

Shared Service Centers - Business Processes Survey











1. I am currently:

		Response Percent	Response Count
Non-Exempt Staff		37.6%	59
Exempt Staff		44.6%	70
Faculty		15.3%	24
Other (please specify)		2.5%	4
		answered question	157
		skipped question	3




2. I have been at UMBC for:

		Response Percent	Response Count
Less than one year		5.7%	9
1-5 Years		20.9%	33
6-10 years		30.4%	48
11-20 Years		23.4%	37
21+ Years		19.6%	31
		answered question	158
		skipped question	2

3. Please select the college/department that best describes where you work or report to:

		Response Percent	Response Count
College of Arts, Humanities and Social Sciences (CAHSS)		24.4%	38
College of Engineering and Information Technology (COEIT)		5.8%	9
College of Natural and Mathematical Sciences (CNMS)		8.3%	13
Academic Affairs Other Units (AAOU)		10.9%	17
Administration and Finance		22.4%	35
Student Affairs		7.1%	11
Research Center		1.9%	3
Erickson School		0.0%	0
Other (please specify)		19.2%	30
		answered question	156
		skipped question	4

4. Do you have responsibility for or knowledge of hiring tasks?

		Response Percent	Response Count
Yes		62.0%	98
No		29.7%	47
Maybe		8.2%	13
		answered question	158
		skipped question	2




5. Please rank (where 1=highest and 7=lowest) the order of importance of the following “quick hit” recommendations (implementation of 3 months or less). If one of the selections below is not part of your responsibilities, please skip it.

	1	2	3	4	5	6	7	Rating Average	Rating Count
Post guidelines on record retention for hiring documents	6.9% (4)	5.2% (3)	10.3% (6)	10.3% (6)	20.7% (12)	24.1% (14)	22.4% (13)	4.95	58
Appoint HR departmental liaisons	19.7% (12)	11.5% (7)	19.7% (12)	19.7% (12)	18.0% (11)	9.8% (6)	1.6% (1)	3.41	61
Develop HR liaison training and hiring workshops	17.9% (10)	14.3% (8)	10.7% (6)	17.9% (10)	23.2% (13)	7.1% (4)	8.9% (5)	3.71	56
Evaluate (and reduce) approval signatures required	20.0% (13)	13.8% (9)	16.9% (11)	12.3% (8)	15.4% (10)	13.8% (9)	7.7% (5)	3.62	65
Communication Plan (Improve two-way communication between HR and Departments)	16.9% (10)	25.4% (15)	22.0% (13)	8.5% (5)	15.3% (9)	8.5% (5)	3.4% (2)	3.19	59
Develop and provide HR checklists for all major hiring tasks	26.6% (17)	29.7% (19)	14.1% (9)	17.2% (11)	3.1% (2)	9.4% (6)	0.0% (0)	2.69	64
Notify departments of existing institutional ad subscriptions (e.g. higheredjobs.com, HERC - Higher Education Recruitment Consortium)	3.3% (2)	3.3% (2)	6.6% (4)	11.5% (7)	3.3% (2)	23.0% (14)	49.2% (30)	5.74	61
answered question									76
skipped question									84




6. Please rank (where 1=highest and 7=lowest) the order of importance of the following “long term” recommendations (implementation of more than 3 months).If one of the selections below is not part of your responsibilities, please skip it.

	1	2	3	4	5	Rating Average	Rating Count
Develop internal departmental checklists for hiring and on-boarding tasks	36.5% (23)	14.3% (9)	22.2% (14)	11.1% (7)	15.9% (10)	2.56	63
Hire additional classification/comp staff member	21.4% (12)	17.9% (10)	17.9% (10)	19.6% (11)	23.2% (13)	3.05	56
Develop & implement an electronic workflow system	25.9% (15)	27.6% (16)	34.5% (20)	10.3% (6)	1.7% (1)	2.34	58
Develop & implement an electronic applicant system/portal	23.3% (14)	35.0% (21)	13.3% (8)	23.3% (14)	5.0% (3)	2.52	60
Develop a document storage plan (e.g. BOX.com)	3.3% (2)	6.7% (4)	11.7% (7)	31.7% (19)	46.7% (28)	4.12	60
answered question							74
skipped question							86

7. Please list any additional areas in the hiring process that you would recommend improving that are not listed above.

		Response Percent	Response Count
1.		100.0%	15
2.		46.7%	7
3.		6.7%	1
4.		0.0%	0
5.		0.0%	0
		answered question	15
		skipped question	145

8. Do you have responsibility for or knowledge of payroll tasks?

		Response Percent	Response Count
Yes		46.0%	64
No		48.9%	68
Maybe		5.0%	7
		answered question	139
		skipped question	21






9. Please rank (where 1=highest and 7=lowest) the order of importance of the following “quick hit” recommendations (implementation of 3 months or less). If one of the selections below is not part of your responsibilities, please skip it.

	1	2	3	Rating Average	Rating Count
Create a “who to contact for what” guide	53.1% (26)	28.6% (14)	18.4% (9)	1.65	49
Develop glossary of reports – explaining purpose of each report	21.3% (10)	48.9% (23)	29.8% (14)	2.09	47
Reduce action/ reasons for change PAR	35.7% (15)	21.4% (9)	42.9% (18)	2.07	42
answered question					54
skipped question					106




10. Please rank (where 1=highest and 7=lowest) the order of importance of the following “long term” recommendations (implementation of more than 3 months).If one of the selections below is not part of your responsibilities, please skip it.

	1	2	3	4	5	6	Rating Average	Rating Count
Develop & implement electronic timesheets	63.8% (30)	10.6% (5)	8.5% (4)	4.3% (2)	8.5% (4)	4.3% (2)	1.96	47
Develop & implement electronic change PAR	17.5% (7)	32.5% (13)	22.5% (9)	12.5% (5)	10.0% (4)	5.0% (2)	2.80	40
Eliminate default carry-forward of prior chartstring; DBE verification required prior to pay for all new hires	5.7% (2)	8.6% (3)	17.1% (6)	8.6% (3)	20.0% (7)	40.0% (14)	4.49	35
Develop & implement E-forms	4.8% (2)	28.6% (12)	21.4% (9)	26.2% (11)	19.0% (8)	0.0% (0)	3.26	42
Automate processing of I-9, W-4, & NRA forms	19.5% (8)	12.2% (5)	12.2% (5)	29.3% (12)	19.5% (8)	7.3% (3)	3.39	41
Standardize payroll communication methods	2.3% (1)	15.9% (7)	18.2% (8)	18.2% (8)	13.6% (6)	31.8% (14)	4.20	44
answered question								52
skipped question								108

11. Please list any additional areas in the payroll process that you would recommend improving that are not listed above.

		Response Percent	Response Count
1.		100.0%	6
2.		83.3%	5
3.		16.7%	1
4.		16.7%	1
5.		16.7%	1
		answered question	6
		skipped question	154

12. Do you have responsibility for or knowledge of accounts payable tasks?

		Response Percent	Response Count
Yes		41.7%	55
No		48.5%	64
Maybe		9.8%	13
		answered question	132
		skipped question	28





13. Please rank (where 1=highest and 7=lowest) the order of importance of the following “quick hit” recommendations (implementation of 3 months or less). If one of the selections below is not part of your responsibilities, please skip it.

	1	2	3	4	5	Rating Average	Rating Count
Encourage & increase vendor EFT sign-up	8.8% (3)	5.9% (2)	17.6% (6)	41.2% (14)	26.5% (9)	3.71	34
Develop AP Checklist for forms/paperwork requirements & explain potential audit consequences	61.0% (25)	17.1% (7)	17.1% (7)	0.0% (0)	4.9% (2)	1.71	41
Communication Plan (Improve two-way communication between AP and Departments)	27.5% (11)	40.0% (16)	22.5% (9)	5.0% (2)	5.0% (2)	2.20	40
Develop and deliver refresher training	12.8% (5)	30.8% (12)	30.8% (12)	12.8% (5)	12.8% (5)	2.82	39
Update PO to make AP address more prominent	5.7% (2)	5.7% (2)	5.7% (2)	37.1% (13)	45.7% (16)	4.11	35
answered question							46
skipped question							114

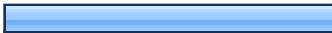


14. Please rank (where 1=highest and 7=lowest) the order of importance of the following “long term” recommendations (implementation of more than 3 months). If one of the selections below is not part of your responsibilities, please skip it.

	1	2	3	4	5	6	7	8	Rating Average	Response Count
Develop on-line forms (e.g. Travel expense form)	44.4% (20)	20.0% (9)	15.6% (7)	4.4% (2)	11.1% (5)	0.0% (0)	2.2% (1)	2.2% (1)	2.38	
Develop & implement work flow (preferably electronic) for travel/misc and payment request	14.3% (6)	50.0% (21)	14.3% (6)	14.3% (6)	0.0% (0)	4.8% (2)	2.4% (1)	0.0% (0)	2.60	
Update Financial Services website	9.3% (4)	7.0% (3)	30.2% (13)	16.3% (7)	9.3% (4)	18.6% (8)	2.3% (1)	7.0% (3)	4.09	
Provide examples of proper documentation on website	12.2% (5)	2.4% (1)	17.1% (7)	34.1% (14)	12.2% (5)	9.8% (4)	12.2% (5)	0.0% (0)	4.10	
Develop/update centralized policy and procedure bank (to include effective dates)	2.7% (1)	10.8% (4)	8.1% (3)	10.8% (4)	35.1% (13)	16.2% (6)	13.5% (5)	2.7% (1)	4.81	
Develop intranet site to encourage interdepartmental communication	2.9% (1)	2.9% (1)	2.9% (1)	2.9% (1)	14.3% (5)	25.7% (9)	31.4% (11)	17.1% (6)	6.11	
Research possible expanded use of UMBC travel cards	5.7% (2)	2.9% (1)	2.9% (1)	14.3% (5)	8.6% (3)	14.3% (5)	14.3% (5)	37.1% (13)	6.03	
Implement Shared Services Centers	23.7% (9)	10.5% (4)	13.2% (5)	7.9% (3)	2.6% (1)	5.3% (2)	10.5% (4)	26.3% (10)	4.45	
answered question										
skipped question										

15. Please list any additional areas in the accounts payable process that you would recommend improving that are not listed above.

		Response Percent	Response Count
1.		100.0%	3
2.		66.7%	2
3.		33.3%	1
4.		33.3%	1
5.		0.0%	0
		answered question	3
		skipped question	157

16. Do you have responsibility for or knowledge of procurement tasks?

		Response Percent	Response Count
Yes		49.2%	64
No		43.1%	56
Maybe		7.7%	10
		answered question	130
		skipped question	30



17. Please rank (where 1=highest and 7=lowest) the order of importance of the following “quick hit” recommendations (implementation of 3 months or less). If one of the selections below is not part of your responsibilities, please skip it.

	1	2	3	4	Rating Average	Rating Count
Develop mentor lists	10.3% (4)	28.2% (11)	30.8% (12)	30.8% (12)	2.82	39
Develop quick reference guides	56.5% (26)	32.6% (15)	8.7% (4)	2.2% (1)	1.57	46
Require electronic documentation	34.7% (17)	28.6% (14)	32.7% (16)	4.1% (2)	2.06	49
Develop acronym dictionary	6.8% (3)	11.4% (5)	27.3% (12)	54.5% (24)	3.30	44
answered question						52
skipped question						108

18. Please rank (where 1=highest and 7=lowest) the order of importance of the following “long term” recommendations (implementation of more than 3 months).If one of the selections below is not part of your responsibilities, please skip it.

	1	2	3	4	5	6	Rating Average	Rating Count
Create a “who to contact for what” guide and improve training	33.3% (16)	8.3% (4)	10.4% (5)	20.8% (10)	12.5% (6)	14.6% (7)	3.15	48
Develop and implement workflow	28.6% (12)	11.9% (5)	11.9% (5)	16.7% (7)	23.8% (10)	7.1% (3)	3.17	42
Enable requisition chartstring edit check	16.2% (6)	24.3% (9)	13.5% (5)	21.6% (8)	16.2% (6)	8.1% (3)	3.22	37
Improve electronic communication between end-users, approvers, and procurement	19.5% (8)	29.3% (12)	17.1% (7)	12.2% (5)	17.1% (7)	4.9% (2)	2.93	41
Expand usage of master contracts and notify departments of existing contracts	0.0% (0)	24.3% (9)	16.2% (6)	10.8% (4)	13.5% (5)	35.1% (13)	4.19	37
Automate closing of POs and liquidating of encumbrances	17.9% (7)	15.4% (6)	35.9% (14)	10.3% (4)	5.1% (2)	15.4% (6)	3.15	39
answered question								50
skipped question								110

19. Please list any additional areas in the procurement process that you would recommend improving that are not listed above.

		Response Percent	Response Count
1.		100.0%	8
2.		25.0%	2
3.		0.0%	0
4.		0.0%	0
5.		0.0%	0
answered question			8
skipped question			152

20. Please list any of the above recommendations that you feel are not necessary.

	Response Count
	9
answered question	9
skipped question	151

21. Please provide us with any additional questions and/or comments you may have:

	Response Count
	19
answered question	19
skipped question	141