



HR Redesign Senior Advisory Group Meeting

April 24, 2007

**John Duhamel HR Redesign Transition
Manager**

Overview of Today's Meeting

- Introduction
- Objectives
 - Review Case for Change
 - Review the HR Charter for Approval
 - Get an update on the Redesign
 - Review Communications
 - Roles of other Committees
 - Discuss the timeline
 - Discuss the Groups Diversity
- Present ideas for next meeting

Segal Sibson Report and UA Findings Recap

Case for Change

- Change is Normal
- Report found a need for HR improvements
- Three separate and independent HR functions
- Automation improvements changed processes
- Restructuring 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

UA HR Charter

It is the mission of the University of Alaska Human Resources to support the University's mission of teaching, research and public service by creating and maintaining a work climate that is characterized by fair treatment of all employees, open communications, personal accountability, trust and mutual respect.

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:

UA HR Charter Principles

<p><i>Valued Partnership</i></p>	<ul style="list-style-type: none"> •HR will be a knowledgeable and trusted advisor •HR will be present, visible, and involved •HR will show commitment to the business by developing flexible solutions to address unique customer needs
<p><i>Trust and Respect</i></p>	<ul style="list-style-type: none"> •HR will hold confidentiality as a paramount concern •HR will have a reputation for problem-solving and consistency •HR will promote mutual expectations of competence and goodwill
<p><i>Customer Service</i></p>	<ul style="list-style-type: none"> •HR services will be easily accessible •HR staff will be approachable, attentive, and responsive •HR staff will be empowered at the point of service
<p><i>Subject Matter Expertise</i></p>	<ul style="list-style-type: none"> •HR staff will be fluent in the HR implications of important and disparate business issues •HR staff will have rapid access to accurate, reliable, valid answers and will serve as a repository for information •All HR staff will be committed to continuous improvement and competency development
<p><i>Strategic Contribution</i></p>	<ul style="list-style-type: none"> •HR will develop innovative approaches to attracting, selecting, retaining, and developing talent •HR will facilitate business decision-making with clear, valid data •HR will broaden its support of faculty where applicable
<p><i>Fiscal Responsibility</i></p>	<ul style="list-style-type: none"> •HR will maximize the value and impact of human capital investments •HR will ensure the wise investment of university resources •Investments in HR will take into consideration best practices in higher education and beyond

HR Redesign Update

Our progress to date...

- We've received approval to redesign HR from the Chancellor and President
- We've established a redesign steering committee, senior advisory group and a communications strategy committee
- We have a transition leader in place
- We've conducted a process review, prioritized them, build SIPOCs and mapped them
- We have a draft change communications plan
- We've added training as an integral part of the Redesign effort
- Developed a 4 phased approach to the Redesign

Four Phased Approach

Our four phases are:

- Discovery Phase
- Redesign Phase
- Implementation Phase
- Measurement Phase

Discovery Phase

Steps to data collection to formulate the "as is" condition:

- Interviewing every HR staff employee – one on one
- Interviewing several customers and PPAs
- Conduct a process inventory and review
- Prioritize the processes (HR Staff, Segal Team, and SAG)
- Perform SIPOC exercise on each key process
- Complete a process map for each key process
- Identify customers needs and user problems
- Collect new ideas
- Conducting a time/task study to measure process labor

SIPOC Diagram for Job Change/Job Form

Suppliers	Inputs	Process	Outputs	Customers
<ul style="list-style-type: none"> ➤ Supervisor ➤ Employee ➤ PPA/HR Consultant 	<ul style="list-style-type: none"> ➤ Supervisor notifies of change ➤ Academic year changes ➤ Regulatory requirements ➤ Employee notification 	1 . Event Occurs that Requires Job Change	<ul style="list-style-type: none"> ➤ Job Change in System ➤ Job form turnaround/Dept notification 	<ul style="list-style-type: none"> ➤ Employee ➤ Supervisor ➤ PPA/GI HR Consultant ➤ Payroll
		↓		
		2 . PPA completes Job Form, submits to Budget (UAF & SW)		
		↓		
		3 . Budget approves submits to HR (GI does after entry)		
		↓		
4 . HR Personnel Tech does data entry				
↓				
5 . Turnarounds are generated and returned to PPA (GI uses this to obtain signatures)				
↓				
6 . PPA verifies data entry and files				

Process Mapping Components

- **List the Inventory – elements of the process**
- **List the current problems**
- **Describe the flow of information and coordination**
- **Identify exceptions/requirements outside the processes**
- **Describe the culture and customer perspective**
- **List all the responsible agencies**
- **List all the steps**
- **Map the steps based on responsible agencies**

Training Process

➤ HR and PPA training/career development

- Develop a more structured training program
- Provide guidance on PPA training needs
- Develop additional courses tailored to the PPA role
- Offer career development
- Provide for channels of help
- Make tools easier to find and use
- Focus on customer needs

HR services needs to be accessible to the customer

Communications Committee

HR Communications Committee

John Duhamel	Redesign Manager	Human Resources	UA
Ro Bailey	Vice Chancellor	Administrative Services	UAF
Beth Behner	Associate VP	Human Resources	UA
Carla Browning	Media Relations Manager	University Relations	UAF
Debbie Carter	Employee Communication Specialist	Public Affairs	UA
Jan Dalrymple	HR System Coordinator	Geophysical Institute	GI
Cathy Earp	HR Analyst/Web Support	Human Resources	UA
Jim Johnsen	Vice President	Administration	UA
Kate Ripley	Director	Public Affairs	UA

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

Communications Tool Box

- **Meeting-in-a-box**
- **Change/News Briefs**
- **Web Page**
- **Media Sources**
- **Redesign and Training**
- **Two-Way Feedback and FAQs**

Other Committees/Teams

- Steering Group
- Communications Committee
- SIPOC Teams
- Process Mapping Teams
- Process Redesign Teams
- Implementation Teams



Students are dismissed at this time,
thank you.

Discussion of Timeline

Discussion Items

➤ Ethnic Diversity

➤ Items for next meeting



Adjourned

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