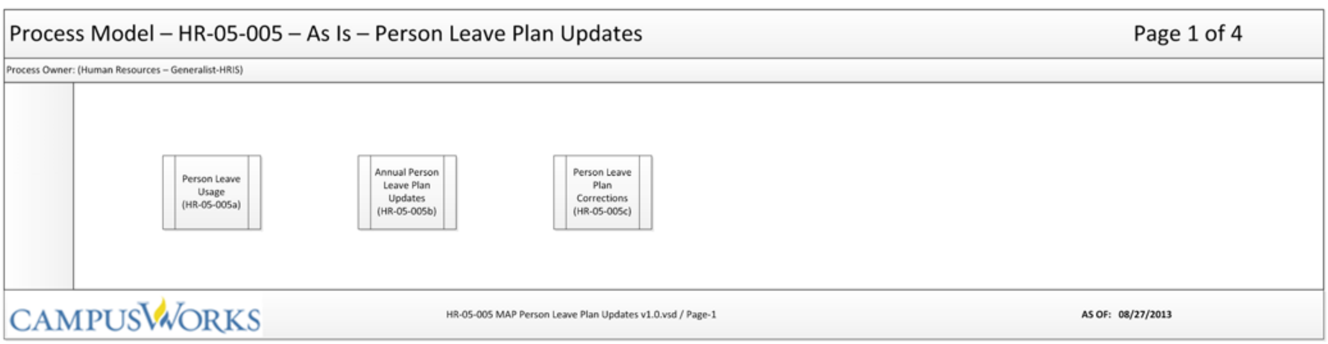
Process Step Description	Role Responsible	Tools/Inputs	Output
17) Follow established process for updating deduction amounts in Payroll.	Payroll	Email advising of revised insurance deductions - Follow process steps for updating deduction amounts for health insurance coverage.	Employee deductions updated on employee payroll record.
18) Copy health insurance and/or address change forms and all related documentation submitted by employee for employee's benefits file.	Benefits Administrator	Completed health insurance enrollment forms; Div of Pension & Benefits Address Change form; required documentation - Copy completed forms for employee's benefits file. - Copy related documentation for requested change for employee's benefits file.	Completed forms and related documentation copied as necessary.
19) Mail completed Health Insurance Enrollment form and required documentation to the Division of Pension & Benefits.	Employee	Completed health insurance enrollment forms; Div of Pension & Benefits Address Change form - Mail Health Insurance Enrollment form and required documentation and/or address change form to Division of Pension and Benefits to complete insurance benefits changes.	Completed Health Insurance Enrollment forms along with required documentation and/or Address Change form mailed to Division of Pension and Benefits, as necessary.
20) File copies of all forms and related documentation in employee's benefits file.	Benefits Administrator	Completed health insurance enrollment, dental/vision benefits enrollment, pension or alternate benefits enrollment forms and/or address change forms; required documentation - Place copies of all completed forms in employee's benefits file.	Copy of completed forms and related documentation filed in employee's benefits file.

Process Step Description	Role Responsible	Tools/Inputs	Output
		- Place copies of all related documentation for requested change in employee's benefits file.	

Next Step:
1) HR-05-004 COBRA, or
2) HR-06-001 Voluntary/Involuntary Separation, or
3) HR-06-002 Retirement

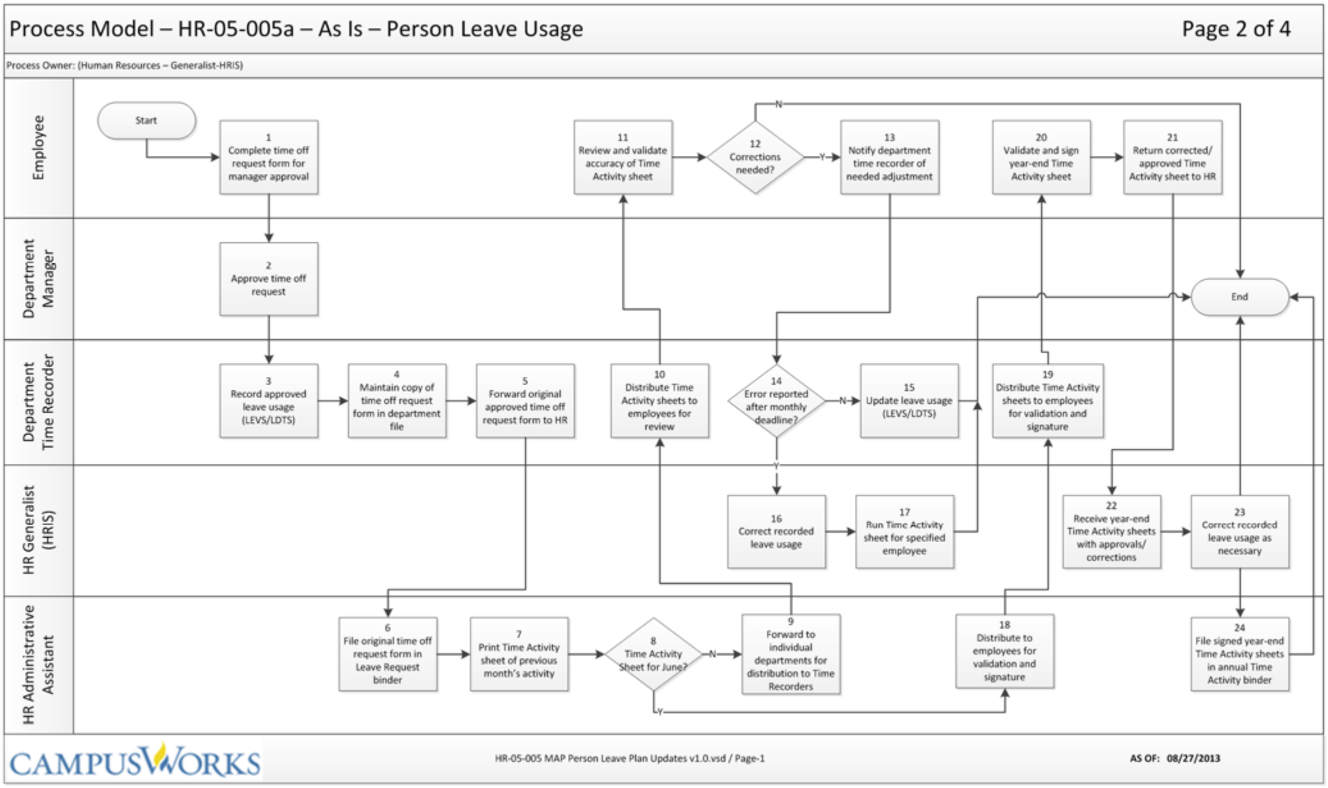
Process: Person Leave Plan Updates (HR-05-005)

The following process flow depicts the discrete sub-processes used within the process of Person Leave Plan Updates (HR-05-005) at Bergen Community College. Person leave plan updates typically occur to record usage of leave, to apply annual allotments of various leave plans, or to make corrections to the leave accrual for an employee.



Process: Person Leave Usage (HR-05-005a)

The following process flow depicts the steps that occur for Employee Benefits/Leave Administration: Person Leave Usage (HR-05-005a). The 'Person Leave Usage' process begins when an employee submits a paid leave request form through the appropriate approval process, and leave is recorded in the Colleague leave system by department time recorders. The process includes validation by employees and correction by department time recorders and/or the HR Generalist (HRIS), as necessary, of the monthly time activity reports. The process concludes with the validation and correction, as necessary, of the year-end time activity sheet of leave time used by each employee in preparation for the annual leave carry-over process.



Description: Person Leave Usage (HR-05-005a)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Person Leave Usage (HR-05-005a).

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Complete time off request form for manager approval	Employee	Time Off Request Form - Complete the time off request form to request use of vacation, personal or sick days. - Submit completed form to manager.	Time off request form completed.
2) Approve time off request form.	Department Manager	Time off request form - Approve use of paid leave for intended purpose. - Submit approved form to department time recorder.	Time off request approved.
3) Record approved leave usage, using LEVS/LDTS.	Department Time Recorder	Approved Time Off Request form	Employee approved leave usage recorded.

Process Step Description	Role Responsible	Tools/Inputs	Output
		- Record employee's approved leave usage, using LEVS/LDTS.	
4) Maintain a copy of the time off request form in the department files.	Department Time Recorder	Approved Time Off Request form - File a copy of the employee's approved time off request form in the department file.	Copy of approved time off request form filed in department files.
5) Forward original approved time off request form to HR.	Department Time Recorder	Approved Time Off Request form - Send the original time off request form to HR for official file.	Original approved time off request form sent to HR.
6) File original time off request form in annual Leave Request binder.	HR Administrative Assistant	Approved Time Off Request form - File the original time-off request form in the annual leave request binder, alphabetically.	Original approved time off request form filed in leave request binder.
7) Print Time Activity sheet of previous month's activity.	HR Administrative Assistant	Time Activity Sheet; Colleague - After close of month, print the monthly time activity sheets for distribution to all employees.	Time activity sheets printed/
8) Is the time activity sheet for June activity?	HR Administrative Assistant	Time Activity Sheet - Determine if the time activity sheet includes activity for June (fiscal year-end activity).	
9) If the time activity sheet is not for June activity, forward to the individual departments' Time Recorders.	HR Administrative Assistant	Time Activity Sheet - Confirm that the time activity sheet is not for June. - Forward time activity sheets to individual departments' time activity recorders.	Time activity sheets forwarded to department time recorder.

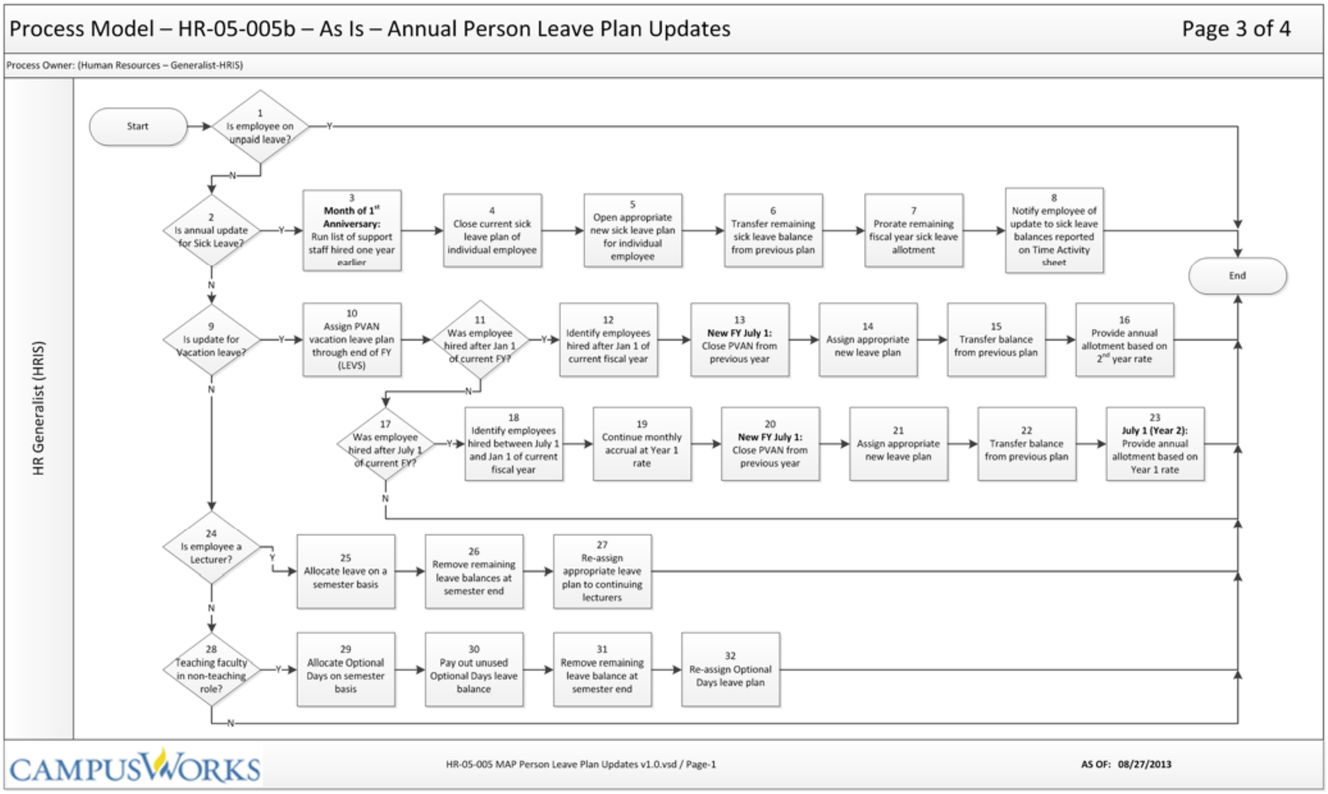
Process Step Description	Role Responsible	Tools/Inputs	Output
10) Distribute Time Activity sheets to employees for review.	Department Time Recorder	Time Activity Sheet - Distribute time activity sheets to respective employees for review.	Distribute time activity sheets to employees for review.
11) Review and validate accuracy of Time Activity sheet.	Employee	Time Activity Sheet - Review time activity sheet for accuracy.	Time activity sheet reviewed.
12) Are corrections needed?	Employee	Time Activity Sheet - Determine if corrections are needed to the time activity sheets.	
13) If corrections are needed, notify the department Time Record of the needed adjustment.	Employee	Time Activity Sheet - Confirm that corrections are needed on the time activity sheet. - Notify department time recorder of needed corrections to time activity sheet.	Time activity sheet corrections sent to department time recorder.
14) Is the error reported after the monthly deadline?	Department Time Recorder	Time Activity Sheet - Determine if the errors were reported after the monthly correction deadline.	
15) If the error is not reported after the monthly deadline, correct the leave usage for the employee, using LEVS/LDTS.	Department Time Recorder	Time Activity Sheet - Confirm corrections are needed on the reported leave time. - Correct the recorded leave usage, as noted on time activity sheet returned by employee, using LEVS/LDTS.	Reported leave time corrected.
16) If the error is reported after the monthly deadline, forward to the HR Generalist (HRIS) for correction of recorded leave usage.	HR Generalist (HRIS)	Time Activity Sheet - Confirm corrections are needed on the reported leave time and that the deadline for corrections has passed. - Time activity sheets are forwarded to the HR	Reported leave time corrected.

Process Step Description	Role Responsible	Tools/Inputs	Output
		Generalist (HRIS) for correction. - Correct the recorded leave usage, as noted on time activity sheet returned by employee, using LEVS/LDTS.	
17) Reprint the corrected time activity sheet for the individual employee(s) whose sheets were corrected after the monthly deadline.	HR Generalist (HRIS)	Time Activity Sheet - Reprint the corrected time activity sheets for the affected employees. - Distribute to employees as confirmation of correction.	Corrected time activity sheets printed and sent to employees.
18) If the time activity sheet is for June activity, forward to the individual departments' Time Recorders to distribute to employees for review and signature.	HR Administrative Assistant	Time Activity Sheet - Confirm that the time activity sheet includes activity June (fiscal year-end activity). - Forward time activity sheets to individual departments' time activity recorders.	Time activity sheets sent to department time recorders.
19) Distribute Time Activity sheets to employees to validate and sign.	Department Time Recorder	Time Activity Sheet - Distribute time activity sheets to respective employees for review and signature.	Time activity sheets distributed to individual employees.
20) Review and validate with signature that the year-end time activity sheet is accurate.	Employee	Time Activity Sheet - Review time activity sheet; validate accuracy or note needed corrections and sign.	Time activity sheets reviewed, corrected as needed and signed.
21) Return the corrected or approved time activity sheet to HR.	Employee	Time Activity Sheet - Return the signed time activity sheet to HR.	Time activity sheets returned to HR.
22) Receive year-end time activity sheets noted with signed approval or corrections.	HR Generalist (HRIS)	Time Activity Sheet - Receive the signed time activity sheets, noting	Time activity sheets received and corrections noted.

Process Step Description	Role Responsible	Tools/Inputs	Output
		any corrections that may be needed.	
23) Correct recorded leave usage, as indicated by employee.	HR Generalist (HRIS)	Time Activity Sheet - Make corrections to recorded leave usage as noted on the year-end time activity sheet.	Recorded leave usage corrected as noted on year-end time activity sheet.
24) File signed year-end time activity sheets in the annual Time Activity binder.	HR Administrative Assistant	Time Activity Sheet - File the signed year-end time activity sheets in the annual Time Activity binder.	Year-end time activity sheets filed in annual Time Activity binder.

Process: Annual Person Leave Plan Updates (HR-05-005b)

The following process flow depicts the steps that occur for Employee Benefits/Leave Administration: Annual Person Leave Plan Updates (HR-05-005b). Annual leave plan updates occur to apply the annual allotment of various leave plans to employee records. The process begins with the HR Generalist (HRIS) querying the database to obtain lists of applicable employees and continues through the allocation of various paid leave types (based on employee type and bargaining unit agreements), including vacation, sick leave, personal days, and optional days.



Description: Annual Person Leave Plan Updates (HR-05-005b)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Annual Person Leave Plan Updates (HR-05-005b) at Bergen Community College.

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Is employee on unpaid leave?	HR Generalist (HRIS)	Colleague; bargaining unit contract - Determine if the employee is on unpaid leave. - If the employee is on unpaid leave, the employee is not entitled to paid leave updates. Proceed to the end of the process.	
2) If the employee is not on unpaid leave, is the annual update for Sick Leave?	HR Generalist (HRIS)	Colleague; bargaining unit contract - Confirm that the employee is not on unpaid leave.	Employee confirmed as not on unpaid leave.

Process Step Description	Role Responsible	Tools/Inputs	Output
		- Determine if the update is the annual update for sick leave.	
3) On month of first anniversary, run list of support staff hired one year earlier.	HR Generalist (HRIS)	Colleague; bargaining unit contract - Each month, run a list of support staff employees who were hired one year earlier.	Report of 1st anniversary support staff created.
4) Close the current sick leave plan of individual employee, using LEVS.	HR Generalist (HRIS)	Colleague, first year anniversary list - Using list generated, close the current sick leave plan of the individual employees, using LEVS.	Employee current sick leave plan closed.
5) Open the appropriate new sick leave plan for the individual employee.	HR Generalist (HRIS)	Colleague, first year anniversary list - Open the appropriate new sick leave plan for the individual employee.	New sick leave plan opened for employee.
6) Transfer remaining sick leave balance from previous plan to new plan.	HR Generalist (HRIS)	Colleague, first year anniversary list - Transfer the remaining sick leave balance from the previous plan to the new leave plan.	Remaining sick leave balance transferred to new plan for employee.
7) Prorate remaining fiscal year sick leave allotment.	HR Generalist (HRIS)	Colleague, first year anniversary list - Prorate the sick leave allotment for the remaining fiscal year. - Add prorated balance to the new leave plan.	Sick leave allotment prorated based on fiscal year remaining.
8) Notify employee of update made to sick leave balance reported on Time Activity sheet.	HR Generalist (HRIS)	Colleague, first year anniversary list - Notify the employee of the update made to the sick leave balance	Employee notified of update to sick leave.

Process Step Description	Role Responsible	Tools/Inputs	Output
		reported on the Time Activity sheet.	
9) If the annual update is not for sick leave, is the update for vacation leave?	HR Generalist (HRIS)	Colleague - Confirm that the update is not for sick leave. - Determine if the update is for the annual vacation allotment.	Update confirmed as not sick leave.
10) Assign PVAN vacation leave plan through end of fiscal year, using LEVS.	HR Generalist (HRIS)	Colleague - Confirm that the update is for the annual vacation allotment. - Assign the PVAN vacation plan through the end of the current fiscal year, using LEVS.	Vacation Leave Plan PVAN assigned to employee through end of fiscal year.
11) Was employee hired after January 1 of current fiscal year?	HR Generalist (HRIS)	Colleague - Determine if employee was hired after January 1 of the current fiscal year.	
12) Identify employees hired after January 1 of current fiscal year.	HR Generalist (HRIS)	Colleague - Confirm that the employee was hired after January 1 of current fiscal year. - Identify all employees hired after January 1 of current fiscal year.	Report of employees hired after January 1 of current fiscal year created.
13) On start of new fiscal year (July 1), close PVAN vacation leave plan from previous year.	HR Generalist (HRIS)	Colleague - On July 1 of new fiscal year, close PVAN vacation leave plan from previous year.	Employee current vacation leave plan closed.
14) Assign appropriate new leave plan to employee.	HR Generalist (HRIS)	Colleague - Assign the appropriate new leave plan to employee.	New vacation leave plan opened for employee.

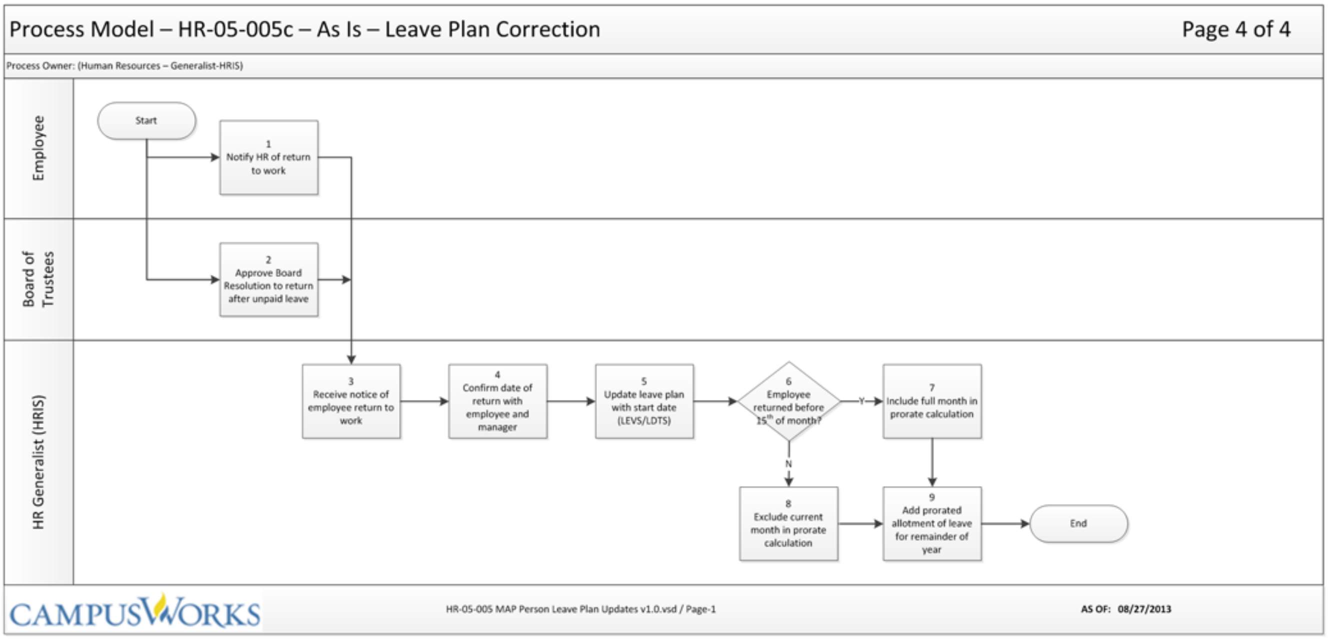
Process Step Description	Role Responsible	Tools/Inputs	Output
15) Transfer balance from previous vacation plan to new plan.	HR Generalist (HRIS)	Colleague - Transfer remaining balance of previous leave plan to new vacation leave plan.	Remaining vacation leave balance transferred to new plan for employee.
16) Provide the annual vacation allotment based on second year accrual rate.	HR Generalist (HRIS)	Colleague - Assign the annual vacation allotment to employee based on the second year accrual rate.	Employee vacation leave allotment assigned based on second year accrual rate.
17) Was the employee hired after July 1 of current fiscal year?	HR Generalist (HRIS)	Colleague - Determine if the employee was hired between July 1 and January 1 of the current fiscal year.	
18) Identify employees hired between July 1 and January 1 of current fiscal year.	HR Generalist (HRIS)	Colleague - Confirm that the employee was hired between July 1 and January 1 of the current fiscal year. - Identify all employees hired between July 1 and January 1 of current fiscal year.	Report of employees hired between July 1 and January 1 of current fiscal year created.
19) Continue monthly accrual at Year 1 rate.		Colleague - Continue the vacation leave plan at the Year 1 rate.	Vacation accrual continued at Year 1 rate.
20) On start of new fiscal year (July 1), close PVAN vacation leave plan from previous year.	HR Generalist (HRIS)	Colleague - On the start of the new fiscal year, close the vacation leave plan from previous fiscal year.	Employee current vacation leave plan closed.
21) Assign appropriate new leave plan to employee.	HR Generalist (HRIS)	Colleague - Assign the appropriate new leave plan to the employee.	New vacation leave plan opened for employee.

Process Step Description	Role Responsible	Tools/Inputs	Output
22) Transfer balance from previous vacation plan to new plan.	HR Generalist (HRIS)	Colleague - Transfer the balance from the previous vacation leave plan to the new leave plan.	Remaining vacation leave balance transferred to new plan for employee.
23) On July 1 of Year 2, provide the annual vacation allotment based on first year accrual rate.	HR Generalist (HRIS)	Colleague - On July 1 of second year, provide the annual vacation allotment based on the first year accrual rate.	Employee vacation leave allotment assigned based on first year accrual rate.
24) If the update is not for vacation leave, is the employee a Lecturer?	HR Generalist (HRIS)	Colleague - Determine if the update is for an employee who is a Lecturer.	
25) If the employee is a lecturer, allocate leave on a semester basis.	HR Generalist (HRIS)	Colleague - Confirm that the employee is a Lecturer. - Allocate leave on a semester basis.	Leave assigned to Lecturer per semester.
26) Remove remaining leave balances at end of semester.	HR Generalist (HRIS)	Colleague - Remove any remaining balance at end of semester.	Unused leave balance removed from employee leave plan.
27) Re-assign appropriate leave plan to continuing lecturers.	HR Generalist (HRIS)	Colleague - Assign the appropriate leave plan to continuing lecturers.	Leave plan assigned to Lecturer for semester.
28) If the employee is not a lecturer, is the employee a teaching faculty member in a non-teaching role?	HR Generalist (HRIS)	Colleague - Determine if the employee is a member of the teaching faculty currently working in a non-teaching role. - If the employee is not a teaching faculty member in a non-teaching role, proceed to the end of the process.	

Process Step Description	Role Responsible	Tools/Inputs	Output
29) If the employee is a member of teaching faculty but in a non-teaching role, allocate the prescribed Optional Days on a semester basis.	HR Generalist (HRIS)	Colleague - Confirm that the employee is a member of the teaching faculty currently working in a non-teaching role. - Allocate the prescribed Optional Days to the employee on a semester basis.	Optional Day leave assigned to faculty member per semester.
30) Pay out unused Optional Days leave balance.	HR Generalist (HRIS)	Colleague - Determine the number of unused Optional Days remaining for employee. - Create payout for unused days, per prescribed rate.	Payout for unused Optional Days created.
31) Remove remaining leave balance at semester end.	HR Generalist (HRIS)	Colleague - Remove remaining Optional Days leave balance at end of semester.	Remaining leave balance removed from employee leave plan.
32) Re-assign Optional Days leave plan for new semester.	HR Generalist (HRIS)	Colleague - Assign the Optional Days leave plan for the semester to the employee.	Optional Days leave plan assigned to faculty for semester.

Process: Leave Plan Correction (HR-05-005c)

The following process flow depicts the steps that occur for Employee Benefits/Leave Administration: Leave Plan Correction (HR-05-005c). Leave plan corrections typically occur when leave plans are not updated in a timely manner after an employee returns from an unpaid leave. The process begins when an employee contacts HR that he/she has returned to work after an unpaid leave. The process continues when the HR Generalist (HRIS) updates the leave plan start date, prorates the remaining annual leave allotment and concludes when the prorated allocation has been added to the employee's leave balance(s), as appropriate.



Description: Leave Plan Correction (HR-05-005c)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Leave Plan Correction (HR-05-005c) at Bergen Community College.

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Notify HR of return to work.	Employee	Email - Notify the HR department of the employee's return to work	Email sent to HR indicating return to work.
2) Approve Board Resolution to return after unpaid leave.	Board of Trustees	Board resolution - Approve the resolution authorizing employee's return to work after unpaid leave.	Board resolution to return to work after unpaid leave approved.
3) Receive notice of employee return to work.	HR Generalist (HRIS)	Email; Board Resolution - Receive notice that employee has returned to work following an unpaid leave.	Notice of employee's return to work received.
4) Confirm date of return with employee and manager.	HR Generalist (HRIS)	Email; Board resolution - Contact employee and manager to confirm actual date of return to work.	Return to work date confirmed with employee and manager.

Process Step Description	Role Responsible	Tools/Inputs	Output
5) Update leave plan with start date, using LEVS and LDTS.	HR Generalist (HRIS)	Email; Board Resolution; confirmed return to work date; Colleague - Update leave plan start date using date employee returned to work, using LEVS and LDTS.	Leave plan start date updated.
6) Did employee return before the 15th of the month?	HR Generalist (HRIS)	Confirmed return to work date - Determine whether employee returned to work prior to the 15th of the month.	
7) If the employee returned to work before the 15th of the month, include the full month in the prorate calculation.	HR Generalist (HRIS)	Confirmed returned to work date - Confirm that the employee returned to work prior to the 15th of the month. - Include the full month in determining amount to prorate leave allotment.	Confirmed that employee returned to work prior to the 15th of the month.
8) If the employee did not return to work prior to the 15th of the month, exclude the current month from the prorate calculation.	HR Generalist (HRIS)	Confirmed returned to work date - Confirm that the employee did not return to work prior to the 15th of the month. - Exclude the entire month in determining amount to prorate leave allotment.	Confirmed that employee did not return to work prior to the 15th of the month.
9) Add prorated allotment of leave for the remainder of the year to the employee record.	HR Generalist (HRIS)	Confirmed return to work date; Colleague - Add prorated leave allotment for remainder of year to employee record, using LEVS and LDTS.	

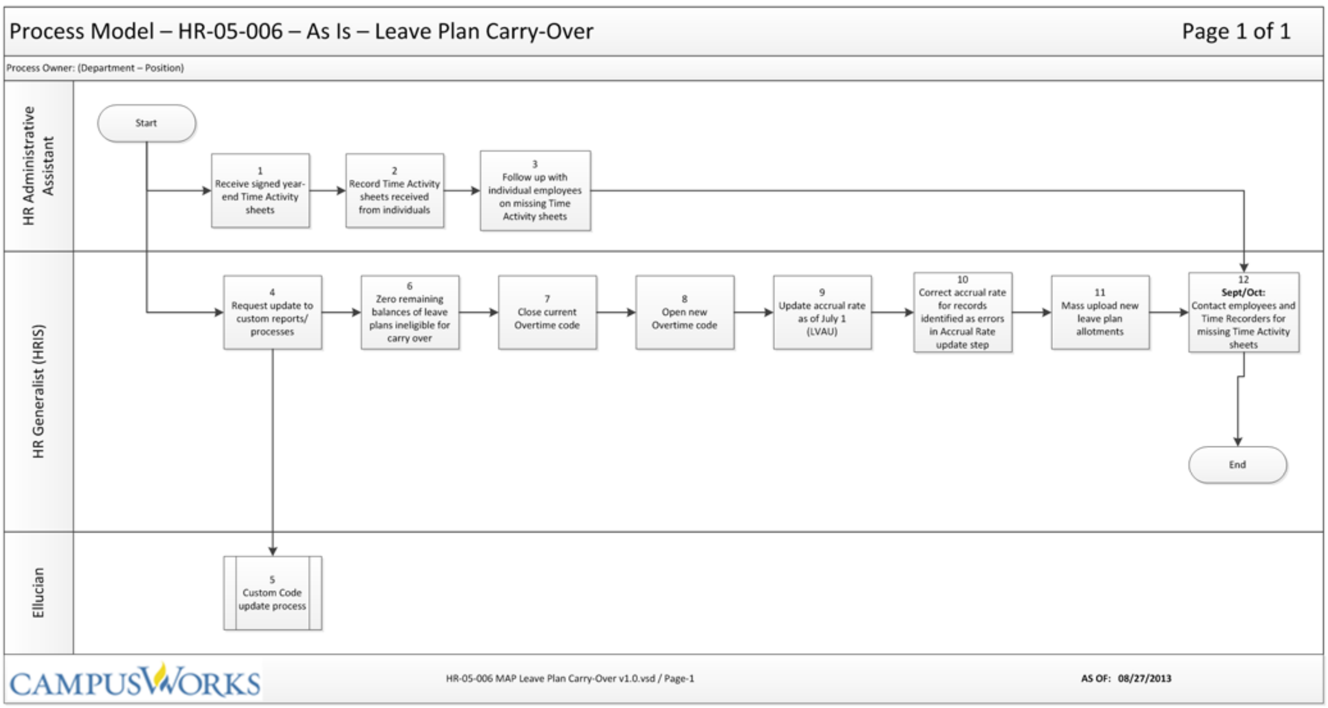
Next Step:

1) HR-03 Personnel Actions, or
2) HR-04 Personnel Record Maintenance, or

3) HR-05 Employee Benefits/Leave Administration, or
4) HR-06 Employee Separations

Process: Leave Plan Carry-Over (HR-05-006)

The following process flow depicts the steps that occur for Employee Benefits/Leave Administration: Leave Plan Carry-Over (HR-05-006). The 'Leave Plan Carry-Over' process begins when the year-end time activity sheets are validated and returned by employees and annual custom system updates are performed by the software developer. The process continues with the existing leave balances being removed from plans that are ineligible for carry-over. The process concludes with the application of appropriate new allotments for eligible plans.



Description: Leave Plan Carry-Over (HR-05-006)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Leave Plan Carry-Over (HR-05-006).

Previous Step:

1) HR-02-001 Creating New Employees, or
2) HR-02-002 Rehiring/Reactivating Employees,
3) HR-05-005 Person Leave Plan Updates

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Receive signed year-end Time Activity sheets.	HR Administrative Assistant	Signed Time Activity sheets - Receive the signed Time Activity sheets returned	Time activity sheets received.

Process Step Description	Role Responsible	Tools/Inputs	Output
		at year-end from employees.	
2) Record Time Activity sheets received from individuals.	HR Administrative Assistant	Signed Time Activity sheets - Record receipt of the signed Time Activity sheets from employees in Time Activity spreadsheet.	Time Activity spreadsheet updated with receipt of time activity sheets.
3) Follow up with individual employees on missing Time Activity sheets.	HR Administrative Assistant	Signed Time Activity sheets - Follow up with employees for missing Time Activity sheets.	Employees contacted to return missing time activity sheets.
4) Request update to custom reports and software processes.	HR Generalist (HRIS)	Colleague - Request that annual update be made by Ellucian Support to the custom Colleague reports and processes used in the leave update process.	Ellucian contacted to perform annual updates of custom reports and software processes.
5) Follow established steps to update custom code.	Ellucian	Colleague; programming language - Follow established steps used to update reports and software processes for custom code.	
6) Remove remaining balances of leave plans ineligible for carry over.	HR Generalist (HRIS)	Colleague - Remove remaining balances of all leave plans that are not eligible for carry over to subsequent years.	Remaining leave balances removed.
7) Close current overtime code for the year.	HR Generalist (HRIS)	Colleague - Close overtime code used in the Time Activity sheet for the current year.	Current year overtime code closed.
8) Open new overtime code for the year.	HR Generalist (HRIS)	Colleague - Open overtime code used in the Time Activity sheet for the upcoming year.	New fiscal year overtime code opened.

Process Step Description	Role Responsible	Tools/Inputs	Output
9) Update the leave plan accrual rate as of July 1, using LVAU.	HR Generalist (HRIS)	Colleague - Update the leave plan accrual rate for eligible plans, as of July 1, using LVAU.	Leave plan accrual rate updated.
10) Correct the accrual rates for records identified as errors in the accrual rate update step.	HR Generalist (HRIS)	Colleague - Correct the accrual rates for records identified as errors in the previous step.	Accrual rates corrected on records identified with errors.
11) Mass upload new leave plan allotments.	HR Generalist (HRIS)	Colleague - Perform mass upload of new leave plan allotments for eligible plans for employees.	Leave plan allotments uploaded to employee leave plans.
12) In September/ October, contact employees and Time Recorders for missing Time Activity sheets.	HR Generalist (HRIS)	Time Activity spreadsheet - In September or October (depending on employee type), follow up with employees and department time recorders for missing Time Activity sheets. - If time activity sheets are not returned, there is no further action or follow-up/consequence with employee.	Employees and time recorders contacted for missing time activity sheets.

Next Step:

1) HR-03 Personnel Actions, or
2) HR-04 Personnel Record Maintenance, or
3) HR-05 Employee Benefits/Leave Administration, or
4) HR-06 Employee Separations

Process Recommendations – Employee Benefits/Leave Administration (HR-05)

1) Enter all employee benefits information into Colleague, and use Colleague as the authoritative source for processing payroll deductions. Develop necessary reports to monitor benefits cost calculations due to salary changes.

2) Ensure that procedures exist within the HR staff to inform the Benefits Administrator of updates to employee personal demographic information. Ensure that HR staff provides employees with accurate information and appropriate forms when updating personal demographic and dependent information.

3) Develop a standard procedure to be followed with short-term disability vendors to ensure that employee deductions are appropriately managed. Currently, the information that an employee has terminated coverage is not consistently received in a timely manner, resulting in continued deductions from an employee's pay. When the information is provided, it is not provided to one office consistently; one vendor provides the information to Payroll, and another vendor provides the information to the Benefits Administrator. As stated previously, all information related to benefits deductions must originate from within the HR department and provided to Payroll to be used in payroll generation.

4) Develop report specifications for vendors to provide standard reports on an established monthly timeframe of all employees who have terminated short-term disability coverage.

5) Implement the use of FMLA codes for monitoring the use of approved FMLA leave to ensure compliance with FMLA regulations.

6) Perform an evaluation of the Web Time Entry software for Colleague, and determine the extent of benefits and detriments to the College. Web Time Entry in Colleague requires that employees be paid in-arrears, not paid current. Determine if the College can implement such change, and what would be required in preparation for the implementation. Questions such as bargaining units' acceptance, protecting employees from a period of no-pay during the transition from paid current to in-arrears are issues to be resolved. Determine the benefits of web-time entry – will it provide more accurate time reporting, will it require less manual effort to maintain time worked, leave used, etc.?

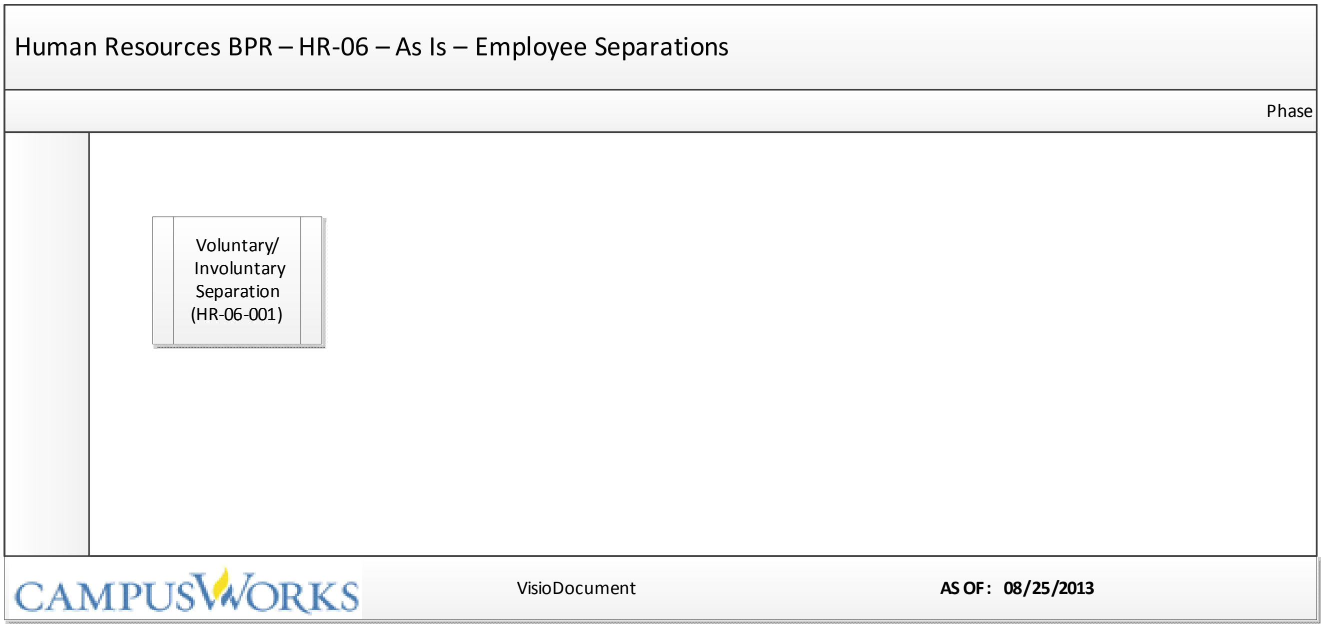
7) Eliminate use of department time recorders and place the responsibility with supervisors and managers to monitor and approve time reported, as this is a management responsibility. Department time recorders have access to leave information for all employees, not only the employees within their assigned departments. Therefore, there is a security risk as well as a time recording risk involved with staff level employees being responsible for recording time of peers. Additionally, the custom reports developed to track use of leave time requires further manual effort that could be eliminated through the use of manager-approved time recording and properly defined pay advices that include hours reported as worked, paid leave, or leave without pay.

8) Develop appropriate management reports to monitor employees' leave balances by department and provide information to department managers/supervisors on remaining leave balances for employees for time approval as well as workload planning for requested vacations.

9) Determine the leave carry-over policy that will be followed and communicate to all employees well in advance of leave usage deadline. The application of the existing Board-approved policy has been changed at least twice in recent years because of a reported error in a custom process and currently is not used at all; currently, employees with a vacation balance at year-end are allowed to carry over the full balance for an unlimited time.

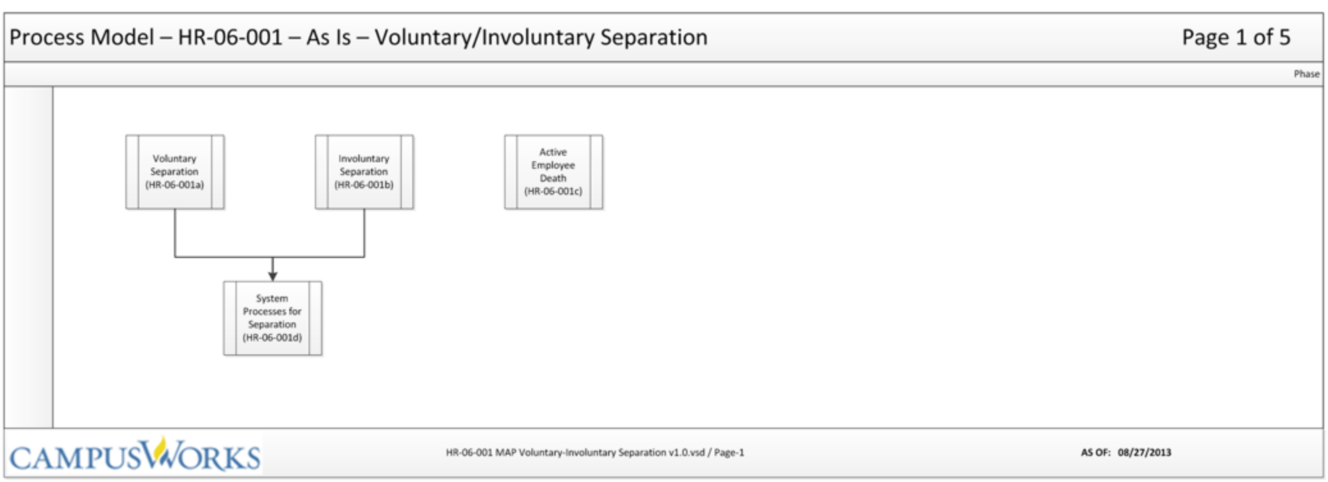
Core Process: Employee Separations

The Bergen Community College core process “Employee Separations” comprises the steps taken when an employee separates from employment at the College, whether through resignation, involuntary separation or death. For the purposes of this business process review, the process for an employee retirement was not specifically reviewed although the steps of separation would be comparable to the employee resignation sub-process. The Employee Separations Process review at Bergen Community College consists of the sub-process Voluntary/Involuntary Separation.



Process: Voluntary/Involuntary Separation (HR-06-001)

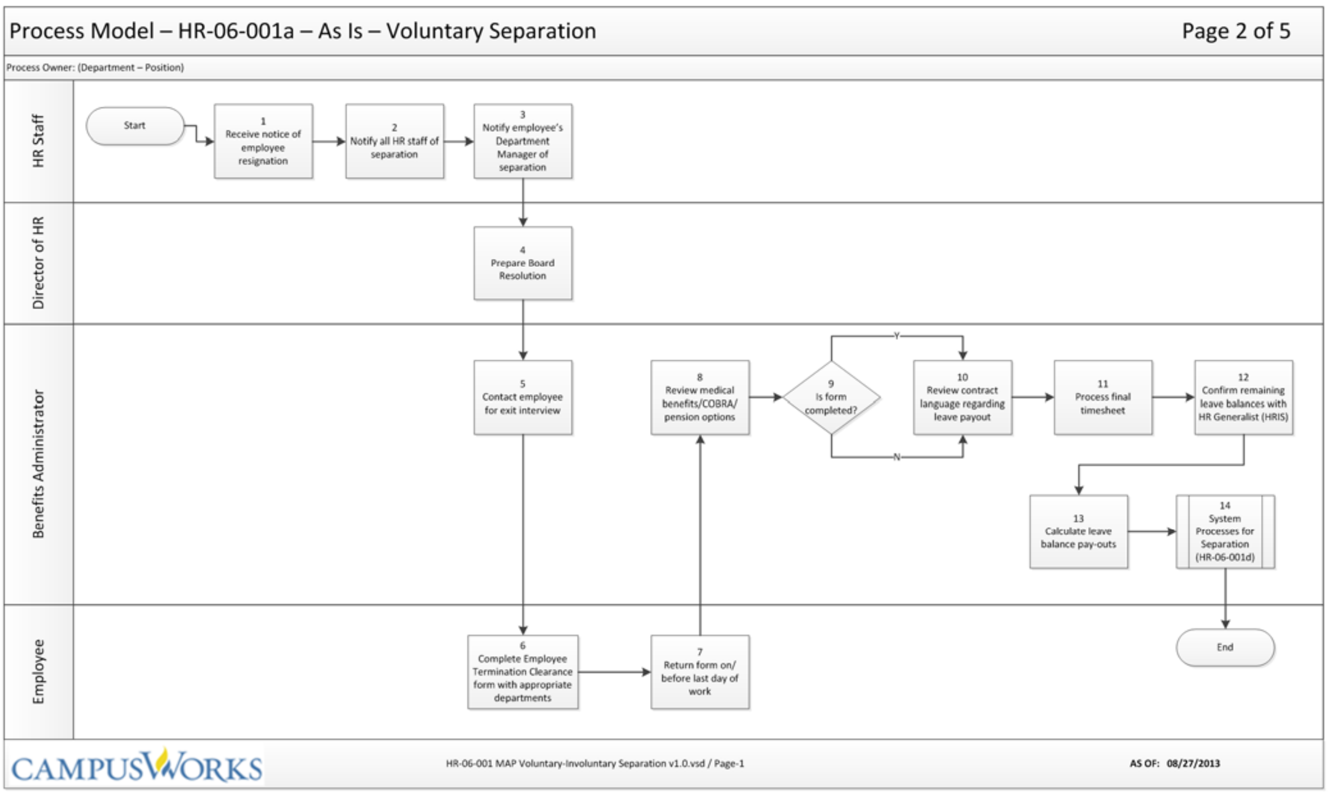
The following process flow depicts the steps that occur for Employee Separations: Voluntary/Involuntary Separation (HR-06-001). This process consists of four individual sub-processes as show below – Voluntary Separation, Involuntary Separation, Active Employee Death and System Processes for Separation. Each of the sub-processes includes steps for updating information necessary for the Payroll Department to correctly perform required payroll functions.



The following workflows and definitions describe the Employee Separations processes for *Voluntary/Involuntary Separation (HR-06-001)* currently used at Bergen Community College.

Process: Voluntary Separation (HR-06-001a)

The following process flow depicts the steps that occur for Employee Separations: Voluntary Separation (HR-06-001a). Voluntary Separation refers to steps completed when an employee resigns his/her positions and severs employment at Bergen Community College. The process begins when the HR staff is notified of an employee resignation. The process continues through an exit interview conducted by the Benefits Administrator and concludes with the calculation of final pay of time worked and leave balances eligible for pay-out.



Previous Step:

1) HR-02 Employee Hire/Rehire, or
2) HR-03 Personnel Actions, or
3) HR-05 Employee Benefits/Leave Administration

Description: Voluntary Separation (HR-06-001a)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Voluntary Separation (HR-06-001a) at Bergen Community College.

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Receive notice of employee resignation.	HR Staff	Resignation Notice - Receive notice of employee resignation	Resignation notice received.

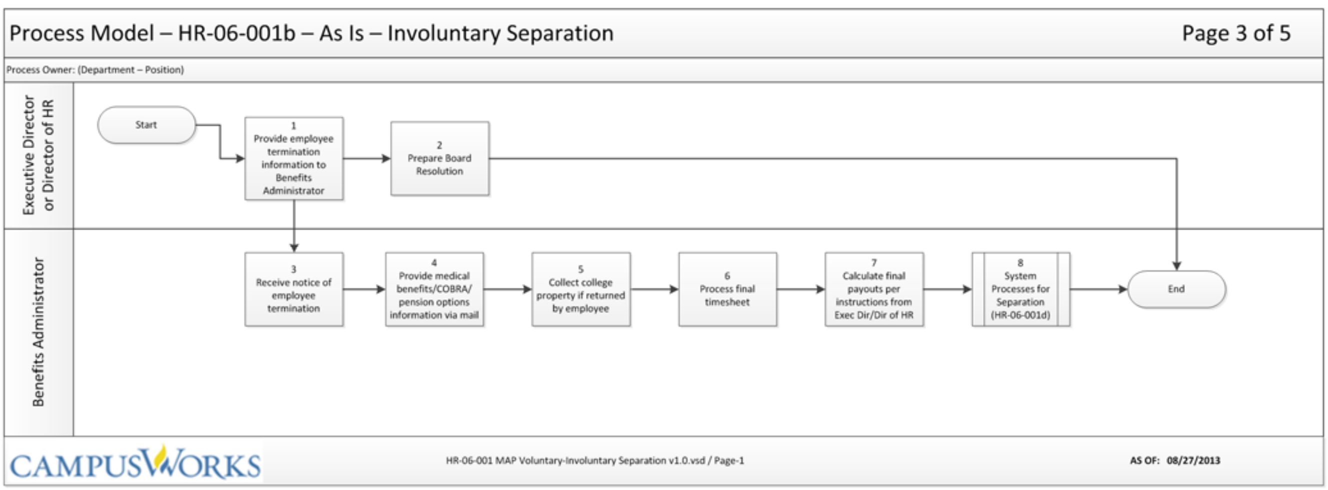
Process Step Description	Role Responsible	Tools/Inputs	Output
		from employee or manager.	
2) Notify all HR staff of employee separation.	HR Staff	Resignation Notice - Notify all HR staff of employee resignation.	HR Staff notified of employee resignation.
3) Notify employee's department manager of separation.	HR Staff	Resignation Notice - Notify employee's department manager of employee to confirm separation.	Department manager contacted regarding employee separation.
4) Prepare Board Resolution.	Director of HR	Resignation Notice; Board Resolution form - Prepare Board Resolution for employee separation. - Submit to Board Secretary for action at upcoming Board meeting.	Board resolution prepared and submitted.
5) Contact employee for exit interview.	Benefits Administrator	Resignation Notice - Contact employee to arrange an exit interview.	Employee contacted for exit interview.
6) Complete Employee Termination Clearance form with appropriate departments.	Employee	Employee Termination Clearance form - Complete the Employee Termination Clearance with listed departments, including: o Information Technology o Library o Public Safety - Completion of form indicates that college property has been returned, physical and network access cancelled and monies owed to the College collected.	Employee Termination Clearance completed.
7) Return form during exit interview on/	Employee	Employee Termination Clearance - Return form to Benefits Administrator during exit	Employee Termination Clearance returned to Benefits Administrator.

Process Step Description	Role Responsible	Tools/Inputs	Output
before last day of work.		interview or on/before last day of work.	
8) Review medical benefits/COBRA/ pension options with employee.	Benefits Administrator	Exit Interview; benefits information - Review medical benefits, COBRA information, pension options as applicable with employee. - Discuss reasons for separation.	Benefits options and reasons for separation discussed with employee.
9) Is form complete?	Benefits Administrator	Employee Termination Clearance form - Determine if employee has completed the Employee Termination Clearance form.	
10) Upon receipt of Employee Termination Clearance form, review contract language regarding leave payout.	Benefits Administrator	Bargaining unit contract - File returned form in employee personnel file. - Review bargaining unit contract to determine leave payout requirements.	Leave pay-out requirements determined.
11) Process final timesheet.	Benefits Administrator	Resignation Notice - Process final timesheet submitted by employee, recording any last leave used or overtime earned, as applicable, in order to calculate final regular pay due to employee.	Final timesheet processed.
12) Confirm remaining leave balances with HR Generalist (HRIS).	Benefits Administrator	Resignation Notice - Confirm remaining leave balance to accurately calculate leave pay-out due employee.	Leave balances confirmed for pay-out.
13) Calculate leave balance pay-outs.	Benefits Administrator	Resignation Notice; bargaining unit contract - Calculate leave pay-out due to employee based	Leave pay-out amount due employee calculated.

Process Step Description	Role Responsible	Tools/Inputs	Output
		on remaining leave eligible for pay-out per bargaining unit contract.	
14) Follow steps for 'System Processes for Separation' process, HR-06-001d.	Benefits Administrator	Resignation Notice; Colleague - Follow steps for 'System Processes for Separation' process, HR-06-001d to update employee electronic records.	

Process: Involuntary Separation (HR-06-001b)

The following process flow depicts the steps that occur for Employee Separations: Involuntary Separation (HR-06-001). Involuntary Separation refers to steps completed when an employee's employment at Bergen Community College is severed due to termination for cause, lay-off or other reasons not initiated by the employee. The process, as mapped, begins following disciplinary actions or deliberations of potential reductions in the workforce. The process continues through COBRA benefit information provided by the Benefits Administrator and concludes with the calculation of final pay of time worked and leave balances eligible for pay-out as instructed by the Executive Director or Director of Human Resources.



Description: Involuntary Separation (HR-06-001b)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Involuntary Separation (HR-06-001b) at Bergen Community College.

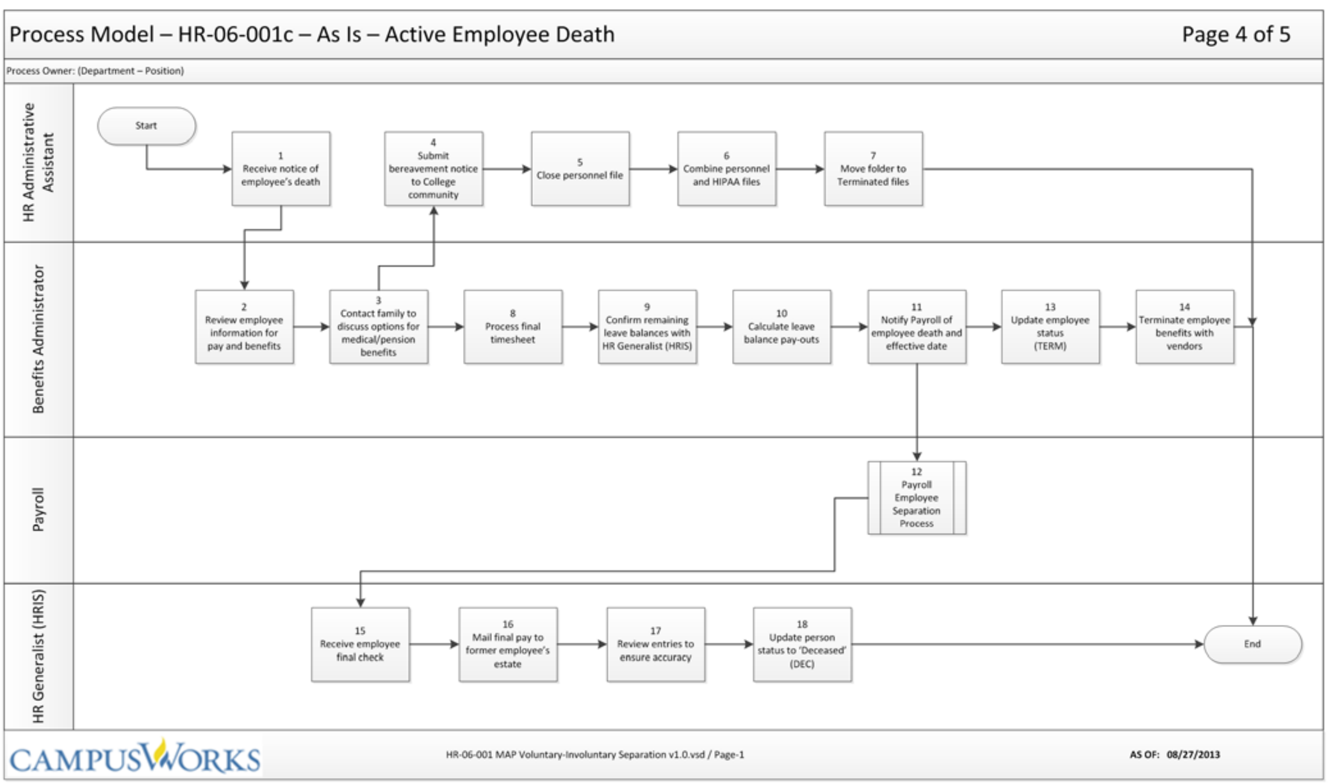
Process Step Description	Role Responsible	Tools/Inputs	Output
1) Provide employee termination information to	Executive Director or Director of Human Resources	Disciplinary or lay-off determination - Provide information such as severance package,	Termination information provided to Benefits Administrator.

Process Step Description	Role Responsible	Tools/Inputs	Output
Benefits Administrator.		final pay, leave pay-outs, etc. related to employee termination to Benefits Administrator.	
2) Prepare Board Resolution.	Executive Director or Director of Human Resources	Employee termination information - Prepare Board Resolution of employee termination.	Board resolution prepared for approval.
3) Receive notice of employee termination.	Benefits Administrator	Employee termination notice - Receive information relative to employee termination.	Employee termination information received.
4) Provide medical benefits/COBRA/ pension options to employee via mail.	Benefits Administrator	Employee termination notice - Compile information regarding medical benefits, COBRA, pension options (as applicable) and mail to employee.	COBRA, medical, pension information (as applicable) provided to employee.
5) Collect college property if returned by employee during termination meeting.	Benefits Administrator	Employee termination notice; college property - Collect any college property that the employee returns during termination meeting.	College property collected, if provided by employee.
6) Process final timesheet.	Benefits Administrator	Employee Termination Notice, final timesheet - Process final timesheet, recording any last leave used or overtime earned, as applicable.	Final timesheet processed.
7) Calculate final pay-outs per instructions received from Executive Director or Director of HR.	Benefits Administrator	Employee Termination Notice, final timesheet - Calculate final pay-outs to employee, including any leave, severance or other pay per instructions received from Executive	Final leave and severance pay-outs calculated, as instructed.

Process Step Description	Role Responsible	Tools/Inputs	Output
		Director or Director of HR.	
8) Perform steps in 'System Processes for Separation' (HR-06-001d).	Benefits Administrator	Employee Termination Notice; Colleague - Follow steps for 'System Processes for Separation' process, HR-06-001d to update employee electronic records.	

Process: Active Employee Death (HR-06-001c)

The following process flow depicts the steps that occur for Employee Separations: Active Employee Death (HR-06-001c). The process of Active Employee Death refers to steps completed following the Human Resources Office notification that an active employee at Bergen Community College has passed away. The process continues through COBRA and other benefit information provided to the dependents by the Benefits Administrator through the calculation of final pay of time worked and any leave balances eligible for pay-out. The process further continues with the notification to Payroll of the final pay-out and creation of the final paycheck to the estate of the former employee. The process concludes with the maintenance of the employee record in Colleague to ensure that all wages and benefits were ended appropriately and that the employee record was marked as deceased.



Description: Active Employee Death (HR-06-001c)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Active Employee Death (HR-06-001c) at Bergen Community College.

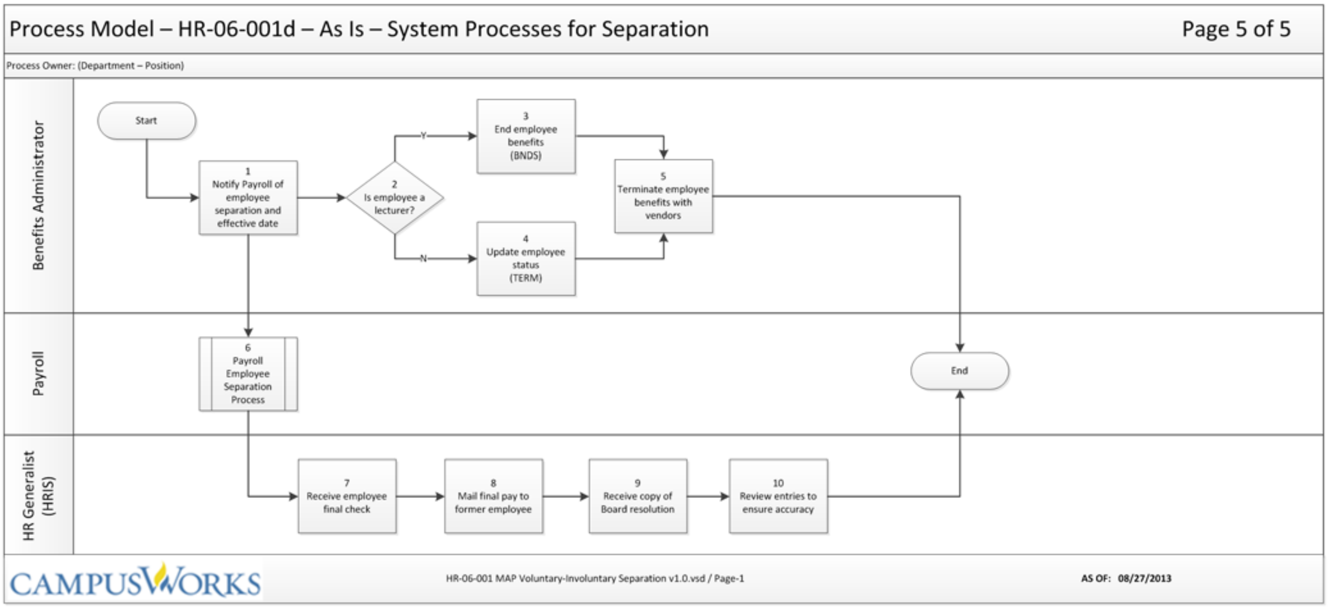
Process Step Description	Role Responsible	Tools/Inputs	Output
1) Receive notice of employee's death.	HR Administrative Assistant	Phone call; email - Receive information regarding the death of an active employee. - Contact might be made by a family member, hiring manager or other college co-workers.	Notice of employee's death received.
2) Review employee information for pay and benefits.	Benefits Administrator	Employee benefits file; Colleague; bargaining unit contract - Review employee information for pay and benefits in order to provide information to employee's dependents.	Employee benefits files reviewed.
3) Contact family to discuss options for medical/pension benefits.	Benefits Administrator	Employee benefits file; Colleague - Contact employee's family to offer condolences and to provide options related to medical and pension benefits, as applicable. - Obtain funeral arrangement information to be shared with college community.	Family of deceased contacted.
4) Submit bereavement notice to the College community.	HR Administrative Assistant	Funeral arrangement information; email - Submit bereavement notice to the College community.	Bereavement notice sent to college community.
5) Close personnel file.	HR Administrative Assistant	Employee Personnel file - Compile employee personnel file and mark as closed.	Personnel file marked as closed.

Process Step Description	Role Responsible	Tools/Inputs	Output
6) Combine personnel and HIPAA files to one folder.	HR Administrative Assistant	Employee Personnel file; Employee HIPAA file - Combine employee HIPAA and personnel files to one file jacket.	Personnel and HIPAA files combined and.
7) Move folder to Terminated files.	HR Administrative Assistant	Combined Employee Personnel file - File the combined employee personnel/ HIPAA file in the Terminated file cabinet.	Combined personnel/ HIPAA records filed with Terminated files
8) Process final timesheet.	Benefits Administrator	Employee timesheet; Colleague - Process final timesheet, recording any last leave used or overtime earned, as applicable.	Final timesheet processed.
9) Confirm remaining leave balances with HR Generalist (HRIS).	Benefits Administrator	Employee timesheet; Colleague - Confirm remaining leave balance to accurately calculate leave pay-out due employee.	Leave balances confirmed for pay-out.
10) Calculate leave balance pay-outs.	Benefits Administrator	Employee timesheet; Colleague - Calculate leave pay-out due to employee based on remaining leave eligible for pay-out per bargaining unit contract.	Leave pay-out amount due employee calculated.
11) Notify Payroll of employee death and effective date.	Benefits Administrator	Employee death notice; final payout calculations - Notify Payroll of the employee's death, effective date of last payroll, and final pay calculations.	Payroll notified of employee death and final pay.
12) Update employee status, using TERM.	Benefits Administrator	Colleague; employee death notice - Update employee status, with status reason	Employee status updated as 'Deceased'.

Process Step Description	Role Responsible	Tools/Inputs	Output
		recorded as 'Deceased', using TERM.	
13) Follow established steps in 'Payroll Employee Separation Process'.	Payroll	Employee Termination Notice; Colleague - Follow steps for 'Payroll Employee Separation Process' to process final pay for a separated employee.	
14) Terminate employee benefits with vendors.	Benefits Administrator	Employee Benefits - Terminate any employee benefits (medical, dental, vision, etc) at vendor sites.	Employee benefits terminated with vendors.
15) Receive employee final check.	HR Generalist (HRIS)	Employee final paycheck - Receive the employee's final check from Payroll. - Verify accuracy of check.	Employee's final check received from Payroll.
16) Mail final pay to form employee's estate.	HR Generalist (HRIS)	Employee final paycheck - Mail final check to the employee's estate.	Final check mailed to employee's estate.
17) Review previous entries to ensure accuracy.	HR Generalist (HRIS)	Colleague; personnel information - Review entries made to employee record to ensure accuracy, using TERM, WAGS, BNDS. - Correct records as necessary.	Employee record verified as accurate.
18) Update person status to 'Deceased', using DEC.	HR Generalist (HRIS)	Colleague; personnel information - Update person record status, using DEC, to 'Deceased'.	Person record updated as 'Deceased'.

Process: System Processes for Separation (HR-06-001d)

The following process flow depicts the steps that occur for Employee Separations: System Processes for Separation (HR-06-001d). This process relates steps completed primarily in the administrative system of Human Resources when an employee separates from employment at Bergen Community College due to voluntary or involuntary reasons. The process begins when Payroll has been notified of the final pay due an employee, and concludes when employee's separation has been updated appropriately in his/her Colleague record and benefits have been ended with the benefits providers as appropriate.



Description: System Processes for Separation (HR-06-001d)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of System Processes for Separation (HR-06-001d) at Bergen Community College.

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Notify Payroll of employee separation and effective date.	Benefits Administrator	Employee separation notice - Notify Payroll of employee separation, effective date and final pay information.	Payroll notified of employee separation and effective date.
2) Is the employee a Lecturer?	Benefits Administrator	Colleague; personnel file - Determine if employee is a Lecturer.	
3) If the employee is a Lecturer, end the employee benefits using BNDS.	Benefits Administrator	Colleague - Confirm that the employee is a lecturer. - End employee benefits on BNDS.	Employee benefits ended.
4) If the employee is not a Lecturer, update the employee status and	Benefits Administrator	Colleague - Confirm that the employee is not a lecturer.	Employee status updated as appropriate.

Process Step Description	Role Responsible	Tools/Inputs	Output
effective date using TERM.		- Update employee status, using appropriate status reason, and effective date using TERM.	
5) Terminate employee benefits with vendors.	Benefits Administrator	Employee Benefits - Terminate any employee benefits (medical, dental, vision, etc) at vendor sites.	Employee benefits terminated with vendors.
6) Follow established steps in 'Payroll Employee Separation Process'.	Payroll	Employee Termination Notice; Colleague - Follow steps for 'Payroll Employee Separation Process' to process final pay for a separated employee.	
7) Receive employee final check.	HR Generalist (HRIS)	Employee final paycheck - Receive the employee's final check from Payroll. - Verify accuracy of check.	Employee's final check received from Payroll.
8) Mail final pay to former employee.	HR Generalist (HRIS)	Employee final paycheck - Mail final check to the separated employee.	Final check mailed to separated employee.
9) Receive copy of the Board Resolution.	HR Generalist (HRIS)	Board Resolution - Receive copy of Board resolution approving employee separation.	Board resolution of employee separation received.
10) Review previous entries to ensure accuracy.	HR Generalist (HRIS)	Colleague; personnel information - Review entries made to employee record to ensure accuracy, using TERM, WAGS, BNDS. - Correct records as necessary.	Colleague; personnel information - Review entries made to employee record to ensure accuracy, using TERM, WAGS, BNDS. - Correct records as necessary.

Next Step:

1) None

Process Recommendations – Employee Separations (HR-06)

1) Implement use of a Personnel Action Form for reporting all employee separations. Require managers, as part of their duties, to initiate the form whenever an employee leaves the department, identifying the appropriate reason for the departure. This will help to ensure that HR is promptly informed of personnel actions in order to update status, wage records and benefits information and provide accurate data to Payroll for their use in payroll generation.

2) Perform employee exit interviews for employees separating employment from the College, whether voluntarily or involuntarily. Record information shared by employee separately from personnel file, and review with Director of HR for further action or follow-up if warranted. Currently the information is heard by the Benefits Administrator but it is not acted upon or recorded for future reference if there may have been a valid complaint regarding a manager or work process.

3) Develop a procedure regarding Adjunct faculty who are not currently teaching. Determine at what point their status will be changed to 'Inactive', and the timeframe in which their record will be terminated. Publish the procedure and communicate the new procedure to academic hiring managers and adjunct administrators to ensure understanding and compliance.

4) Develop an Employee Exit process to be completed by all employees leaving employment at Bergen Community College, including those adjunct faculty and lecturers departing and semester's end who do not yet have a signed contract renewal or re-appointment. The exit process should include repayment of any monies owed to the College (reimbursements, fines, etc.), return of any College-owned property, physical and intellectual (phone, laptop, keys, etc.), and termination of network access as appropriate. Ensure that managers and supervisors are familiar with the process and assist the departing employee in completing the exit requirements. This is to ensure the physical and virtual security of College property and information, that equipment is returned in working order and that all monies due to the College are received or authorized to be deducted from final pay prior to the individual's departure.

Core Process: Reporting

The Bergen Community College core process “Reporting” was neither fully defined nor mapped. Rather, the need for and use of reports within the Human Resources department was considered during process mapping discussions for the other core process areas. Throughout the discussions of the mapping and review sessions, staff referred to maintenance of spreadsheets as a means of monitoring employee actions and providing information to Payroll for processing updates to employee pay records. In some cases, the HR Generalist (HRIS) obtained information from the Colleague system through the use of the QueryBuilder tool available in Colleague. This tool, however, was not known or used by other staff members in the Human Resources Department; if information was needed from the system, staff members would submit an information request to the HR Generalist (HRIS).

The use of the QueryBuilder is not sustainable as it will be unavailable once the College fully launches the web-based user interface to Colleague which is now the interface supported by Ellucian. The College currently licenses a separate reporting tool, Colleague Reporting and Operating Analytics (CROA) that has received limited acceptance across the College at this time. It is a powerful tool that is capable of providing most reports needed by the department and College. Standard reports can be developed within the tool and deployed to users within the department or across the College, as appropriate, and who can execute the reports on demand. This provides a two-fold solution: It puts information in the hands of those who need it when needed, and it relieves the burden on HR staff or in some cases, IT support, to execute and publish reports.

The dependence on such complex spreadsheets and shadow databases are indicative of an administrative system such as Colleague not being used appropriately and to the fullest extent of the capabilities inherent in the system. Additionally, dependence on complex spreadsheets or shadow databases for the maintenance of critical employee information such as salary changes or benefits elections and associated deductions rather than maintaining this information fully within the administrative system where it can be reported and used in other processes creates a serious risk for the College relative to HR and Payroll functions. Instead, data must be maintained in one source where it can be updated, audited, reported and processed with confidence. Where necessary, specifications for data extracts can be drafted and interfaces or downloads developed that will provide required data to outside sources, such as ADP for disbursement of payroll and tax information.

Process Recommendations – Reporting (HR-08)

1) Designate HR staff to be trained in using the College-owned reporting tool, CROA and in developing reports for the department and College, with assistance from IT where necessary for complex reports.

2) With the assistance of IT, create interfaces to external systems (Public Safety, network authentication, benefits vendors, ADP, bank direct deposit) to update information in batch and eliminate manual entry processes wherever possible.

3) Develop operational and managerial reports necessary to meet the needs of the department and College, where not delivered in Colleague or CROA.
    a. Audit reports to ensure data integrity following data entry processes.
    b. Operational reports to ensure timely and accurate process results.
    c. Managerial reports to provide necessary information for department/division leaders and strategic planning.

4) Report examples identified during the individual business process review sessions include:
    a. I-9 expiration
    b. W-4 Exempt status renewal

c. Employee 90-day probation evaluation due
d. Employee annual evaluation due
e. Lecturers currently in the fourth teaching semester
f. Hours worked by part-time employees
g. Adjunct assignments vs. contract
h. Employees' leave balances, for department use

5) Distribute ability to generate reports to users needing information, in order to provide access to information to those who need it when it is needed and to alleviate the need for HR, and in some cases IT, to generate and publish needed reports.

General Recommendations:

1) Designate Colleague as the *sole authoritative source* of all Human Resources data.
    a. Enter and maintain data of all employees, positions, salary, benefits and deductions into a unified, integrated system to alleviate entry into multiple systems (database, spreadsheet, external) and to provide enhanced reporting capabilities.
    b. Develop and adopt college-wide processes supporting HR operations using Colleague as the authoritative source of HR data that will ensure that employment actions of all employees are routed through the Human Resources Department. This is particularly true for part-time employees and adjunct faculty.

2) Provide Colleague training for the base Colleague product (without customizations) to all HR staff members.
    a. Begin with the assumption of no previous Colleague experience to prevent assumptions of underlying knowledge of Colleague functions.
    b. Adopt revised business practices within the department to leverage capabilities of Colleague system to process data.
    c. Develop and publish departmental operating procedures to provide all staff with access to defined processes to reduce data integrity issues and ensure process consistency among staff.

3) Develop and publish HR procedures to be followed by managers, supervisors and employees. Provide training for managers and supervisors to ensure understanding of and compliance with established procedures.

4) As previously stated, implement the use of a Personnel Action Form to initiate any personnel action on an employee's record, including actions such as transfer, promotion, demotion, reassignment, reclassification, separation, and pay increase, to ensure that all required information is submitted and that appropriate approvals have been obtained by the HR staff in order to process the request

5) Define roles for HR staff members that provide for better balance of workload to avoid bottlenecks, while promoting cross-training and knowledge sharing. Engage Generalists in a 'knowledge-add' capacity to fully leverage their knowledge and experience in HR operations and advanced systems functions, while engaging administrative support staff in providing excellent customer service, data entry functions of a less complex nature and clerical tasks critical maintaining accurate employee records.

6) Establish clear lines of reporting within the HR Department to eliminate ambiguity among HR staff regarding approvals and work assignments.

7) Working with the Administrative Systems Users Group (ASUG), define standards for the official means of communication with employees. Currently, the personal email address of adjunct faculty is captured and can be used as primary email address – is this the intent of the College?

8) Implement the use of the Documentum document management system for maintaining archives of employee records and other required HR and benefits documents and reports.

Appendix A: Process Inventory

HR Functions		
HR 02		Employee Hire/Rehire
	001	Creating New Employees
	002	Rehiring/Reactivating Employees
	003	New Hire/Rehire Forms Collection (I-9, W4 and State Withholding Forms, Direct Deposit, etc)
	004	Onboarding
HR 03		Personnel Actions
	001	Additional Appointment/Multiple Positions Assignment
	002	Change Primary Position
	003	Additional Position Separation
	004	Change of Status (full-time/part-time, etc)
	005	Wage/Salary Changes
	006	Union Enrollment, Activities
	007	Veterans Information
	008	Faculty Contracts
	009	Adjunct Faculty Contract
	010	Other Contracts? (President, Lecturer, etc)
	011	HR/Payroll Integration with Financial Aid (work-study)
HR 04		Personnel Record Maintenance
	001	Demographic Updates (name, gender, address, ssn, phone)
	002	Relationship Updates/Changes (dependents)
	003	Date Updates (person status, hire date, seniority, termination date, position, benefits)
	004	Office Address/Location Updates
HR 05		Employee Benefits/Leave Administration
	001	Employee Benefits Enrollment
	002	Employee Benefits Changes/Updates
	003	FMLA Administration
	004	COBRA Administration
	005	Person Leave Plan Updates (accrual, maintenance)
	006	Leave Plan Roll-Over/Carry-Over
HR 06		Employee Separations
	001	Voluntary/Involuntary Separation
	002	Retirement
	003	Off-Loading
HR 08		HR Reporting
	001	Identify required HR operational reports
	002	Identify required HR managerial reports

Appendix B:

Scope documents for individual core process areas are provided in the following pages.

Scope Statement: HR-02 Employee Hire/Rehire

Core Process Name: HR-02 – Employee Hire/Rehire

Process Owner: Human Resources (Generalist)

Description/Purpose: To administer employment activities in order to provide a new or returning employee with necessary and appropriate information relative to beginning work at Bergen Community College, including collection of required employment forms, assignment to appropriate positions, orientation and to communicate need for access to appropriate buildings/rooms and network services.

Scope (boundaries): Process includes record creation, primary position assignment, collection of information required by law and needed for benefits and deductions processing, orientation, communication of need for facilities access and network access. Process does not include recruitment activities, individual contract review, review of departmental policies/procedures, employee transfers, separations, benefits administration.

Start Point: Candidate has been selected for hire, references checks successful, and official offer has been accepted.

Predecessor: xx Recruitment

End Point: Employee has completed orientation and is ready to begin assigned duties.

Successor: HR-05 Employee Benefits/Leave Administration

Process Responsibilities:

- Hiring employees
- Creating new employee records
- Updating re-hired/re-activated employee records
- Assigning employees to positions
- Employment form collection and processing
- Onboarding (communication for network accounts, orientation, physical access, etc)

Client/Customer:

Customer/Client	Need
Employees	To feel assured that their records will be created properly and communicated to appropriate departments in order to receive their paychecks in a timely manner, that their benefits enrollment has been completed accurately, deductions applied as required by law and per designated enrollments. To feel welcomed and a connection with their new organization.
Hiring Manager	To fill vacant position with best available qualified candidate that best meets the needs of the department and college.
Search Committee	To know that the search has been successfully completed and that the new employee has accepted the position.
Payroll	To receive appropriate documentation in order to accurately process payroll and appropriate deductions.
Benefits Administrator	To ensure that new/returning employee has received proper forms in the orientation packet.

HR Generalist - Operations	To assign the appropriate leave plans, create needed position, review board resolutions to ensure accuracy of data entry into Colleague.
Information Technology	To receive notice of new employee to ensure record is updated in systems for public safety needs.
Public Safety	To receive accurate information regarding new employees in order to process employee ID badge and provide access to parking and parking passes.
Board of Trustees	To finalize employment through Board resolution.

Key Stakeholders/Interests:

Stakeholder	Interest
Students	Ensure that the college hires employees with knowledge and skills to perform assigned duties.
Executive Director - HR	Ensure that personnel functions are administered appropriately and timely, while abiding by all applicable laws, regulations, contracts and policies.
Division Head	Position has been successfully filled with qualified employee.
President	Ensure smooth operations to complete the mission of the institution and to ensure proper use of college resources.
Board of Trustees	Ensure smooth operations to complete the mission of the institution and to ensure proper use of college resources.
Funding Providers	Ensure proper use of college resources.

Measurements of Success:

- Employees are happy; minimum employee relations issues
- Departments staffed; vacancies filled as approved.
- Students receive services as needed (instructors, staff, advisors, etc).
- Higher graduation rate.
- Low rate of employee turnover.
- Employee records maintained accurately.
- Payroll accurate and timely.

Risks:

- Information not gathered or recorded accurately or in a timely manner, resulting in incorrect deductions and payroll.
- Inadequate/incorrect reports, affecting decisions of the college
- Serious employee relation issues
- Litigation against the college
- Compliance issues
- Loss of funding
- Dissatisfied customers (students, affecting enrollment and graduation rates)

Terminology:

Full-Time Employee: Person hired to work a minimum 35-hour week in a non-adjunct position covered under contract requiring renegotiation or re-appointment for a period covering a fiscal year, and is eligible to receive benefits offered by the College.

Part-Time Employee: Person hired on a temporary basis not to exceed 1000 hours per year, ineligible for college benefits.

Permanent Part-Time Employee: Positions previously full-time but reduced to part-time basis (grandfathered).

Lecturer: Person (teaching or non-teaching) hired on full-time temporary basis, with eligibility for some college benefits.

Adjuncts: Person hired on part-time, temporary basis (up to 11 credits per semester), with eligibility for some college benefits. (NOTE: Not currently processed through Human Resources – 2013-04-26).

Scope Statement: HR-03 Personnel Actions

Core Process Name: HR-03 – Personnel Actions

Process Owner: Human Resources Generalist

Description/Purpose: To provide a system for communicating changes regarding status of employees to applicable personnel and/or departments in order to ensure quality assurance to maintain the integrity and accuracy of all employee records.

Scope (boundaries): Process includes updating and maintaining the records for all employees regarding employee status changes and personal events including but not limited to new hire, rehire, separation (resignation/termination), employee type change (full-time to part-time), leave of absence, return from leave of absence, probationary period dates, salary adjustment, promotion, demotion, transfer, new location, new department, new supervisor, address, marital status, name, home/cell number and other actions or changes as needed.

Start Point: New employee information, job status or personal event has been identified for employee and communicated to Human Resources Generalist to be processed.

Predecessor: HR-02-001 Creating New Employees, or
HR-02-002 Rehiring/Reactivating Employees, or
HR-02-004 Onboarding

End Point: New employee information, job status or personal event of employee has been communicated to applicable personnel and/or departments and employee record has been created or updated to accurately reflect new information or changes.

Successor: Multiple points of succession

Process Responsibilities:

- New employee information, job status changes or personal events should be accurately recorded in HR system and files.
- Employee information collection and processing
- Creating/updating employee record
- Communicating new information and/or changes to appropriate personnel/departments

Client/Customer:

Customer/Client	Need
Employees	To feel assured that their records will be created, maintained and communicated properly to appropriate personnel/departments (receive appropriate salary changes, mail sent to new addresses, benefits records updated, etc.).
Supervisor/Hiring Managers	To ensure new employee information and job status changes are processed and records accurately maintained.
Payroll	To receive updated information to accurately process payroll and appropriate deductions and forward important tax documents.
Benefits Administrator	To receive updated information to accurately maintain benefit files and to communicate to health and pension providers.

Information Technology	To receive notice of new employees or employee status changes for existing employees that would affect their access to network, programs and software, as well as, discontinue access for terminated employees.
Public Safety	To receive accurate information regarding new employees in order to process employee ID badge and provide access to parking and parking passes in addition to receiving accurate information regarding terminated employees to ensure access to parking is discontinued.
Board of Trustees	Ensure smooth operations to complete the mission of the institution and to ensure proper use of college resources.

Key Stakeholders/Interests:

Stakeholder	Interest
Employees	To feel assured that their records will be created, maintained and communicated properly to appropriate personnel/departments (receive appropriate salary changes, mail sent to new addresses, benefits records updated, etc.).
Executive Director - HR	Ensure that integrity of personnel data is accurately maintained and communicated to appropriate staff members to ensure confidentiality of highly sensitive employee information.
Division Head	Department records are accurately maintained maintain organizational plan of their department or division, as well as, for budgetary and succession planning.
President	Ensure smooth operations to complete the mission of the institution and to ensure proper use of college resources.
Board of Trustees	Ensure smooth operations to complete the mission of the institution and to ensure proper use of college resources.

Measurements of Success:

- Employees have confidence their confidential records are accurately maintained and secure
- Department Heads can properly maintain budgets and plan for departmental changes
- President can maintain budgets and properly plan for organizational changes within institution
- Payroll processed accurately
- Important documents mailed to employee home addresses will arrive at correct residence
- Accurate reports can be extracted from properly maintained records

Risks:

- Information not gathered or recorded accurately or in a timely manner, resulting in incorrect deductions and payroll or mail forwarded to incorrect addresses
- Dissatisfied customers and stakeholders (employees, managers, division heads, president, board of trustees, etc.)
- Inadequate/incorrect reports, affecting decisions of the college
- Litigation against the college

- Compliance issues
- In order to maintain integrity of the data in the Human Resources Information System (HRIS), we feel the human resources staff member who is responsible for the HRIS should be the only individual with access to change information in the system.

Terminology:

- N/A

Scope Statement: HR-04 Personnel Record Maintenance

Core Process Name: HR-04 – Personnel Record Maintenance

Process Owner: Human Resources (Generalist)

Description/Purpose: To record, update, and maintain accurate employee data information in employee files, Colleague, and Online Intranet/Outlook relative to personal demographics, position status change dates, work location and contact information. To ensure data integrity for ad hoc reporting and audit review for employment authorization, divisional budget, and compliance of employee file retention.

Scope (boundaries): Process includes employee personal data maintenance, employment history, performance management dates, employee benefit eligibility dates, termination dates. Process does not include recruitment activities or administration of policies and procedures.

Start Point: New Employee information and Board Actions are received from Recruitment for employee data setup, transfers, promotions, terminations or by employee submitting a Status Change Form for personal demographic updates.

Predecessor: HR-02 Employee Hire/Rehire, or
HR-03 Personnel Actions

End Point: Employee data is updated in HR Colleague system and communicated to HR personnel and Payroll/Home departments of change via email and/or interoffice depending on nature of the paperwork. In addition, all paperwork is filed in Employee Personnel folder.

Successor: HR-05 Employee Benefits, or
HR-07 Communications (Payroll)

Process Responsibilities:

- Receive request via Board Actions and Status Change form
- Enter data in Colleague
- Communicate information to Payroll/Home Department
- Notify employee via email or phone
- File completed paperwork in employee file

Client/Customer:

Customer/Client	Need
Employees	To feel assured that their information is updated in Colleague and the corresponding departments are appropriately notified. To know that their employment information is maintained properly.
Benefits Administrator	To know if any status or salary changes would affect employee benefits contribution as well mailing notifications.
Payroll	To receive updated documentation for application of appropriate deductions and year end W2 mailing.
Information Technology	To provide proper systems security and other IT accesses.
Hiring Manager	To update budget changes and proper display of employee information to meet department needs.

Key Stakeholders/Interests:

Stakeholder	Interest
Executive Director	Ensure that personnel records are maintained appropriately and timely in conjunction with college communications and state deadlines.
Division Head	Ensure proper reporting of department budget allocations.
President	Ensure smooth operations to complete the mission of the institution and to ensure proper usage and reporting of college resources.
Board of Trustees	Ensure smooth operations to complete the mission of the institution and to ensure proper usage and reporting of college resources.

Measurements of Success:

- Employee records are properly reflected and maintained.
- Data Reporting is accurate and attainable.
- Payroll is processed with the updated pay information and distributed in a timely manner.
- Employees are satisfied; reducing employee relations issues.

Risks:

- Not all changes of an employee's employment actions are recorded through board resolutions or status change forms; therefore employee data is not maintained accurately.
- Multiple avenues of employee changes are communicated and/or not communicated which may affect an employee's pay and contact information.
- Inaccurate reporting affects overall college/federal data reporting.
- Serious employee relations issues
- Litigations against college
- Compliance issues
- Loss of funding
- Dissatisfied employees

Terminology:

Colleague – administrative information system used to record and maintain data related to HR/Payroll, Finance and Student operations.

New Hire Date – Effective Employment Date; date of first hire at the College in a full-time or part-time position (not including student employment).

Anniversary Date – Date of full-time employment; date from which seniority begins.

Longevity Date – Date of latest full-time employment (if not employed continuously in full-time status), from which longevity awards are based.

Benefits Eligibility Date – Date employee is eligible to receive coverage for elected benefits.

Benefits Election Date – Date of actual enrollment into selected benefits by employee.

Pension Eligibility Date – Date at which employee is eligible to receive pension benefits, based on Anniversary Date less any pay periods not in paid status.

Retirement Date – Date employee retired from the institution; may be the same date as the termination date.

Termination Date – Date employee separated from the institution, voluntarily or involuntarily. This may be the same date as the retirement date.

Scope Statement: HR-05 Employee Benefit/Leave Administration

Core Process Name: HR-05 – Employee Benefits/Leave Administration

Process Owner: Human Resources (Benefits Administrator)

Description/Purpose: To enroll, update, and maintain accurate employee health benefits, pension, supplemental retirement plans, life insurance, leave administration, dental, vision, short term disability, FSA, COBRA and Workers Compensation in employee files and Colleague administrative system. To provide data to the payroll department and external vendors such as the New Jersey Division of Pensions and Benefits, dental, vision, supplemental retirement plans, workers compensation, short term disability and FSA databases and/or websites relative to the Health Benefits, pension, leave administration, workers compensation and COBRA eligibility, enrollments, leaves, terminations, and coverage changes. To ensure the data integrity for vendor billings, ad hoc reporting, budget and federal/state compliances are met.

Scope (boundaries): The process includes enrolling, terminating, updating, and maintaining the records for all current, retired and exiting employees regarding health benefits, pension, supplemental retirement plans, life insurance, leave administration, dental, vision, short term disability, FSA, COBRA and Workers Compensation plans.

Start Point: New employees receive benefit enrollment information through new hire orientation; current, retired and/or exiting employees request information regarding enrolling, updating, changing, and/or terminating one or more benefit plans.

Predecessor: HR-02 Employee Hire/Rehire, or
HR-03 Personnel Actions, or
HR-04 Personnel Records Maintenance, or
HR-06 Employee Separations

End Point: Employee data is updated in HR Colleague system and communicated to HR personnel in addition to payroll, home departments, and/or vendor websites when applicable via email and/or interoffice mail depending on nature of the paperwork. In addition, all paperwork is filed in Employee Benefits file.

Successor: HR-05 Employee Benefits, or
HR-07 Communications (HR Personnel/Payroll/Home Departments)

Process Responsibilities:

- Receive request from new, current, retired and/or exiting employees to enroll, update, change or terminate benefit plans.
- Enter data in Colleague.
- Communicate information to HR Personnel, Payroll, Home Department and vendors .
- Communicate with employee via email or phone when applicable, for additional information.
- File completed paperwork in employee benefits file.

Client/Customer:

Customer/Client	Need

Employees	To feel assured that benefit information will be accurately set up, communicated and maintained on-time, with appropriate additions and deductions applied accurately in accordance with all laws, regulations and contracts.
HR Personnel	To know if any status or employment change would affect benefit eligibility.
Payroll	To receive updated documentation for application of appropriate deductions and year end W2 mailing.
Information Technology	To provide proper systems security and other IT accesses.
Home Department	To update budget changes and meet department staffing needs.
External Vendors	To receive updated documentation for application of appropriate deductions.

Key Stakeholders/Interests:

Stakeholder	Interest
Executive Director	Ensure that personnel functions are administered appropriately and timely, while abiding by all applicable laws, regulations, contracts and policies.
Division Head	Ensure proper reporting of department budget allocations.
President	Ensure smooth operations to complete the mission of the institution and to ensure proper usage and reporting of college resources.
Board of Trustees	Ensure smooth operations to complete the mission of the institution and to ensure proper usage and reporting of college resources.

Measurements of Success:

- Employee records are properly reflected and maintained.
- Data Reporting is accurate and attainable.
- Payroll is processed with the updated pay information and distributed in a timely manner.
- Employees are satisfied; reducing employee relations issues.

Risks:

- Employee data will not be maintained accurately and the college and /or employee may incur expenses if employee or benefits administrator does not communicate changes in a timely manner.
- Multiple avenues of employee changes are communicated and/or not communicated which may affect an employee's pay and contributions and deductions.
- Inaccurate reporting affects overall college/federal data reporting.
- Serious employee relations issues
- Litigations against college
- Compliance issues

- Dissatisfied employees

Terminology:

Colleague – administrative information system used to record and maintain data related to HR/Payroll, Finance and Student operations.

SEHBP – School Employees' Health Benefit Program

Home Department – Employees' Department

FSA – Flexible Spending Account

COBRA – Consolidated Omnibus Budget Reconciliation Act for continuation of health insurance coverage when coverage eligibility ends.

The Division of Pensions and Benefits – specifically the Health Benefits Bureau and the Bureau Of Policy and Planning, are responsible for the daily administrative activities of the SEHBP and pensions.

Workers' Compensation – coverage for employees who are injured on the job.

Scope Statement: HR-06 Employee Separations

Scope Statement: HR-07 Reporting

Appendix C: Parking Lot Items

Process HR-02-001 Creating New Employees

1) Notice to IT to provide access to network and systems not always working correctly for full-time employees.
2) Employees who were former students do not always appear on Public Safety lists; student tag still applied.
3) Offer Letters – are these used only for new faculty? Should they be used for all positions?
4) How is IT notified of need for network/system access for new part-time employees?

Process HR-02-002 Hire/Rehire Employees

1) Have not experienced a rehire of full-time person returning to college in a position different from the position left. Need to consider how this would be handled.
2) Personnel file is archived if employee has been separated from the college for 3 or more years. Should the file be retrieved from archives or should a new file be started for the employee?
3) All part-time employees are entered into Colleague using NEMP – Non-Employee form.
    a. There are no positions created in Colleague for part-time employment.
    b. GL code not linked to employment record, because it would typically be linked to the position.
    c. Part-time employees are paid via Part-Time Authorization form sent to Payroll, generally on a semester basis.
4) Manager, Adjunct Administration is not always told about returning adjunct faculty.
5) Personal email address of adjunct faculty captured and can be used as primary email address.
6) A Contact Update form is sent to all known active adjuncts at mid-semester to update contact information.
7) If last employment was prior to 1998, the adjunct report places * by name to indicate a review of paper or shadow system of old records is needed to obtain previous employment information.
8) W4s must be returned by 10th day of class (College date of record for enrollment)
9) I-9 completion date reviewed, but does not check if new I-9 might be needed.
10) Lecturer limited to teaching 4 semesters; Division Dean will change status to Adjunct when identified as being at the limit for number of semesters.
    a. If this occurs after Lecturer paperwork submitted, causes problems for Benefits Administrator who must track down paperwork and inform State of change.
11) Late state/mini-semester courses (indicated by 'LS' added to end of section identifier) are caught during weekly QueryBuilder report. Administrator not always informed of assigned classes.
    a. Administrator compares number of classes on previous week's report to current report to detect differences in number of classes being taught. If different, will compare through Access DB to detect which new class assignments have been made.

Process HR-02-003 New Hire/Rehire Forms Collection

1) Is 90-day Probation form (support staff) still needed? Hiring manager performs review follow-up; employees are informed of 90-day probation period.
2) Tickler file for Background screening for follow-up on results not received? Is there follow-up with screening vendor and/or Assistant Director?
3) I-9 date completed information not captured in system. Also, not recording W4 completed dates.
4) W4 exempt status – follow-up performed by Payroll Office.
5) Is Background Check completed information stored? Not currently stored in system; results placed in individual personnel files.

Process HR-02-004 Onboarding

1) If Employee ID is not processed in a timely manner during Academic Year, requires additional follow-up by HR GEN (Recruiting). Employee cannot obtain ID card which is used for Parking Ramp.
2) Create separate packet for Confidential/Grants employees?
3) Interface from HR to IT regarding new hires does not always update status when former student; individual emails and follow-up from HR Generalist (Recruiting) to IT and Public Safety helps to ensure that record has been created in Public Safety systems prior to orientation – manual follow-up.

Process HR-03-001 Additional Appointments/Multiple Positions

1) Part-time to Adjunct changes or additions are not informed of potential for pension benefits, nor is Benefits Administrator informed of a part-time employee being hired as an Adjunct.
2) Adjunct Administrator has adjunct staff complete I-9 for a second position assigned (could already exist as adjunct or as part-time adding an adjunct position).
3) Benefits Administrator is not made aware of Adjuncts' separation from the college for unemployment claims processing; has informed Unemployment Services in error of adjuncts' expected continued service to College.
4) Not confident that XPR1-6 Reports are accurate or up-to-date due to backlog of data entry of information by Adjunct Administration office or positions filled due to restructure not updated in a timely manner.
5) Completed and certified I-9 forms are returned to employee to submit to department secretary with remaining new hire paperwork – could present risk for college if not on file or if form is altered after certification.

Process HR-03-002 Change Primary Position

1) Interim assignment process is not consistent in entry to Colleague.
    a. Some receive stipend only, others assigned to position on interim basis and receive salary adjustment.
    b. Assignment to interim position would provide better tracking than the use of a stipend for professional career information at college.
2) Changes to primary position are not always required to go through Board; unclear how/when this is required.

3) No systematic process for how transfers, promotions, demotions, reclassifications, etc. are communicated; no paper trail of actions.
4) Persons are working in new positions before paperwork and/or communications received in HR or before Board approval.
5) No visible means of recording/tracking problem employees and movement around college; no means of assisting employees (coaching for improvement).
6) Employees are not provided a new orientation when changing bargaining units, even though benefits may have changed.
7) Communication to IT and/or Colleague administrator? Seems to be left up to hiring manager to make arrangements for access.
8) Current employees are not always given an opportunity to move to other positions because these are not consistently posted internally prior to being filled by internal appointment or external recruiting.
9) Salary and Appointment reasons are not provided to HR by hiring manager; HR Generalist selects the reasons believed to be the most appropriate (judgment call).
10) 'Real process' for reclass/promotion/demotion/etc. is not known by College managers; confusion about how to proceed in any of these areas.

Process HR-03-003 Additional Position Separation

1) HR not always informed of additional appointment separations prior to separation and/or payroll.
2) Additional Position function underutilized.
    a. Part-time staff not assigned position in Colleague, and must be tracked separately on part-time spreadsheet when also an adjunct.
    b. Part-time staff in multiple positions may be eligible for benefits but not currently caught because position assignments not made in Colleague and timesheets go through Payroll.
    c. Department chair assignments could benefit from using add'l appointment.
3) Grants funding sources are difficult to maintain and track; not notified promptly of funding expiration or new funding.
4) If XWAGS is correct for Grants employees, then benefits deduction information is okay. Benefits Administrator provides annual report to Grants Administrator on cost of benefits to be recouped from Grants funds.

Process HR-03-004 Change of Status

1) Disclosure of medical/maternity leave on Board resolution could be in violation of privacy regulations.
2) Inconsistent use of status codes for leave (military – short-term training vs. long-term deployment)
3) Does paid leave continue to accrue when using sick leave/personal leave/vacation? Need a determination on this to ensure compliance.
4) What is the college policy regarding the use of sick leave vs. vacation leave?
5) Board resolutions authorizing return-to-work are often done retroactively. Is this a formality required by the Board? Has return ever NOT been authorized?
6) During leaves of absence, what is the College practice/policy regarding system access (email, administrative system, etc.)?

Process HR-03-005 Wage/Salary Changes

1) Longevity Award salary adjustments (professional/confidential staff) NOT applied in Colleague; handled only through Payroll. Support staff increases are applied as stipends and not added to base salary in Colleague.
2) Payroll receives copies of Board resolutions for salary/wage changes and it is assumed that adjustments are made appropriately. No confirmation between HR and Payroll.
    a. No mention of applicable bargaining unit in Board resolution that informs Payroll of potential dues changes due to change in bargaining unit.
3) Uncertain of practice to be followed going forward for Managing Directors (formerly in Administrator bargaining unit) regarding Longevity Award.
4) Unable to confirm process used (if any) to update and validate Benefits Cost spreadsheet due to annual increase, promotion, merit, equity, longevity increases.

Process HR-04-001 Demographic Updates

1) Name changes not always copied to Ben's Admin, or vice-versa. This is also true with address changes.
2) Gender change practices?
3) Ethnicity/Race change/correction practices?
4) Names entered as provided; if full middle name, entered as full middle name.
5) Suffixes/Prefixes: Unlimited by college standard.
6) Recording Birth name? Need to establish standard practice.

Process HR-04-003 Date Updates

1) Longevity awards are processed as recurring stipend for Support Staff, but handled by Payroll through base salary adjustments for other employees. Not consistent.
2) Is Benefits Administrator informed of changes to base salary due to longevity award for an individual?
    a. Per B Kelly (8-15-13), not informed of changes to base salary from longevity award.
    b. Question whether this award should be included in pension, etc. calculations – NEED FURTHER RESEARCH ON THIS.
3) Performance evaluation dates may be helpful for managers to know.
4) Currently use Outlook calendar reminders on Recruiter's calendar to track 90-day probation period of new employees or I-9 expiration.
5) Not currently tracking work visa or other documentation expiration related to I-9, nor I-9 expiration in Colleague.
6) Tenure date recorded with tenure type on CSTI; may not be consistently added to Tenure Date field on DATE.
7) Leave of Absence: Unclear if time as status of 'Leave of Absence' should be counted in service time toward award of tenure, longevity, etc.
    a. Per discussion with P. Bonomolo (8/14/13) and review of contract language, unpaid Leave of Absence time is counted in service time for tenure, longevity, length of service.
8) Public Safety – maintains its own information on drivers' license and expiration; nothing stored in HR. Should HR be monitoring this also?

   a. HR currently maintains information on immunizations and training completed; therefore, drivers' license information would not be unreasonable expectation.

Process HR-05-001 Employee Benefits Enrollment

1) Spreadsheet is critical to accuracy of process and deduction calculations. Relies heavily on manual maintenance.
2) Short-term Disability enrollment is performed by employee directly with carrier (HR provides information but does not manage enrollment); carrier provides information to College regarding deductions.
   a. Not consistent with who received deduction information – one carrier provides information to Payroll while another carrier provides information to HR to pass along to Payroll.
   b. Carriers do not consistently inform College when a covered employee terminates coverage, therefore, deductions continue until employee contacts HR or Payroll to stop deduction.

Process HR-05-002 Employee Benefits Updates/Changes

1) Spreadsheet is critical to accuracy of process and deduction calculations. Relies heavily on manual maintenance.
2) Demographics changes are not always shared between HR staff and Benefits Administrator.

Process HR-05-005 Leave Plan Updates

1) Professional Vacation accrual for 1st year likely NOT abiding by contract language.
2) FMLA leave code not used in tracking leave approved and used under FMLA.
3) Accrual rate not calculating correctly on a consistent basis; unable to determine where the flaw resides. Believe it is calculating against service years but unsure what date is being used as the basis for start of service years.
4) Signed Time Activity Sheets must be maintained in original form and cannot be scanned, per document manager, because they contain an original signature. Verify that this is accurate per regulation, policy and best practice guidelines.

Process HR-05-006 Leave Plan Carry-Over

1) Existing leave carry-over policy as approved by the Board not currently followed. Vacation leave is currently allowed to be carried over indefinitely.
   a. Current process began as result of a carry-over report not working properly but never corrected report or altered process.

Process HR-06-001 Voluntary/Involuntary Separation

1) Exit interview performed as formality; information shared by employee is not acted upon or recorded for future reference.
2) Part-time employee separation information not provided to HR in a timely manner.
   a. Generalist (HRIS) contacts departments to identify part-time employees not returning.
      i. Part-time employee status updated on TERM.

ii. IT contacted to remove access.
iii. Part-Time Spreadsheet updated to 'not returned'.

3) Adjunct faculty status is changed to 'Inactive' after not teaching for three semesters, but are not terminated.
4) Employee Termination Clearance form not used consistently throughout separation process to ensure return of all college-owned property, clearance of all monies due to the college or termination of physical and network access.

Appendix D: ‘As Is’ Process Maps

Full-size process maps are included following this page, for easier reference when reviewing the business process review narratives and recommendations.