



HR Redesign Senior Advisory Group – Initial Meeting

March 20, 2007

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Segal Sibson Report and Findings Recap

- Report found a need for improvements
- Three separate and independent HR functions
- Automation improvements changed processes
- Preliminary Recommendations:
 - Redefine HR structure
 - One Organization with clarified service delivery model
 - Create efficient and effective HR transaction processing
 - Develop competence of Leaders and staff in the HR function
 - Create a system that measures and analyses success

HR Redesign Senior Advisory Group Role & Responsibility

➤ Provide Executive Level Advice and Validation:

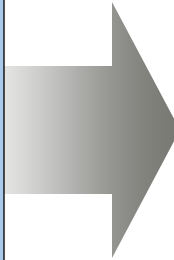
- Provide stakeholders with a clearly articulated “**case for change**”
- Be a **trusted and credible** messenger
- Provide **visible and vocal support** as organizational leadership (top-line, local, functional)
- **Set priorities** for the Redesign effort
- **Set priorities** for customer needs
- Provide a valuable **means of communications**
- **Establish standards** for service level agreements between HR and departments
- Approve **performance measures**

Your “buy-in” and participation is critical to the success of the project.

HR Redesign Update

We are working to...

- Integrate the statewide and campus HR function
- Define a charter for UAHR that drives our mission to help UA execute its mission through its people
- Improve and streamline our HR processes – in fact, we will build our organization structure around our optimal process design
- Provide development opportunities for our HR leaders and staff
- Identify how we will measure our effectiveness going forward



Our progress to date...

- We've received approval to redesign HR from the Chancellor and President
- We've established a redesign steering committee
- We have a transition leader in place
- We've facilitated up-front staffing changes
- We're discussing our process design priorities
- We've established a senior advisory group, made up of key HR customers, through which we will test our thinking
- We're developing our change communications plan
- We're drafting the UAHR guiding principles

HR Redesign Work in Progress

We are working on...

- Interviewing every HR staff employee – one on one
- Interviewing several customers and PPAs
- Conducting a time/task study to measure process labor
- Initiated Phase 1 of the Communication Strategy
- Identifying how we will measure our effectiveness going forward

Senior Advisory Group Objectives for Today

Accomplish the following...

- Discuss and provide input on HR Principles and Charter
- Discuss and provide Input on HR Processes for review
- Discuss and provide input on Communication Strategy
 - Discuss Customer Input and Expectations

The UAHR Charter

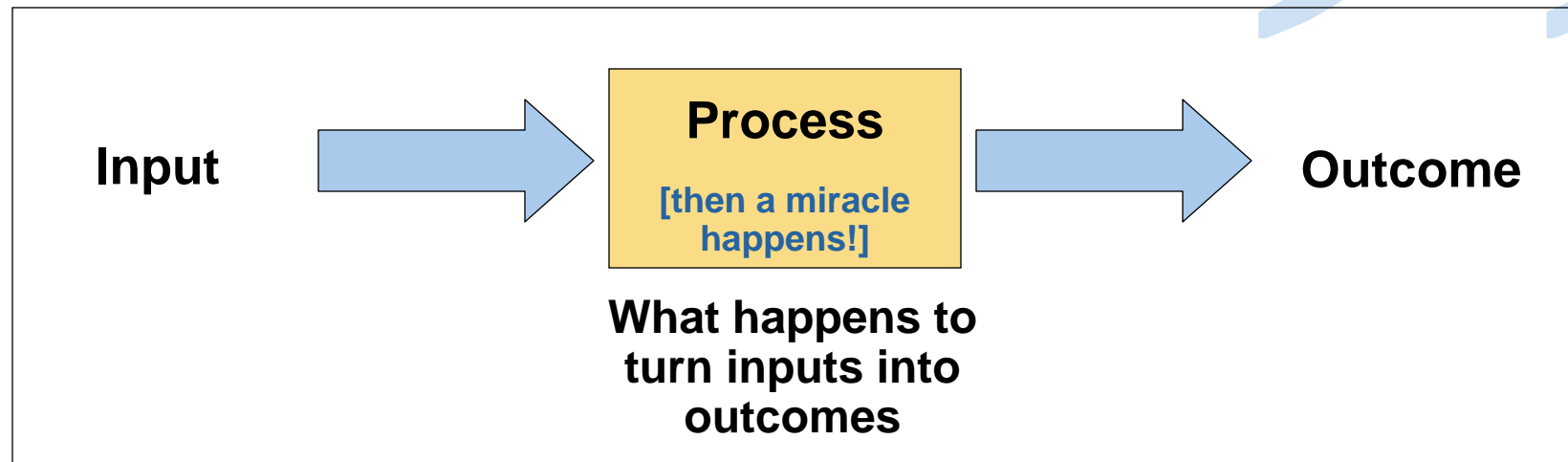
Guiding Principles

To deliver on our mission, UAHR will strive to attract and retain a high quality, diverse workforce; develop and reward talent and innovation; and promote academic excellence, student success and lifelong learning while adhering to the following six principles for working with our customers and each other:

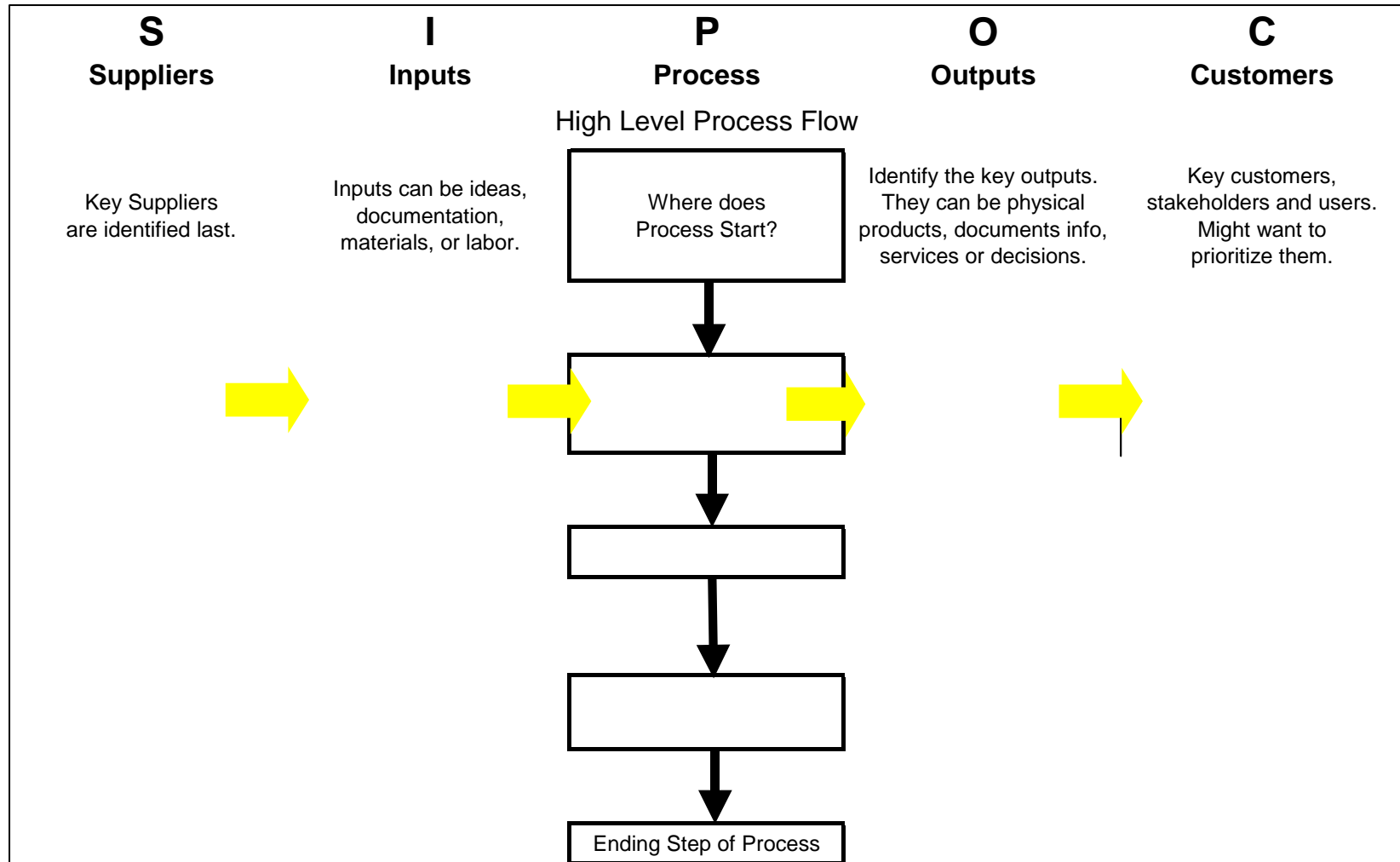
- **Valued Partnership:** We will work with our stakeholders in the disparate functions of the University to identify and address their unique business challenges
- **Trust and Respect:** We will engage members of the community with courtesy and dignity to encourage open and honest dialogue
- **Customer Service:** We will strive to exceed the expectations of our many customers
- **Subject Matter Expertise:** We will serve as subject matter experts for all aspects of people management at the University of Alaska
- **Strategic Contribution:** We will evaluate human capital needs and gaps, measure our investments and returns, and participate in the shaping of the business model at the University of Alaska
- **Fiscal Responsibility:** We will strive to optimize the return on investment of people to the University of Alaska

So, what do we mean by “process”?

A process is a collection of interrelated work tasks, initiated in response to an event, that achieves a specific result for the customer of the process.



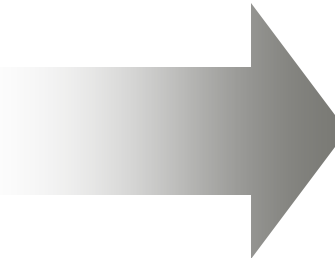
Process Development – Completed by Process Owners



Priority processes as defined by HR Community

The starting point...

- Hire faculty/staff member (application to acceptance)
- On-board faculty/staff (starting after acceptance)
- Terminate faculty/staff member
- Change job of an faculty/staff member
- Develop PDs
- Administer merit increases
- Collect faculty/staff members time
- Retire a faculty/staff member
- Administer faculty/staff leave
- Evaluate faculty/staff performance



Next steps...

- Validate key processes for evaluation
- Identify primary process owners (HR and customer)
- Develop SIPOC diagrams for primary processes
- Begin detailed process review and analysis

Group Exercise

Define the Senior Advisory Group Highest Priority Processes

Examples of Processes

Hire a staff/faculty employee

Training/Career Development

Salary/Wage Adjustments

Performance Evaluations

Negotiate a Union Contract

Manage Sick, Vacation, etc

Writing PDs

Tracking Payroll Data

Orientation (on-boarding)

Merit Increases

Collecting Time

Salary Classification

Changing Jobs

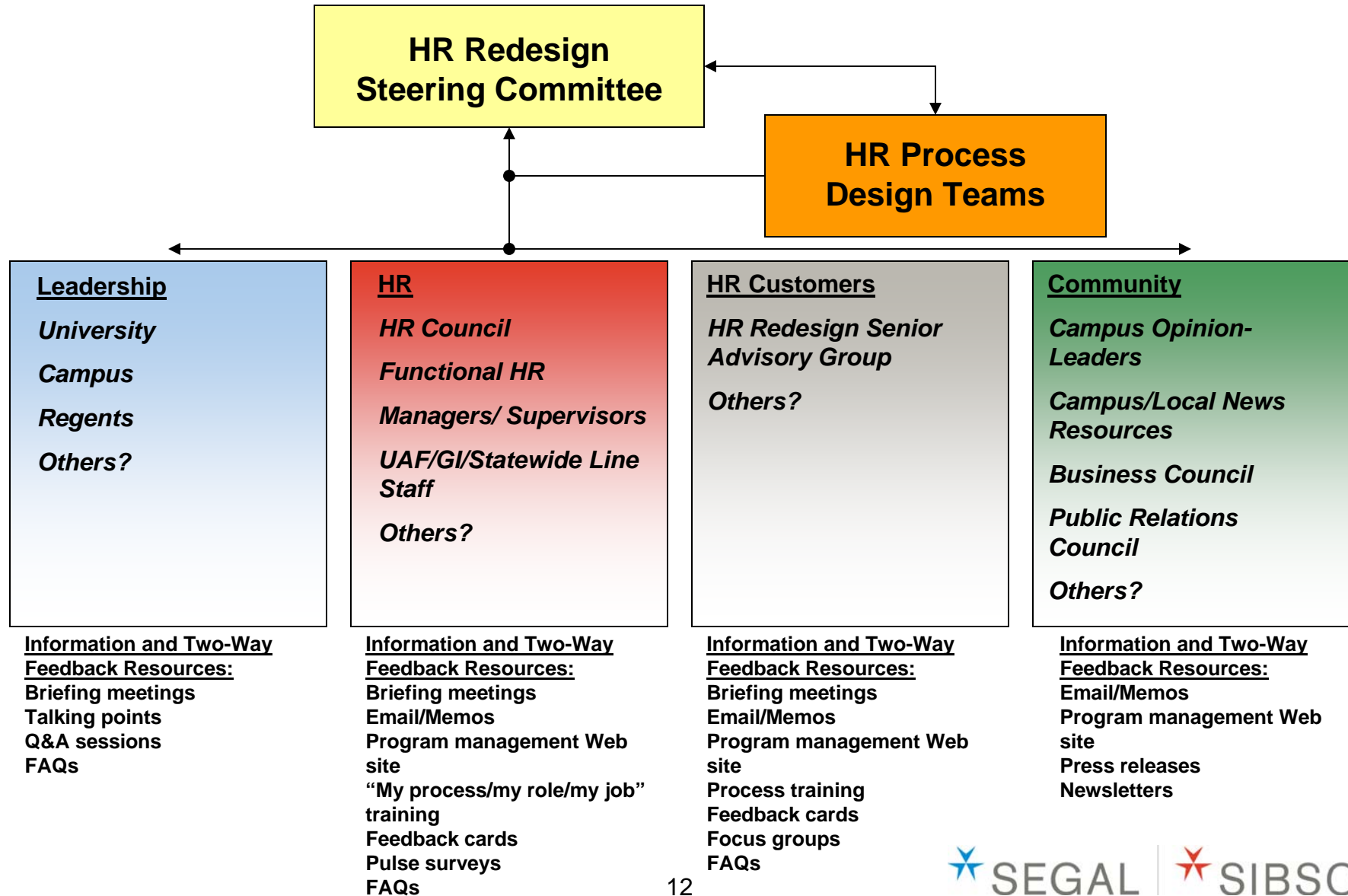
Merit Increases

Terminate an employee

Initial Communications Strategy Recommendations

- Ongoing “cascade” of information from HR transition advisory team to leadership, HR managers and line staff, and affected customers
- Delivery of targeted communications with stakeholder groups as transition components roll-out—i.e. right user, right information, right time
- Informed and visible HR leadership support throughout transition
- Coordinated use of all internal/external communication channels
- Careful and planned reinforcement of consistent key messages across channels
- Establish and promote two-way feedback channels

Proposed Cascading Communications Model



Our Stakeholders

Stakeholder Group	Senior Advisory Group assessment of Customer Expectations
<i>University Leadership</i>	
<i>Campus Leadership</i>	
<i>HR Leadership and Council</i>	
<i>Functional HR Managers/ Supervisors</i>	
<i>UAF/GI/Statewide HR Line Staff</i>	
<i>UAF/GI/Statewide Customers</i>	
<i>UAF/GI/Statewide Opinion-leaders</i>	
<i>Community</i>	
<i>Students</i>	