

Academic Personnel Workflow System

**APWS: Where We Are
Where We're Headed**

What's the Problem?

- ▶ **Annually, 1400 AFRs, 150 RPT files, 100 faculty hires, 400 campus-interview candidates, 125 PMYRs, 200 sabbatical applications & reports, 100 other kinds of leave applications—all on paper, all being carried back & forth across campus, all being scanned for archiving, none accessible to those without copies, no reliable tracking of status.**

What's the Problem? *(continued)*

In short:

- ▶ **Labor-intensive, inconvenient & inefficient**
- ▶ **Error-prone & wasteful**
- ▶ **Opaque to users**
- ▶ **Poor access to current & historical data**
- ▶ **15 years behind**

Scope

- ▶ **UMass-designed, developed**
- ▶ **An online system for personnel actions.**
- ▶ **More than just paperless.**
- ▶ **Provides custom online routing of personnel actions from the creator through the approval chain to the final repository for the completed action.**

Goals

Immediate

- ▶ **Speed workflow—especially in hiring**
(eg: simultaneous access for all committee members & offices, automatic notifications of next people in workflow)
- ▶ **Improve procedural transparency** *(eg: approval chain is visible to users)*
- ▶ **Improve users' access to information**
(eg: status of a tenure file, facilities plans for hiring new faculty)

Immediate goals (*continued*)

- ▶ **Reduce errors** (*less transcription*)
- ▶ **Maintain confidentiality of personnel actions**
- ▶ **Go paperless, promote sustainability**

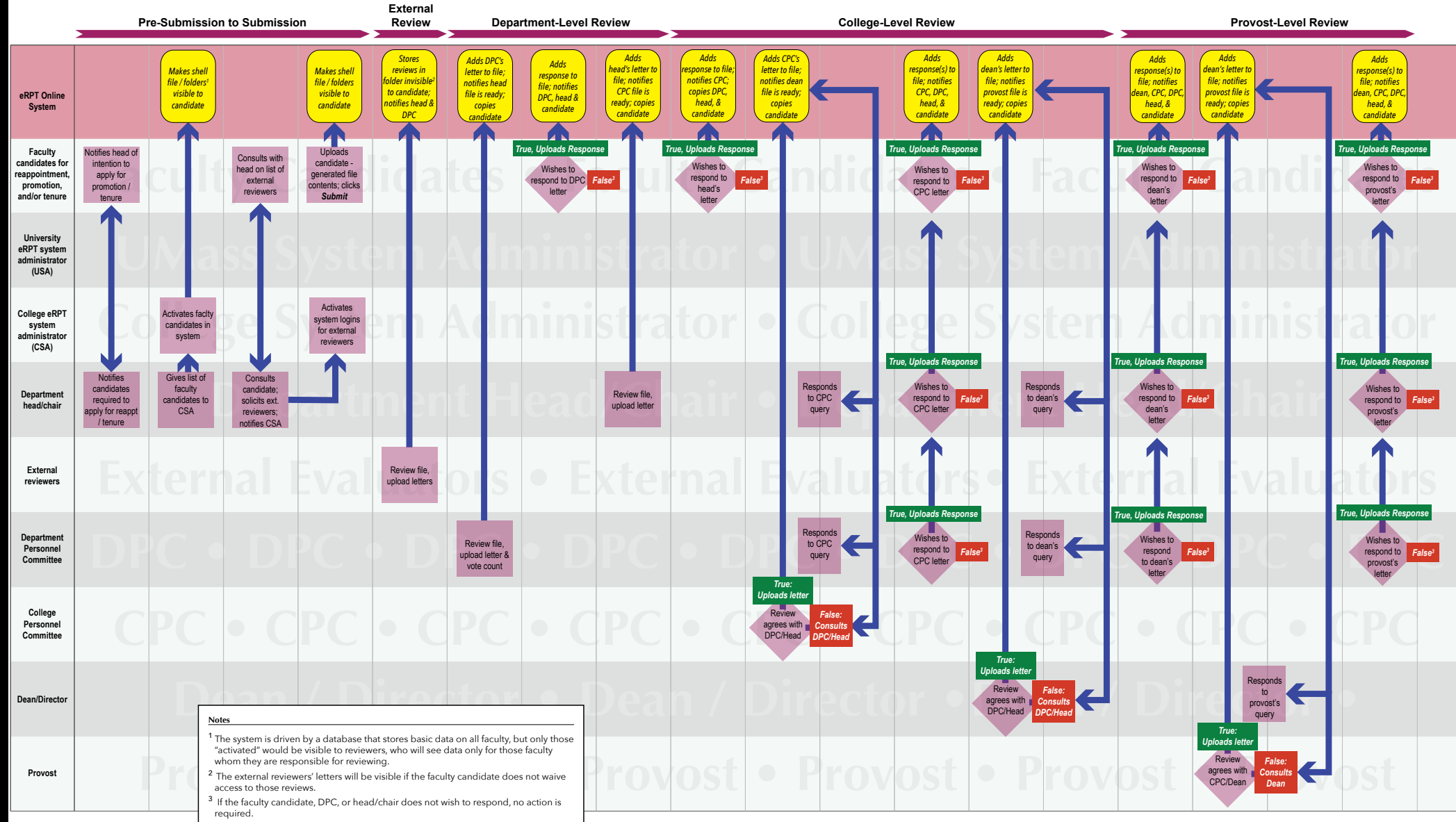
Long-term goals

- ▶ **Improve data access and analysis through data aggregation & custom reports** (*eg: How many of our top-ranked faculty candidates in all searches do we hire?*)
- ▶ **Integrate systems** (*Interview Exchange, PeopleSoft HR, EO&D*)
- ▶ **Create for each faculty member and librarian a permanent repository for professional work.**

Challenges

- ▶ **Legal: Compliance with the law, Trustee & Senate policies, and the UMass-MSP contract** (*eg: candidates' rights of response, enforcing waivers of access rights*)

UMass eRPT Workflow



Challenges *(continued)*

- ▶ **Technical: Accommodating differences across departments & colleges** *(eg: variable DPC composition, colleges without departments)*
- ▶ **Technical: Maintaining user flexibility in the system** *(eg: use of proxies)*
- ▶ **Technical: Decentralizing system administration** *(eg: extended authority to local staff)*

Challenges *(continued)*

- ▶ **Cultural: Accommodating different departments' implementation of requirements** *(eg: handling of external reviews in RPT cases)*
- ▶ **Cultural: Change**
- ▶ **Financial: Supporting faculty, staff & administrators as they learn the new system** *(eg: development by UMass IT, documentation & training)*

Where We Are

Spring 2013: Planning & development began with the Provost's Office's engaging UMass IT.

Spring & Summer 2015: Piloted first module, eRPT, with a few tenure cases, conducted focus groups and system introductions to get faculty/staff feedback.

Where we are (*continued*)

Fall/Winter 2015: Implemented APWS for:

- /// all faculty reappointment, promotion, tenure cases (*eRPT*)
- /// all TT faculty search requisitions
- /// all AFRs
- /// all sabbatical applications

Conducted dozens of group overview sessions, training sessions, faculty/staff focus groups, demonstrations, individual coaching sessions.

Where we are (*continued*)

Spring 2016: Getting user feedback and prioritizing bug fixes and usability enhancements

Where We're Headed

Spring 2016: Top priorities are refining the APWS interface and functionality:

- /// **download entire RPT file as a single PDF, even from multiple files and formats**
- /// **view major sections of an RPT file** (*eg: all external review letters, all UMass recommendations*) **in continuous preview within a window so the user doesn't have to open and close each file**

Where we're headed (*continued*)

- /// **simplify the external reviewer procedures in eRPT**
- /// **unclutter the interface**
- /// **provide more support documentation and training videos**
- /// **conduct more focus groups for faculty & staff to assess ongoing usability improvements**
- /// **provide a better print tool**

Where we're headed (*continued*)

Summer 2016:

- /// **Phases 2 & 3 of the Requisition & Hiring module** (*through offer letter and hand-off to HR and EO&D*)
- /// **Annual Report and Evaluation for Librarians** (*AREL*)
- /// **Integrate the AFR module** (*now mostly outside APWS*) **more seamlessly into APWS**
- /// **Continue focus groups & user testing**

Where we're headed (*continued*)

Fall 2016: New APWS modules or add-ons to existing modules:

- /// **Extension of Requisition & Hiring module to librarians & NTT faculty**
- /// **Extention of eRPT to promotions to Distinguished Professor & Named Chairs**
- /// **Applications for parental leave**
- /// **Applications for sick leave**
- /// **Applications for leave without pay**
- /// **Submission of sabbatical reports**

Spring, Summer & Fall 2017: Tentative planned improvements include

- /// **Extension of Requisition & Hiring module to staff**
- /// **Periodic Multi-Year Review of Faculty & Librarians (*PMYR*)**
- /// **Add module for review of administrators (*chairs/heads, deans*)**

Feedback & Questions Welcome