



# **HR Redesign Senior Advisory Group Meeting**

**February 15, 2008**

**John Duhamel HR Redesign Transition  
Manager**

# Overview of Today's Meeting

- Lunch and Introductions
- Objectives
  - Discuss resources available to the redesign
  - Review Redesign accomplishments to date
  - Review the results of the Student Recruitment Process Redesign
  - Review of organizational goals/assumptions
  - Discuss the early transition of Payroll/Personnel
  - Review the HR Customer Survey
- Present ideas for next meeting

## Available Resources for Redesign

- Resources are limited
- Data point: Student Recruitment Redesign took 1 week – 15 people
- Student Recruitment implementation is time consuming
- Training for the new organization being done with in-house resources
- Make decisions with fewer people – reduce drain on resources?
- Utilizing two UA classes: BA 467 and PADM 624

# Accomplishments (Page 1)

## Program Start

Hired a Transition Manager to facilitate the program

Formed a Steering Committee to give the program “Strategic Direction”

Formed a Senior Advisory Group to give the customer a voice in the program

Formed a Communications Committee to help get the word out on program events

Built a program Charter and established “Charter Principals” to guide the program

Built a Communications Plan and communication tools to implement that plan

Formulated initial program requirements and assumptions

Built a 4 phased approach to Redesign HR

Built a Redesign Web Site as a central location for program documents

Built a tentative “Time Line” to gage the program progress

## Accomplishments (Page 2)

### Discovery Phase

Interviewed (one on one) every HR professional in UAF, SW and GI

Identified all the HR processes through these interviews

Prioritized HR Processes through the use of working groups, the senior advisory group and HR feedback

Conducted a Supplier – Input – Process – Output – Customer (SIPOC) analysis of every key HR process

Formed several working groups and mapped each key HR process

Documented each key process in a written “swim lane” diagram

Utilized working groups to identify the current “as is” state of all key HR processes (identifying problems and customer complaints)

Conducted a Workload Study to track the time spent on HR processes

Analyzed the Workload Study to determine staff shortages and process inconsistencies/shortfalls – Published Results

Completed a personnel inventory of all HR personnel to include PPAs and inventoried customers they support

Discovery Phase was completed in October of 2007

# Accomplishments (Page 3)

## Redesign Phase

Formed an Organizational Redesign working group

Developed many assumptions and goals of the redesigned organization

Drafted several options of an HR organizational structure

Communicated organizational concepts to committees and working groups

Adjusted organizational concept to meet recommended improvements

Identified candidates of early transition to the new concept organization

Coordinated efforts to transition Payroll Personnel to the new organization

Completed the first step in transitioning Payroll and Personnel for UAF and SW

Initiated a training program (including all HR personnel from SW, UAF and GI) for the Client Services module of the new organization

Initiated a training program for PPAs to better prepare them for the new organization

Conducted several training sessions for HR professionals and PPAs

Prioritized the key processes for Redesign

Established a Redesign working group for the Student Recruitment Process

Conducted the Student Recruitment redesign and completed a redesigned process

Documented the redesigned Student Recruitment process in a new "Swim Lane" diagram

Submitted the new Student Recruitment process to HR and users for feedback

Identified training as the next process for redesign

Formed a Training Working Group to begin work on the process redesign

Initiated steps to identify the next process to be Redesigned after training

# Accomplishments (Page 4)

## **Implementation Phase**

Build the Implementation Plan for the new Student Recruitment process (in work as of Jan 08)

Create the necessary tools required for the new Student Recruitment process (in work as of Jan 08)

Conducted Organizational Change training for all HR personnel

Built a customer Satisfaction Survey (on Survey-monkey) to measure HR satisfaction

## **Measurement Phase**

Build metrics to help measure the new Student Recruitment process (in work as of Jan 08)

## **Communications**

Permanent member of the User's Group (redesign update given at every meeting)

Conducted 3 "All Hands" HR seminars open to SW, UAF and GI HR

Met with Rural Campus representatives twice

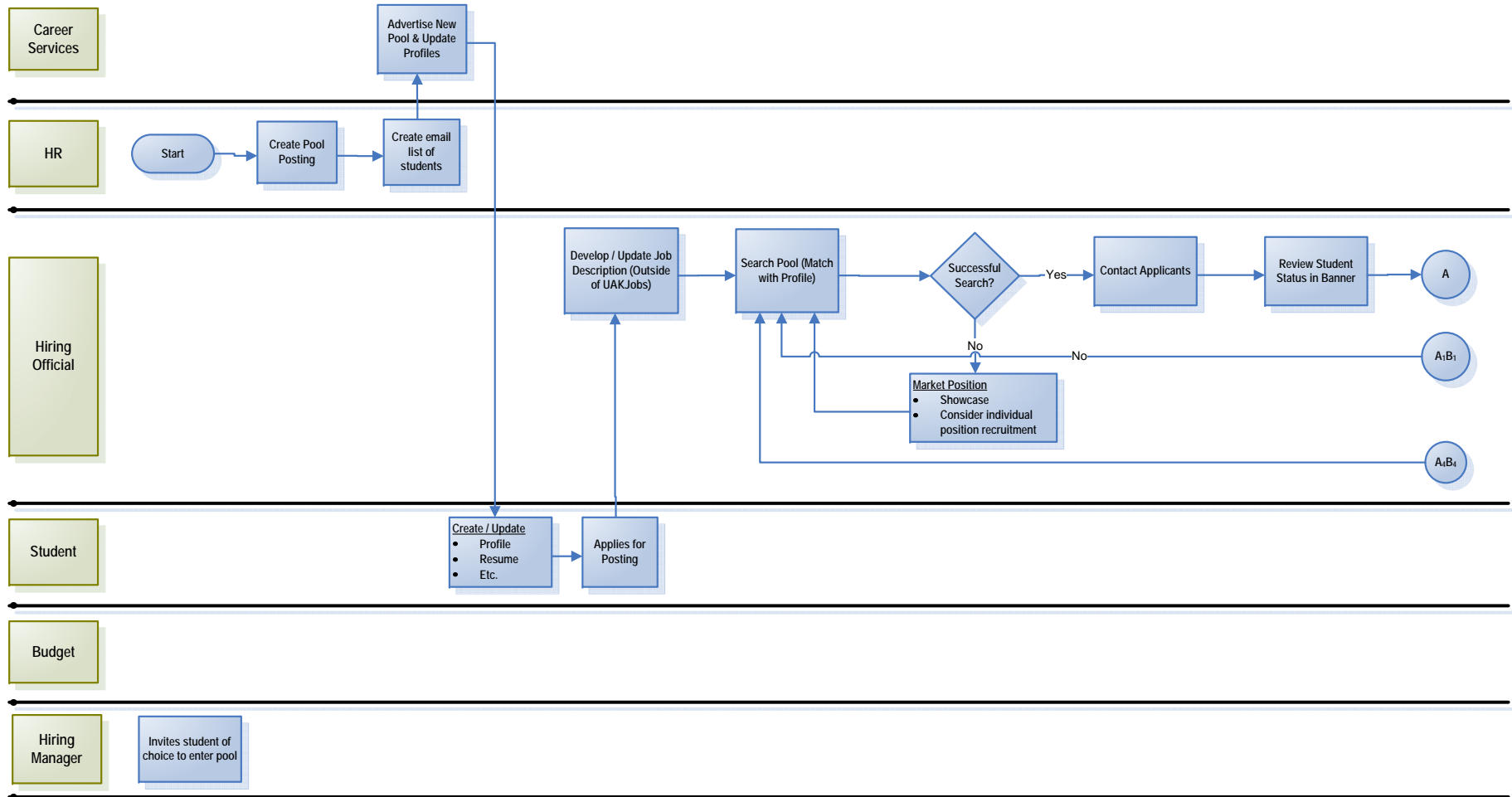
Periodically meet with the Senior Advisory Group

Gave updates to the following organizations: UAF Staff Council, VPA Staff Meetings, VC Administrative Services Staff meetings, Staff Alliance, Faculty Alliance, SAA, Faculty Senate, Provost Council, Research Working Group, President's staff, Vision Task Force, OIT, GI, VC Student Enrollment Services, VC Advancement & Community Engagement and the Financial Managers Meeting

Updates, meeting minutes, agendas are all posted on the Redesign Web Site

# New Student Recruitment Swim Lane Diagram

## University of Alaska – Student Recruitment – “Redesign”







## Organizational Structure Discussion

### Assumptions and/or Previous Decisions:

- Centralize transactional services
- Decentralize Customer Service
- Utilize a Consultant Delivery type Service to Customer
- Form a single HR unit for the Fairbanks based activities
- Build a structure that fosters career growth in HR

## Early Transition Discussion

Transactional processes could be centralized concurrent to process redesign.

- Candidates include: benefits, payroll/personnel and classification
- Transparent to customer but visible to HR
- Beginning stages to a new organization
- Test transition concept on simpler process components
- Test communications methods on first significant change to the program
- Low hanging fruit but visibility to customer is limited

# Transition Plan of Payroll/Personnel (Page 1)

## Workload Issues & Tasks

- Continue performing current functions/operations
- Identify outstanding/backlogged work needing addressed and determine how to catch up.
  - Personnel, Benefits, PR
- Error reports status
  - Personnel, Benefits, PR
- Accuracy – Provide training & develop quality control processes – review processes, etc.
- Late data entry - Determine peak workload cycles & plan approach to ensure timely entry of info. & prevent the prior late entry situations.
- Workload allocation among staff
- Define Electronic directory structure for file organization & cross utilization & server & security issues
- Address workstation organization – categorization, labeling, backup
- Identify and review common resource/cheat sheets for group
- Review PR adj processing reasons and determine steps to reduce volume of adjustment processing
- Define metrics for measuring success of staff & of dept., when to measure & communicate outcomes.
- Define Service level expectations for each type of work
  - Job form entry
  - Deduction entry
  - Types of PR Adjs
- Process review & modification – while maintaining internal controls

## Staffing Issues & Tasks

- LMA & BC security accesses – Banner, UAKjobs, servers
- Improve moral & teambuilding
- Clarify work schedules & leave approval process & Bd celebration
- Clarify mtg schedules & means for communication of process updates from workteams, mgmt mtgs, etc.
- Training & Cross-training
  - Assess skillsets
  - Define training needs
  - Develop training
  - Deliver Training
  - Develop internal manual
- Career Development Plans
  - Define tech functions to be performed and skillsets required to perform them
  - Individual mtg with staff to determine goals
  - LMA, BC, Techs plan development
- BeckyC training on Personnel & transitioning her position to Assist Mgr role.
  - Define BC current wkload
  - Define PD for Assist Mgr
  - Define personnel training needed & delivery timeline
  - Define timeline to transition functions
- PD Descriptions updated and reviewed with staff. Clarify job expectations
- Time estimate docs created for position types
- Floater position staffing

## PPA Issues & Tasks

- Relationship Development
  - Establish one on one meetings
- Define PPA responsibilities
- Late Paperwork Issues
  - Determine impact to resources & employee & cost to organization
  - Determine current volume & which depts
  - Review deadline schedules and reasoning & impact of late paperwk with staff & PPAs
  - Followup calls to PPAs when paperwork rec'd late to ask why and remind them of schedules
  - Disc's with Dept Dir's of late paperwork, etc.
- Training
  - Define Skillsets needed
  - Assess current skill levels of PPAs
  - Define training needs
  - Update prior trainings
  - Develop new trainings
  - Deliver training
- Communications Plan – regular communications on:
  - Project & process updates
  - Schedules & deadlines
  - Trainings available
- Document processes for PPAs to follow to fulfill responsibilities
- Website -review, determine appropriate docs, develop.

# Transition Plan of Payroll/Personnel (Page 2)

## HR Ops dept Issues & Tasks

- Departmental staff meetings

Use as training ground for broad process review

- Cohesiveness of HR Ops units
- Cross-train other HR ops staff on primary functions to provide additional backup resources to HR/Payroll Services unit.
- Train all HR Ops staff for a broader understanding of our full processes.
- Full scale process review, documentation, and modification as appropriate

## UAF/SW HR Dept Issues & Tasks

- Identify needed admin support – define admin tasks like

○assistance with training

coord supplies filing

phone support at peak workload times.

copying

- Maintain relationship with dept staff

## Future Planned Integration of SW & GI Ops work

- Transition the “floater” position for at least 1 year to handle the workload from the SW/GI personnel data entry & the additional Benefits data entry.

### Transition of SW Personnel tech function:

- This transition should occur no earlier than 2 months after the UAF transition to give the UAF transition time to stabilize and for service to improve.
- We’ll need to address the SW PPA personnel functions and the impact to the SW PPA’s before this transition can occur. The SW PPA’s currently only do payroll functions. They will have to be trained to do the PPA personnel related functions as well.

### GI Transition of Payroll and Personnel tech functions:

- The timing of this transition will be dependent on the status of the UAF payroll/personnel transition and an assessment by Vickie of the GI payroll process.
- Similar to SW HR, GI HR performs both the MAU HR functions and the PPA functions. Establishment of a PPA structure will need to exist at GI before the MAU based functions can transfer.

# HR Customer Survey

- **Survey Monkey: On-Line Survey Tool**
- **Audience: All HR Customers**
- **Duration: 10 to 15 minutes**
- **Objective: Gain feedback on HR Processes and Customer Satisfaction**

[http://www.surveymonkey.com/s.aspx?sm=M5NTks2C4vWiPjBzerZp\\_2bA\\_3d\\_3d](http://www.surveymonkey.com/s.aspx?sm=M5NTks2C4vWiPjBzerZp_2bA_3d_3d)

## Topics for next meeting

Students are dismissed at this time. Thank you for your attendance.

Suggestions for next meeting...



# Adjourned

➤ HR Redesign web site: <http://www.alaska.edu/hr/redesign/>