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HRIS for Public Organizations

TAIR Conference 2023

Tuesday 2:00 PM - 2/28/2023

Dr. Nicolas A. Valcik – Director, Effectiveness Analytics



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Introduction

- **Data is the Lifeblood of any Organization**
- **\$10 Millions per year lost due to poor quality data (Eckerson, 2002)**
- **Complexity of Human Resources Data as well as complexity of the culture and organization.**
- **Matching the correct HRIS Software can be difficult for any organization.**
- **Is Training and Support in the organization to utilize HRIS effectively?**



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Major Components of HRIS

- **Benefits Administration**
- **Complete Integration with Payroll**
- **Applicant Tracking with Resume Management**
- **Performance Development Plans**
- **Disciplinary Actions**



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HRIS Necessary Requirements

- **Public Organizations - What system is affordable and meets the organization's needs?**
- **Identifying Manpower Requirements**
- **Identifying Resources for the Organization**
- **Compliance with Federal and State Statutes**
- **Meeting Training Needs**



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Ways HRIS can Promote Diversity

- **Analytics – Monitors metrics**
- **Performance Reviews**
- **Recruiting Algorithms**
- **Blind Assessments**
- **Mentorships**



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Additional Uses of HRIS

- **Use the system to Track how Employees Spend Time to Start Goal Setting**
- **Crunch the Numbers to Set Realistic Goals**
- **Ask the Employee for their Feedback**
- **Monitor, Track and Adjust Goals**



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Potential Methods HRMS can Reduce Employee Turnover

- **Improve Employee Engagement**
- **Track Employee Goals, Performance and Recognition**
- **Understand Why Employees Leave**
- **Create a Positive Culture**
- **Recognize and Reward**
- **Offer Flexibility**
- **Career Development**
- **Conduct Surveys**



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HRIS and Non-Profit Organizations

- **Assessing Personnel Needs**
- **Recruiting Personnel**
- **Screening Personnel**
- **Selecting and Hiring Personnel**
- **Orienting new employees to the organization**
- **Deciding compensation issues**



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Non-Profits - Recruiting, Screening and Selecting Organization Work Force

- **Recruiting**
- **Screening and Selection**
- **Orienting Staff and Volunteers to the Organization**
- **Compensating the Organization's Employees and Volunteers**



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Ethics of Human Resources Data

- **Values and norms of the organization within context of state laws (e.g. WV)**
- **Salary of Public Employees – Public Information**
- **Protected Information**
- **Freedom of Information Requests**
- **Conflict of Interests for Board Members contending with Public and Non-Profit Organizations.**



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Case Study – Y2K or KMN

- **4 Digit Year Issue in Year 2000**
- **Software Conversion Migration Issues**
- **ADAbase and COBOL Obsolecent**
- **“Old Mainframe” to “New Mainframe” to “Oracle”**
- **Parent Organization wanted to do a Shared Service Model**
- **Problems with Shared Service Model**



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Evolution of HRIS

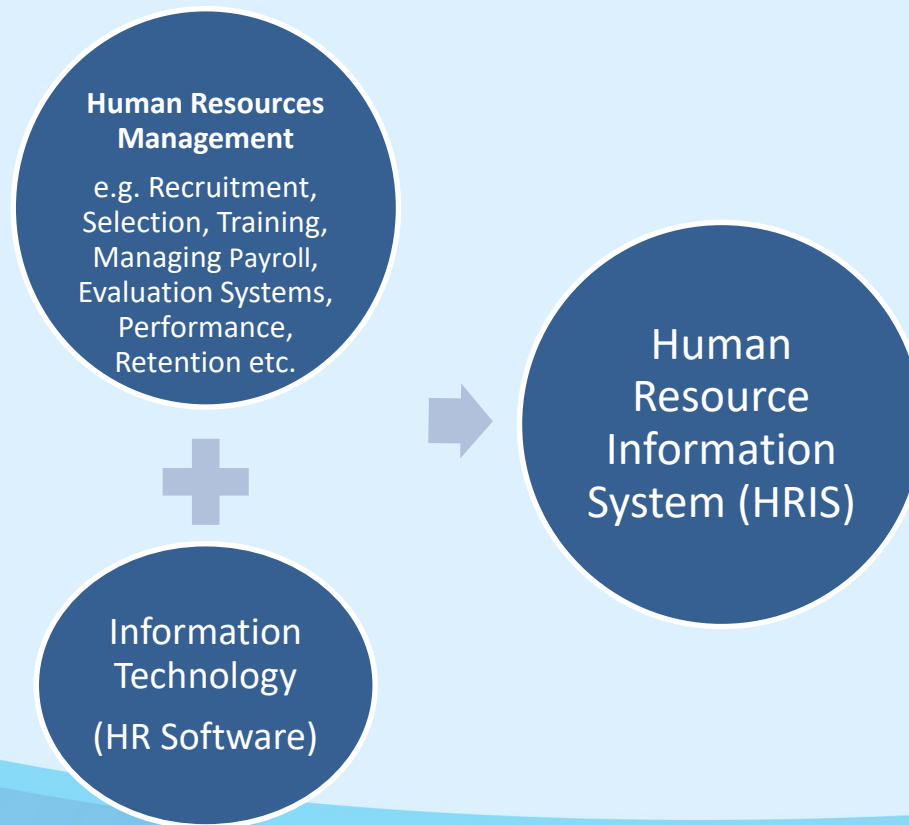
- **1914 – Paper Resumes**
- **WWII – File cabinet**
- **1945- 1960 – Merit Based Hiring System**
- **Human Resource Management (HRM) – 1960 – 1980 – Mainframe Computers**
- **HRIS – 1980 – 2000 – Enterprise Resource Management (ERP) – Functional Areas**
- **2000 – Current – Rise of Technology and Strategic Human Resources Management**



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Representation of HRIS





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HRIS Opportunities for Public Organizations

- **Planning and Projecting Future Trends**
- **Faster Processing and improves data accuracy**
- **Provides more data for decision making**
- **Adds the capability for more transparency for the organization**
- **Reduction of need for certain types of personnel**
- **Shortens time for producing reports for compliance for state and federal statutes**



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HRIS Challenges for Public Organizations

- **Multiple Goals – ambiguous goals difficult to implement**
- **Organizational Culture**
- **Budgetary Constraints**
- **In-House Expertise**
- **Diffusion of Innovation**
- **Data Security**



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HRIS Challenges for Public Organizations



Automation of HR Processes

Increased Efficiency,
Effectiveness and Reliability

Enhanced Quality and Service

Data availability for HR
planning and forecasting

Cost/Resource Constraints

Data Privacy

Data Security

HR Skillset





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Case Study: “Deadpool” in HRIS

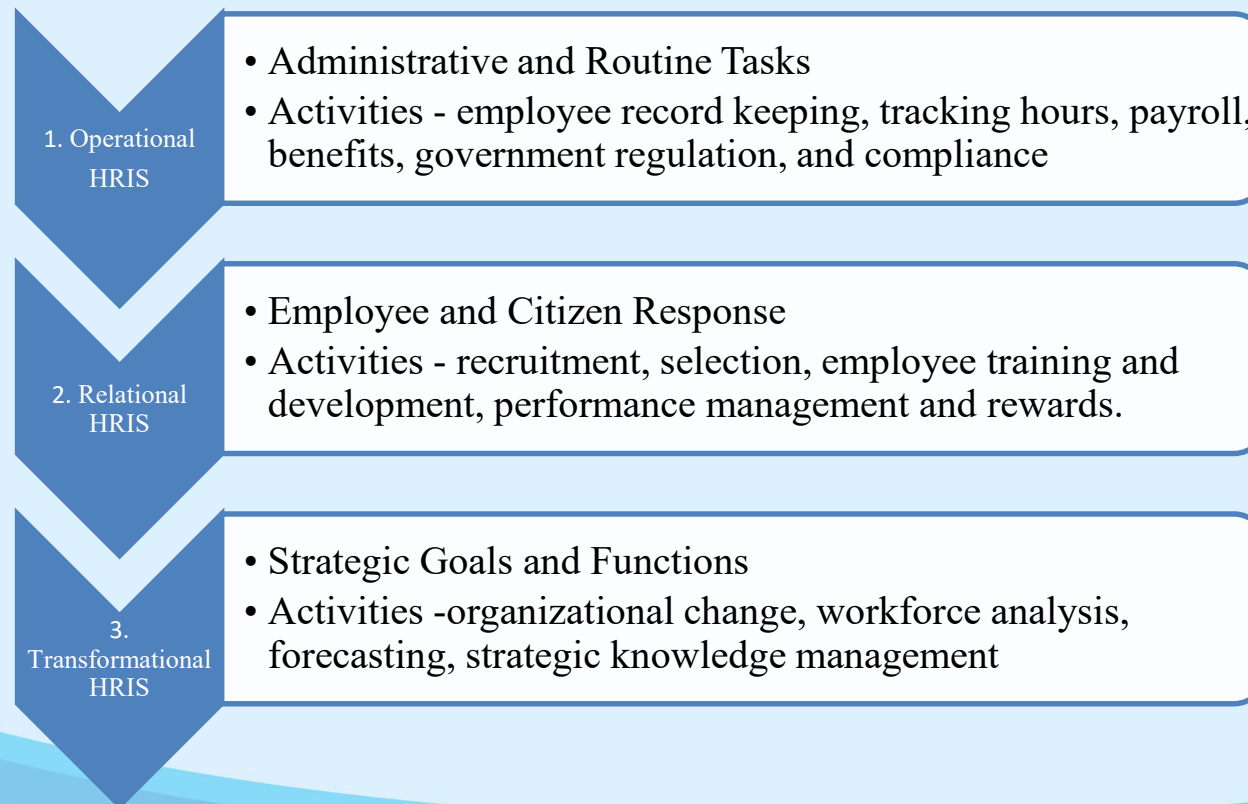
- **New HR Director – 5th in 2 ½ Years with no HRIS Experience**
- **New Employee was signed up for health benefits**
- **Spouse was not in system due to misplaced marriage certificate by HR department**
- **Spouse was not put in system properly**
- **Data Control Issues and Audit Issues**
- **Employee was “terminated” 7 times in HRIS**
- **Systematic Problem**



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HRIS Adoption





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Case Study: The Big Database that “Couldn’t”

- **HRIS is supposed to do resumes and statistical analysis for allocation and hiring**
- **HRIS is expensive and manpower intensive**
- **Epically failed in producing statistical results**
- **Hired a technical person to “fix” the issue**
- **Designed system in Filemaker Pro for \$300 to replace a multimillion dollar HRIS function**
- **Political ramifications**
- **Data from the Filemaker Pro application fed accurate statistics to the CEO**

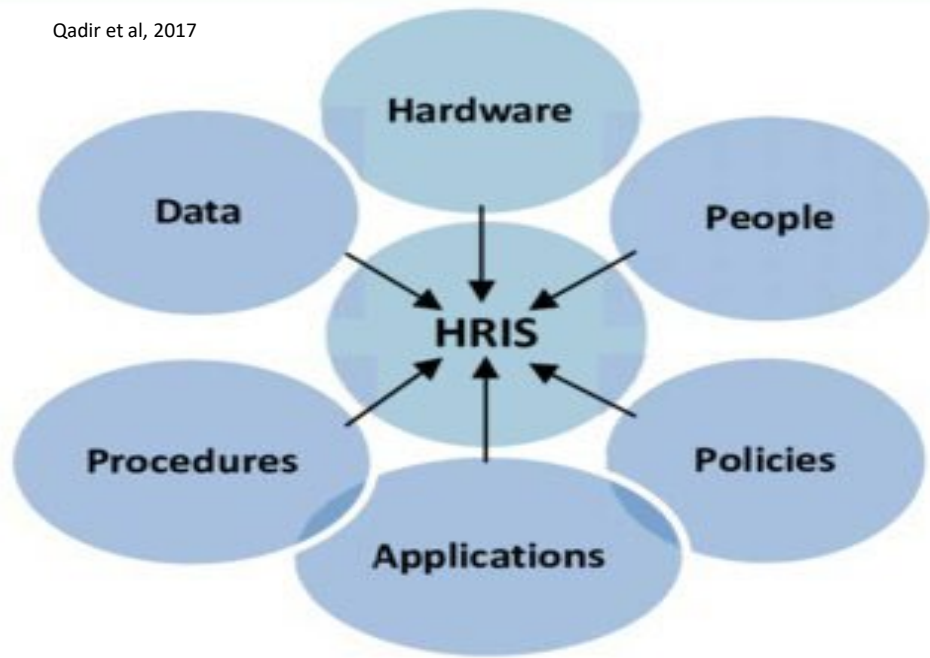


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Architecture of HRIS - Mainframes

Qadir et al, 2017



```

1 - Default
File Edit Transfer Fonts Options Macro View Window Help
[Icons] PA1 PA2 PA3 ENT CLR

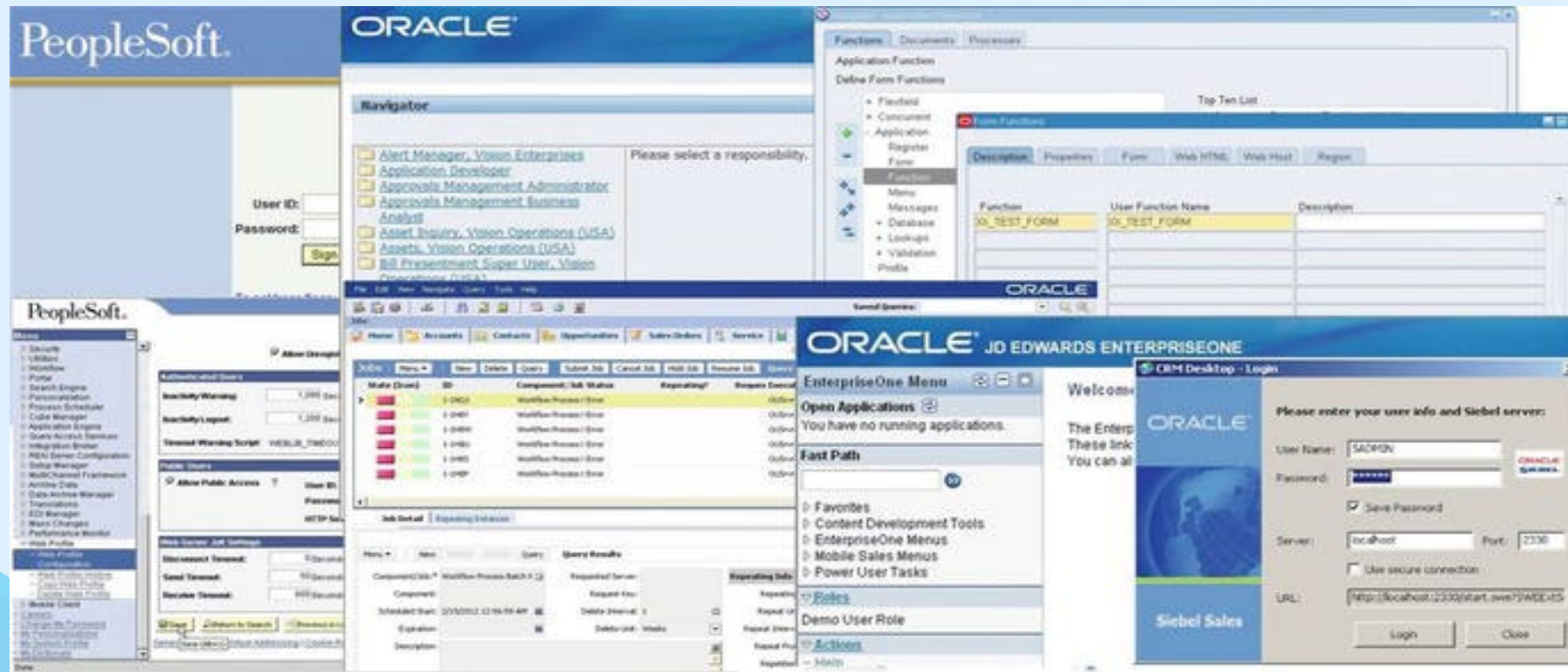
File Edit Confirm Menu Utilities Compilers Test Help
-----
EDIT      A156.RESEARCH.LR.SOURC1(CBMR6ST1) - 01.13      Columns 00001 00072
*****  ***** Top of Data *****
==MSG> -Warning- The UNDO command is not available until you change
==MSG>          your edit profile using the command RECOVERY ON.
000001 //UTDT310A JOB A156-0000,'EOS UPDT EXTRACT',MSGCLASS=A,MSGLEVEL=(1,1),
000002 //          CLASS=A
000003 //*****
000004 //* THE UNIVERSITY OF TEXAS AT DALLAS
000005 //* OFFICE OF STRATEGIC PLANNING AND ANALYSIS
000006 //*
000007 //* LIBRARY:          A156.RESEARCH.LR.SOURC1
000008 //* MEMBER:          CBMR6ST1
000009 //*          (REPLACES JOBCB610 AND JOBCB611)
000010 //*
000011 //* PURPOSE:          CREATE END OF SEMESTER UPDATED STUDENT EXTRACT AND
000012 //*          END OF SEMESTER CBM006 STUDENT MASTER EXTRACT.
000013 //*          ALSO PRODUCE REPORT OF SSN MISMATCHES BETWEEN
000014 //*          CENSUS DAY AND END OF SEMESTER.
000015 //*
000016 //* PREREQUISITES: SISR9502 AND SISH9647
Command ==>
F1=Help      F3=Exit      F5=RFind     F6=Rchange   F12=Cancel
-----
1 Sess-1     129.110.103.2      23/15
  
```



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Architecture of HRIS – Server Based





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Architecture of HRIS – Cloud Based

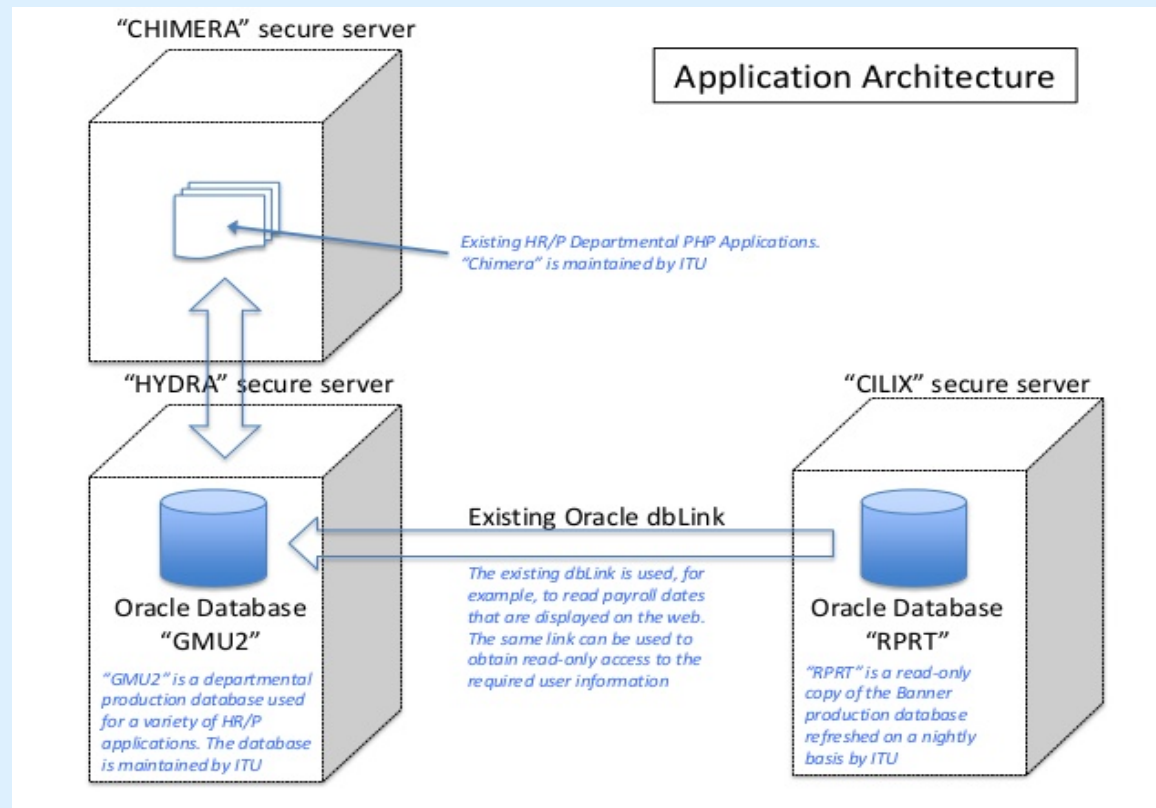




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Architecture of HRIS – Data Warehouse





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Case Study: Failure to Launch

- **Public Organization Expanding the Data Warehouse**
- **Original Design was Incorrect**
- **Consultant and VP with no HRIS Experience hired by the President to be a Project Manager**
- **Project then Failed under their direction with no accountability**



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Case Study: “Houston, we have a problem.”

- **Old mainframe interface**
- **Greenbar Paper was encouraged – not electronic files**
- **Historical files kept on “tape” and had to be “mounted” to the mainframe for use**
- **Resistant to change by existing programmers and culture in IT**
- **Adoption of TSO and IBM DB2 Relational table structure alleviated issues**



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Application of HRIS in Public Organizations

- **Payroll**
- **Benefits – Sick Time, Vacation Time, Health and Retirement**
- **Compliance Data (EEO etc.)**
- **Federal and State Reports**
- **Operational Reports**
- **Recruitment and Retention**
- **Employee Interface**



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Case Study: “How much money is this going to take?”

- **Why are salaries increasing in spite of a freeze on raises?**
- **Payroll projection**
- **Analysis of the data**
- **Promotions are used to get around the freeze on salary increases.**
- **99.8% accuracy rate on the payroll projection.**



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Public and Non-Profit Organizations versus Private Industry Needs

- **Compliance Reporting**
- **Benefits**
- **Public versus Private Pension Plans**
- **Types of Employees**
- **Performance Management**
- **Time and Absence Management**
- **Training Management**
- **Civil Service**



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Case Study: “SOCS are A.O.K.”

- **Public University going through conversion to new HRIS platform**
- **EEOC Codes are being replaced with SOC Codes for IPEDS HR Report**
- **Report is compliance for IPEDS used for Federal Title IV funding**
- **HR staff had to input new SOC Codes into the system after it had been determined what EEOC Code corresponded to the new SOC Code.**



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The Theory of how HRIS Should Work

- **What Data Entry Controls Should be in Place?**
- **What do Organizations Gain from Using HRIS?**
- **Automated Onboarding**
- **E-Signatures**
- **Time Management**
- **Employee Self – Service**
- **Cost Savings with HRIS**
- **HRIS and Employee Empowerment**



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Case Study: Paper, Rock, Scissors

- **New HRIS requires business processes within the organization.**
- **HRIS did not work as the vendor stated in the sales pitch.**
- **HRIS implementation was a disaster and did not accomplish the goals set forth by the organization.**
- **Reporting off of the new HRIS became extremely expensive and labor intensive.**
- **Self service for employees created a number of data integrity issues since there were no controls.**



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The Functional Areas Utilizing HRIS in a Public Organization

- **Human Resources**
- **Payroll**
- **Strategic Planning / Reporting**
- **Veterans**
- **Social Justice/Diversity**
- **Budget and Finance**
- **Information Technology**
- **Provost or Vice Chancellor (Higher Education Institution)**
- **Supervisors**
- **Administrative Assistants**



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Case Study: Some of our Faculty are Missing

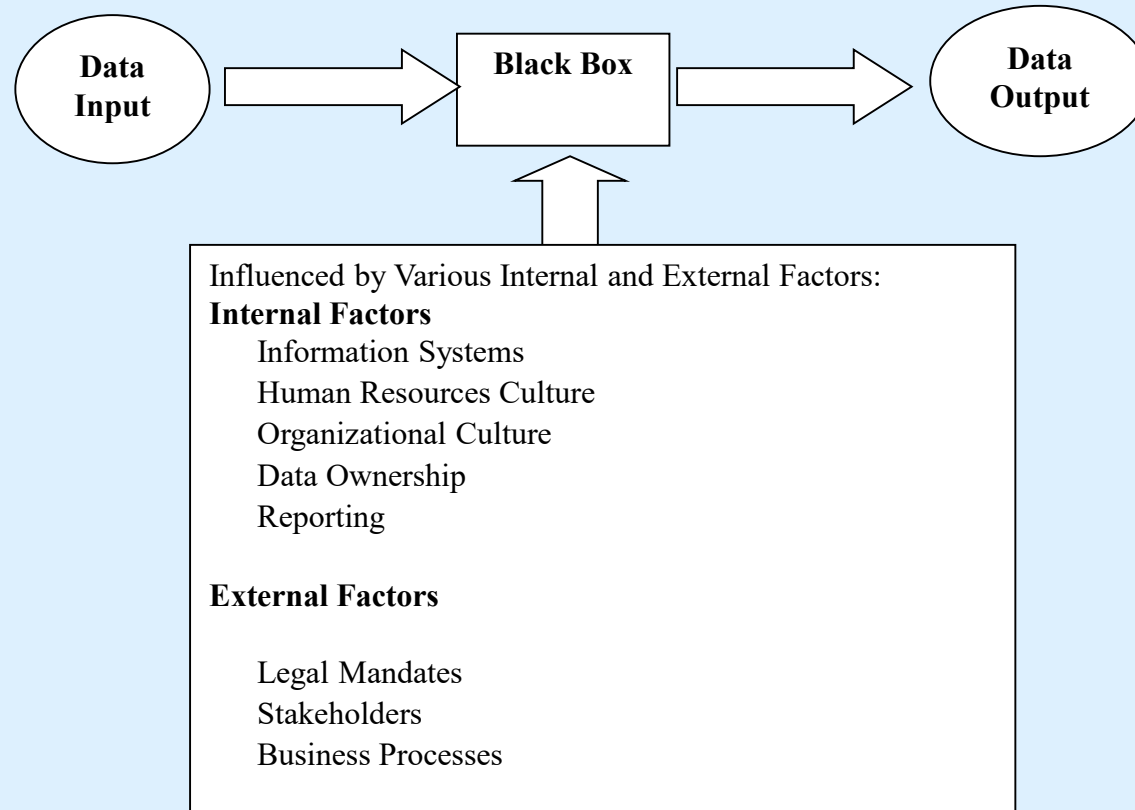
- **Flagship state university was a Carnegie R2 research institution based on their reporting to the federal government.**
- **Faculty improperly coded in HRIS and were therefore incorrectly reported to the federal government.**
- **IPEDS HR Report was then correctly reported.**
- **Result was that the institution became an Carnegie R1 research institution.**
- **Previous incorrect reporting potentially cost the institution millions of dollars since the institution was misclassified.**



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Barriers to Good Quality Personnel Data





Case Study: X Marks the Spot

- **Public organization wanted to use GIS to map all employees residences to interoperate with the host city.**
- **Largest employer in the city which impacts infrastructure in the city.**
- **Problem: inaccurate or missing addresses in HRIS for employees.**
- **Remote work impacts this type of analysis dramatically.**
- **Satellite photo did not have the most recent roadways and addresses locked into the file.**
- **Only 75% of the employees could be mapped down.**



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The Costs of HRIS and Dangers of Migration of HRIS Data

- **Costs of HRIS**
- **Assessment of HRIS Migration Costs**
- **Creating a Viable Plan for Migration of Data, Functionality and Reporting**
- **Additional Software Packages Plan for Integration**
- **Additional Issues with Consultants and Independent Contractors**



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Case Study: “We Need a Bigger Boat!”

- **Public organization migrated from a mainframe to a server based HRIS platform under the auspice of a parent organization.**
- **Consultants were brought in by the parent organization who had no experience building state and federal reports for this type of public organization.**
- **The public organization had previously already began a migration to another HRIS platform vendor and spent between \$10 million to \$20 million dollars. The new platform was being touted as a “cost saving measure.”**
- **No buy in from stakeholders by new vendor.**
- **Salaries were incorrect for many employees, health care coverage was incorrectly dropped in others.**
- **Risk of litigation and credibility for the public organization increased dramatically.**



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Higher Education Specific HR Issues

- **What is a Full-Time Employee?**
- **Unions in Higher Education Institutions.**
- **Command and control issues for more than one department (e.g. faculty information).**
- **Faculty Tenure status – Post Tenure Review, Faculty Workload, Faculty Contracts, Administrative Appointments for Tenured faculty.**
- **Other nuances – paid from what account?**
- **Length of contracts**
- **Multiple Institutions, Schools or Departments**
- **Self Reported Data**



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Case Study: How Many Faculty Do we have?

- **Faculty are tracked in three different databases at the institution – none of them match!**
- **The President would really like to know how many faculty there are at the institution.**
- **Tenure status is not accurate for many faculty members.**
- **All three systems are siloed and do not “talk” to one another.**
- **Datawarehouse was using operational data.**
- **PeopleSoft is designated as the system of record.**



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What are Trends in HRIS?

- **Interfacing with HR Services (e.g. training, self-reporting etc.)**
- **Prices will continue to exponentially increase for HRIS platforms.**
- **Cloud based systems.**
- **Cybersecurity will increasingly become a bigger issue in the future.**
- **Outsourcing**
- **Shared Services**



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Case Study: Carry on my Wayward Son

- **Highly sought after applicant applies with Public Organization**
- **Public Organization loses applicant's application materials.**
- **Delayed hiring process of applicant and the manager did not know what was going on with the process.**
- **Applicant had to reapply a second time since the job had been closed by HR.**
- **Instead of uploading the transcripts, HR asked the applicant to email the transcripts to them directly.**
- **How many other applicants were potentially rejected due to HRIS not being able to see the applicant's materials?**



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Questions?



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End of Presentation