

**Administration Innovation and Planning -  
Process Improvement Summary 3/21/24.**

**Project:** ASU I-9 Review and Optimization Team

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**Problem  
Statement:**

An I-9 is a federal requirement for employers to identify and verify all employees' eligibility to work in the United States. This physical document inspection process requires action by both the employee and the employer. Section 1 must be completed by the end of the first day of employment and section 2 within three days of the employee's start date to meet compliance requirements.

Presently, except for ten schools, colleges, and divisions supported by the Administrative Service Unit (ASU), each area is solely responsible for conducting (re)verification checks of onboarding employees and for compliance with federal requirements. In 2022, ASU had 1,468 transactions, Extension 365 of those transactions, that would have triggered an I-9 action. Based on the data, for all of campus, 43,459 verification checks would have been completed involving 28,554 unique employees, with student-employees accounting for 69% of transactions, and 5 S/C/D representing 56% of the total transaction volume.

~400 I-9 Coordinators across campus routinely navigate a range of challenging circumstances such as guiding students in retrieving documents left safely at home, mass student hires, engaging proxies to physically inspect documents for out-of-state hires, and internal pressures including urgency to fill positions and retroactive notice of hires.

As an early experience in the employee lifecycle, many I-9 Coordinators go to great lengths to ensure the I-9 experience is seamless, inclusive, and welcoming. Timeliness is paramount as, in cases of non-compliance, new employees must be terminated and rehired. This is burdensome for both parties.

The I-9 process can be complicated and onerous as data currently resides in ~10 systems. UW-Madison is exploring what needs to occur to move to the USCIS verification tool, E-Verify. By using E-Verify, UW-Madison would become eligible to offer STEM/OPT visa extensions to foreign student workers. It would also allow us to opt-in to the Department of Homeland Security pilot to conduct virtual inspection of documents, decreasing the necessity of locating proxies.

**Project Goals:**

The goal of this project was to review and optimize ASU's I-9 process to minimize handoffs, create consistency, and understand customer service needs, expectations, and opportunities in preparation for the transition to Workday.

The project allowed staff to further expand their continuous improvement toolkit, skills, and mindset, and it aligned with ASU's values of focusing on stakeholders and embracing change and innovation.

**Implementation Overview:**

In February 2023, ASU launched this project to assess their performance, related to I9s, and look for opportunities for continuous improvement. The team partnered with a process improvement practitioner from Administration Innovation and Planning (AIP) to guide review and optimization efforts.

This work came on the tails of prior continuous improvement by ASU. In September of 2022, ASU moved their I-9 coordination to a dedicated resource.

The team's work included process mapping, Voice of Customer feedback, training and policy review, data analysis, root cause analysis, development of recommendations for improvements, small-scale pilots in partnership with UW-Extension, and post-implementation assessment. It utilized an iterative framework, Plan-Do-Check-Act (PDCA).

Recommendations were piloted with UW-Extension:

1. Proactively raise parent/prospective student-employee awareness of the need to show physical, original, unexpired documents upon hire.
  - Action: Mandate I-9 information and links to be included on every student job posting under institutional statements.
2. Train and guide Hiring Managers and Supervisors.
  - Action: Update Hiring Manager training for UW-Extension to include details on the I-9 process, why it's important, consequences of non-compliance, etc.
3. Build awareness for I-9 Coordinators, HR Generalists, and Hiring Managers making hires that reside outside of Dane County on how to ensure a quality onboarding experience.
  - Action: Incorporate information on providing advanced notice to whoever is coordinating I-9s.
4. Deploy scheduling and reminder tools.
  - Action: Request UW-Extension Hiring Managers to add completion of Section 1 to employee first-day schedule.
  - Action: Request UW-Extension Hiring Managers to add one hour sometime between days 1-3 to complete section 2.
  - Action: Include the Hiring Manager in all NEO communications.
5. Reinforce requirements in messaging to student employees.
  - Action: Student employee welcome email: Adjust student employees' welcome email to get a better response.
6. Avoid retro-termining student appointments.
  - Action: Have a dedicated resource/team responsible for monitoring concurrent appointments.
  - Action: Expand proactively entering end dates for student hourlies.
7. Establish consequences for non-compliance.
  - Action: Communicate requirements of I-9 compliance to hiring managers that students will terminate if section 1 is not completed by the first day of employment.
  - Action: Expand proactively entering end dates for student hourlies.

<b>Project Status:</b>	<p>6-month post-implementation SME feedback and quantitative data, based on UW-Extension pilots, show improvements to employee experience.</p> <ul style="list-style-type: none"><li>• Students receive more advanced notice of the need to possess their documents and are active partners in validating and terminating concurrent appointments.</li><li>• Educating Hiring Managers, both in Dane County and across the state, helped them understand the importance of compliance with the federal mandate, better communicate and plan student start dates, and navigate the student hiring platform.</li><li>• HR Generalists pay special attention to the location of the hire and concurrent appointments, resulting in a seamless collaboration.</li><li>• Use of Doodle, a campus-supported tool for self-service scheduling, has alleviated the need for ASU's I-9 Coordinator to have multiple email exchanges with each hire, reducing end-to-end processing time and opportunities for scheduling errors.</li></ul> <p>The project formally closes with delivery of this summary. ASU is scaling improvements within the unit and continues to monitor process performance and for opportunities for improvement.</p>
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