



# **HR Redesign Senior Advisory Group Meeting**

**August 7, 2007**

**John Duhamel HR Redesign Transition  
Manager**

# Overview of Today's Meeting

- Introduction
- Objectives
  - Review HR Charter for Final Approval
  - Review Communications Plan for Adoption
    - Demonstrate “Meeting in a Box”
  - Review Timeline for Adoption
  - Review Workload Study Results
  - Discuss the Redesign Phase
    - Organization
    - Processes
- Present ideas for next meeting

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

# Communications Plan

## Meeting in a Box:

### ➤ Cover Letter

- Three Links – Change Brief, Briefing & Survey
  - Change Brief – 2 page summary handout
  - Briefing – PowerPoint, short summary update
  - Survey – Word document to gather feedback
- Instructions on delivery

# Meeting in a Box Cover Letter

Thank for your participation to help communicate the events of the HR Redesign effort. The following references will help you to communicate Redesign updates by utilizing two tools. The first tool is a talking paper called the Change Brief and the second tool is a PowerPoint briefing. If you would like assistance in understanding the change brief or the PowerPoint briefing, please contact the Redesign Office (John Duhamel at 474-7323 or email at [john.duhamel@alaska.edu](mailto:john.duhamel@alaska.edu)).

## The Change Brief

Each quarter, we will develop a change brief talking paper. Please hand these talking papers out to your leadership, staff, faculty or anyone else that may be interested in the redesign effort. The Change Brief is a two page recap of significant events and provides an update to the progress of the redesign. A link to this change brief is embedded into this document. To view the change brief please double click on this icon and the change brief will launch:



## The PowerPoint Briefing

Each quarter, we will develop a change update presentation, which you can discuss at designated leadership, faculty and staff meetings. The presentation is designed to deliver consistent, accurate and timely information regarding HR process and organization change to stakeholders through a face-to-face forum. Its content will reinforce the drivers of change and communicate milestones and specific program and process change details as they are built out over time.

Our first presentation, titled "UA Human Resources Design Update," should be delivered to your designated audiences quarterly if possible. This presentation provides details on important milestones achieved over the past few months. The PowerPoint presentation is embedded below (double click the icon to launch):



You'll notice the presentation slides are relatively text-heavy. This is intentional – designed to facilitate a brief update and discussion with meeting participants. To prepare for your meetings, be sure to read through the presentation and contact John Duhamel with any questions. In addition, refer to the Change Brief embedded above for a summary of the key messaging we wish to deliver with this presentation.

## Capturing Stakeholder Feedback

Collecting and gauging stakeholder questions and feedback is a critical outcome we wish to achieve through your presentations. Be sure to document all questions asked during your meetings; in addition, print and collect the feedback form embedded below at all sessions (double click the icon to launch):



*Please return the forms collected to John Duhamel.*

## Final Comments

Please be sure to promote the HR Redesign web site at [www.alaska.edu/hr/redesign](http://www.alaska.edu/hr/redesign). John Duhamel can be reached at 474- 7323 or [john.duhamel@alaska.edu](mailto:john.duhamel@alaska.edu). The Redesign Web Site is an on-demand resource for information, answers to frequently asked questions, and to provide input or feedback on the redesign process. Meeting participants are welcome to download materials from the site for presentation and discussion with their respective departments. **Thank you for taking the time to assist in the communications of the HR Redesign Program.**

# Communications Plan

## See Attached Plan:

- Communications Committee is made up of SW and UAF communicators
- Several tools to communicate
- Establishes a schedule of communications based on audience
- Meeting in a Box
- Recognizes the importance of communications
- Change Management

# Project Timeline

HR Redesign		Calendar Year Quarters						
		4Q 2006	1Q 2007	2Q 2007	3Q 2007	4Q 2007	1Q 2008	2Q 2008
	Decision Paper for Redesign	■						
	Hiring of Transition Manager	■						
	Development of Steering Committee	■						
	Development of Senior Advisory Group	■						
	Development of Communications Committee	■						
	Top Level Process Review		■					
Discovery	Process Prioritization Decision		■					
	SIPOC Team Reviews		■					
	Assign and Develop Process Teams			■				
	Initiate Process Team Mapping			■				
	Draft Communications Strategy			■				
	Complete Process Mapping			■				
	Initiate Time/Task Study			■				
	Completion of Time/Task Study			■				
	Analysis of Time/Task Study			■				
	Approve and Implement Communications Strategy			■				
	Initiate Organizational Concept Model Team				■			
	Develop Concept Model				■			
	Validate the Concept Model					■		
	Approve the new Organization					■		
	Initiate Process Redesign Teams				■			
	Identify Process Owners					■		

# Workload Study

## Study Development

- The workload study asked participants to indicate the amount of time they currently spend on processes encompassing all of human resources and payroll
  - Segal/Sibson developed an initial list of processes, which was reviewed and modified by UAHR to include additional processes and align language and terminology with UA practices
  - Final study consisted of 189 processes, across 17 groupings. Additionally, the study gave participants the option to include additional processes, not contained in the study

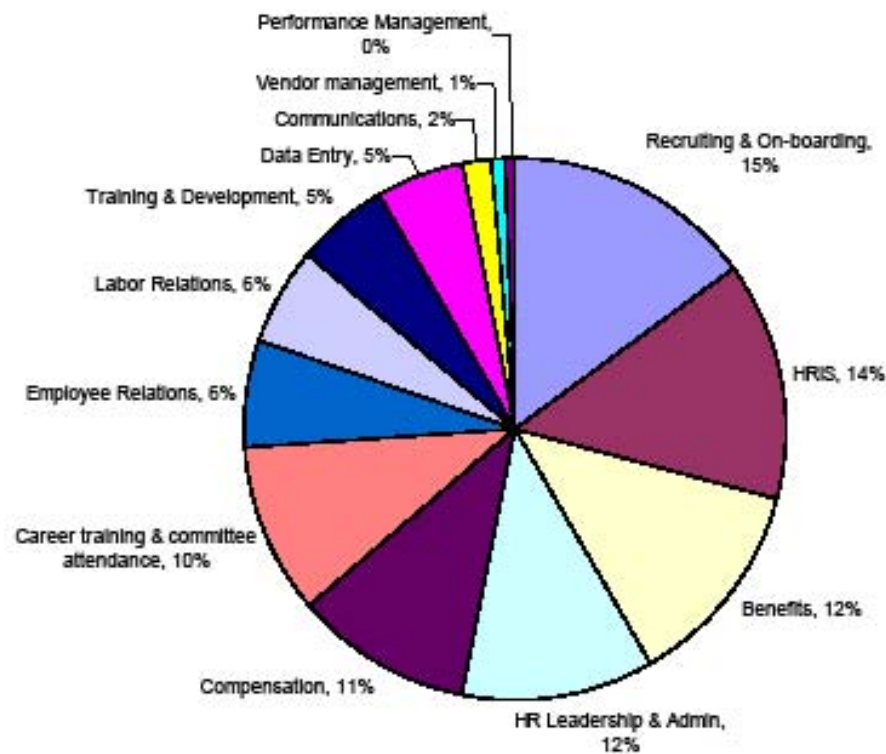
### UAHR WORKLOAD STUDY PROCESS GROUPINGS

Process Grouping	# of Processes	Process	# of Processes
1. Time Collection and Payroll Admin.	10	10. General Compliance	8
2. Benefits Planning	10	11. Employee Staffing and Selection	15
3. Benefits Plan Administration	20	12. Employee Training and Development	15
4. Benefits Management	6	13. Organizational Effectiveness	8
5. Benefits Compliance	6	14. Labor Relations	10
6. Compensation Classification Admin.	15	15. Employee Relations	13
7. Compensation Planning	5	16. Exit Management	13
8. Employee Data Management	13	17. Strategic Planning and HR Admin.	14
9. HR Supplier Management	8	<b>Total</b>	<b>189</b>

- Segal/Sibson developed an Excel-based tool to collect study responses from participants
- The list of participants was developed by UAHR to include the entire HR population (SW, UAF and GI), PPAs, and other employees known to be performing HR related work

# How is Time Currently Spent?

## HR Activities (excluding payroll)



## Including payroll

Payroll	15%
Recruiting & On-boarding	13%
HRIS	12%
Benefits	11%
HR Leadership & Admin	10%
Compensation	9%
Career training & committee attendance	8%
Employee Relations	5%
Labor Relations	5%
Training & Development	5%
Data Entry	4%
Communications	2%
Vendor management	1%
Performance Management	0%

## Workload Study Key Findings

- Overall, HR activities report approximately 60 FTEs while the existing HR organization consists of 52 staff members
- The distributed/decentralized nature of the current HR work has not allowed HR to take advantage of staffing efficiencies
- There are 21 people outside of the current HR organizations that are performing HR activities greater than 50% of their time (12 PPAs and 9 others). The PPAs seem to be divided between either providing a fair amount of HR work, or none
- Recruiting activities attribute to just over 7.5 FTEs and recruiting coordination consumes over 3.5 FTEs
- Benefits consumes over 6.0 FTEs while the current and proposed organization has 3 staff members
- Approximately 20 FTEs are performing roles similar to the roles of the newly defined consulting organization
- Payroll (as a function) consumes the most FTE only after training & meeting attendance and it is the most “touched” function

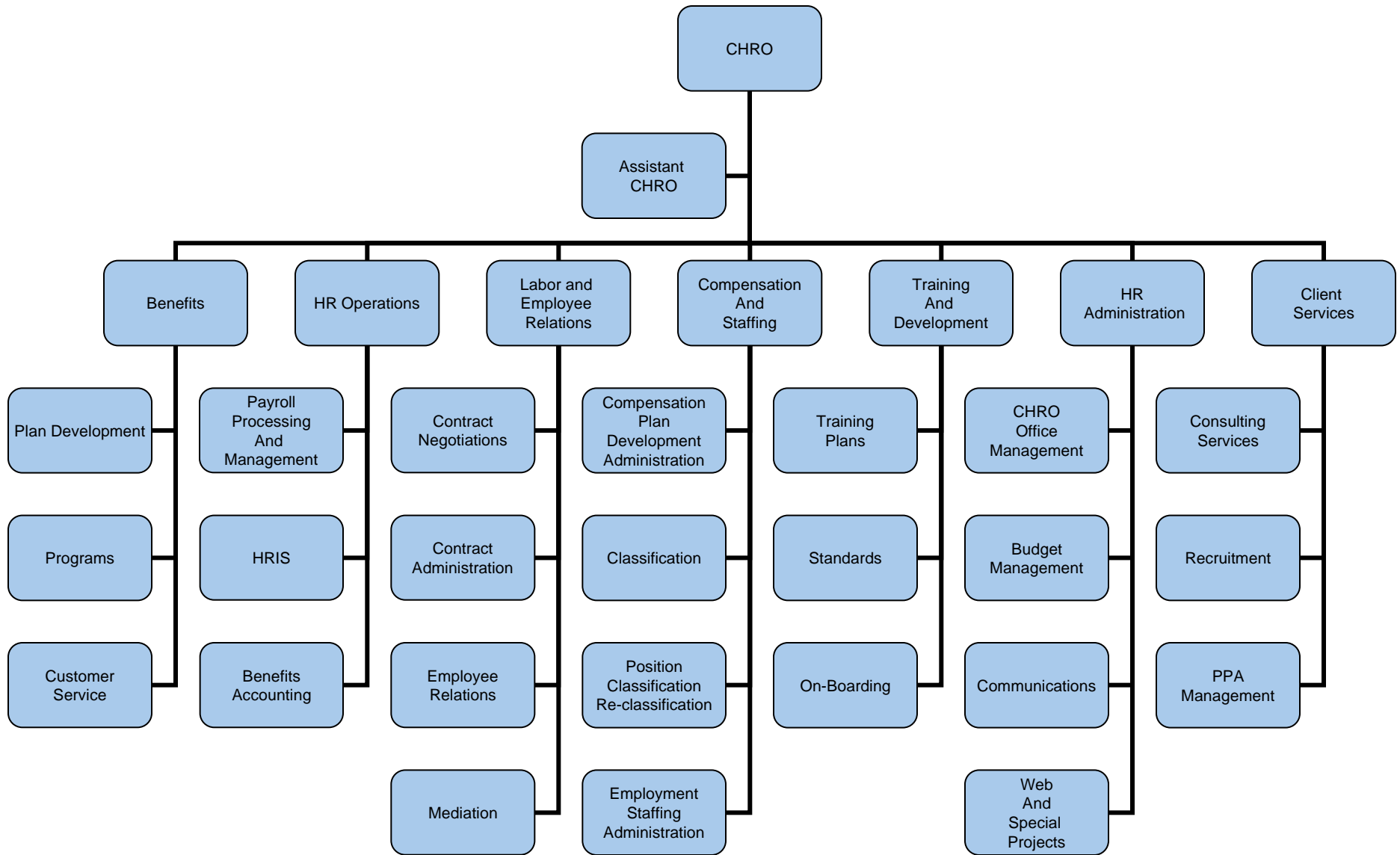
**For comparison, simple, benchmarked median staffing ratios are approximately: HR - 1:100 (HR staff to faculty/staff) and Payroll - 1:900 (payroll staff to payee). These could be different for the University of Alaska but can be used for general guidance**

# Redesign Phase

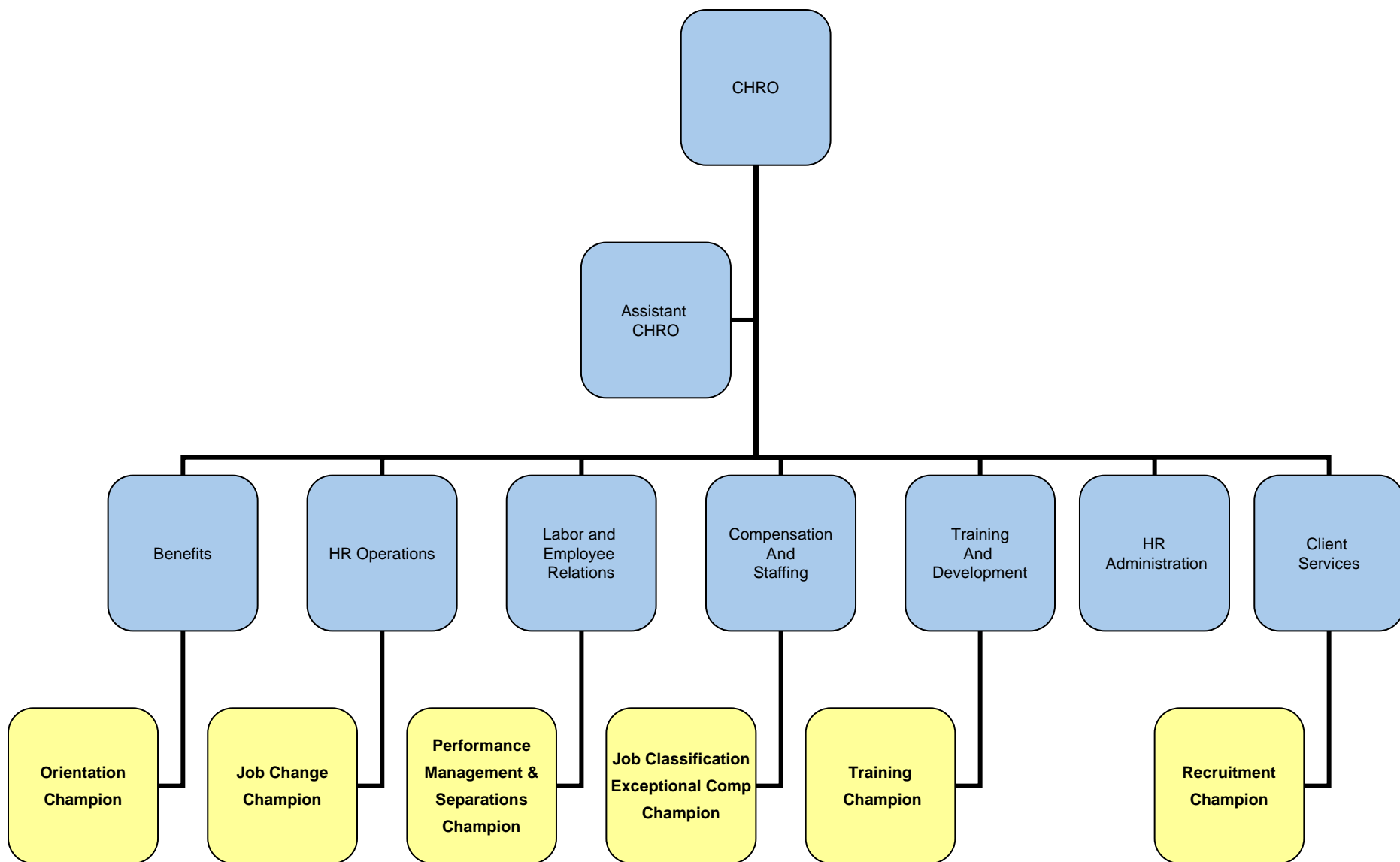
## Two Key Elements:

- Redesign of the Organization
- Redesign of the Processes

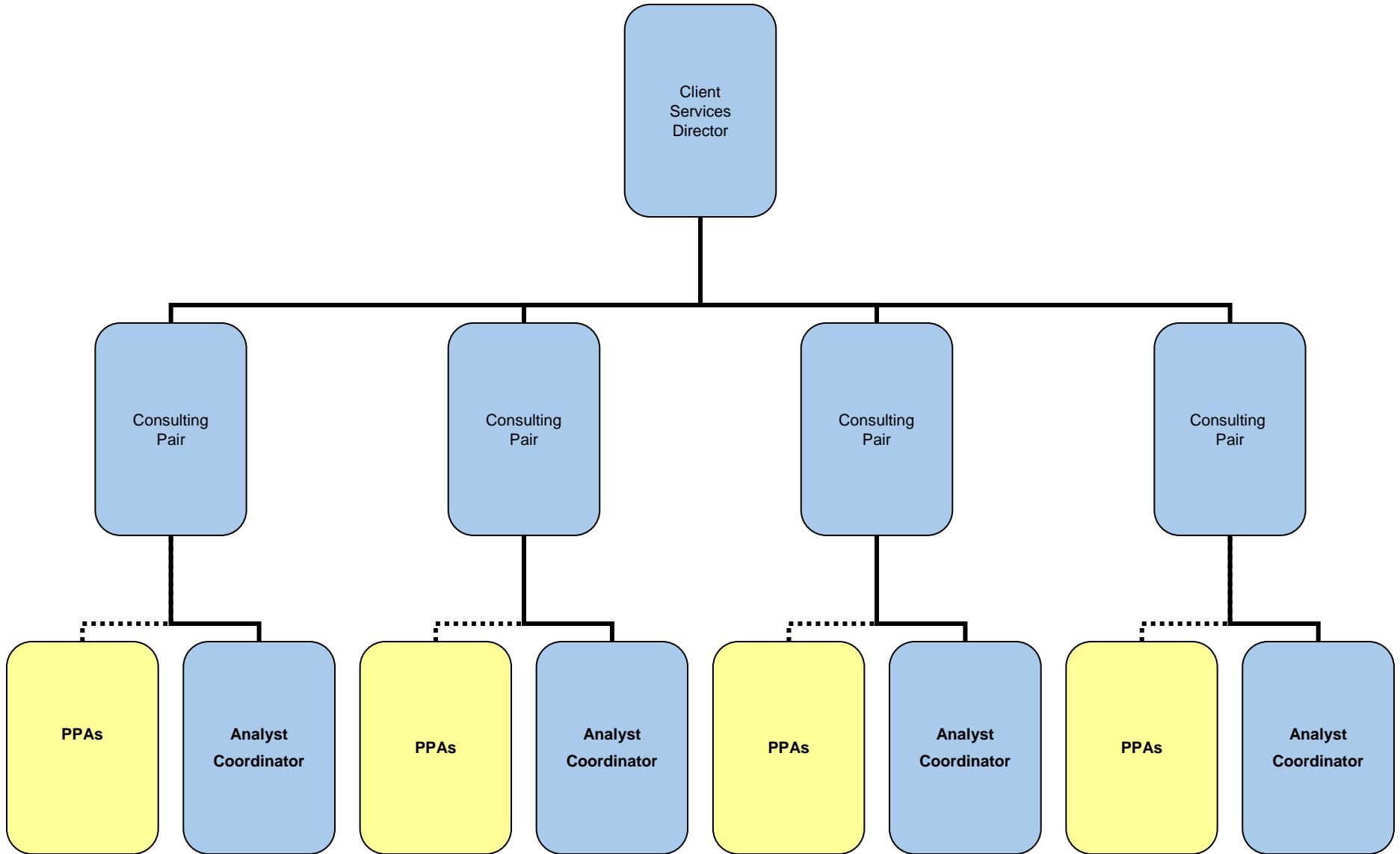
# Redesign of the Organization (Draft)



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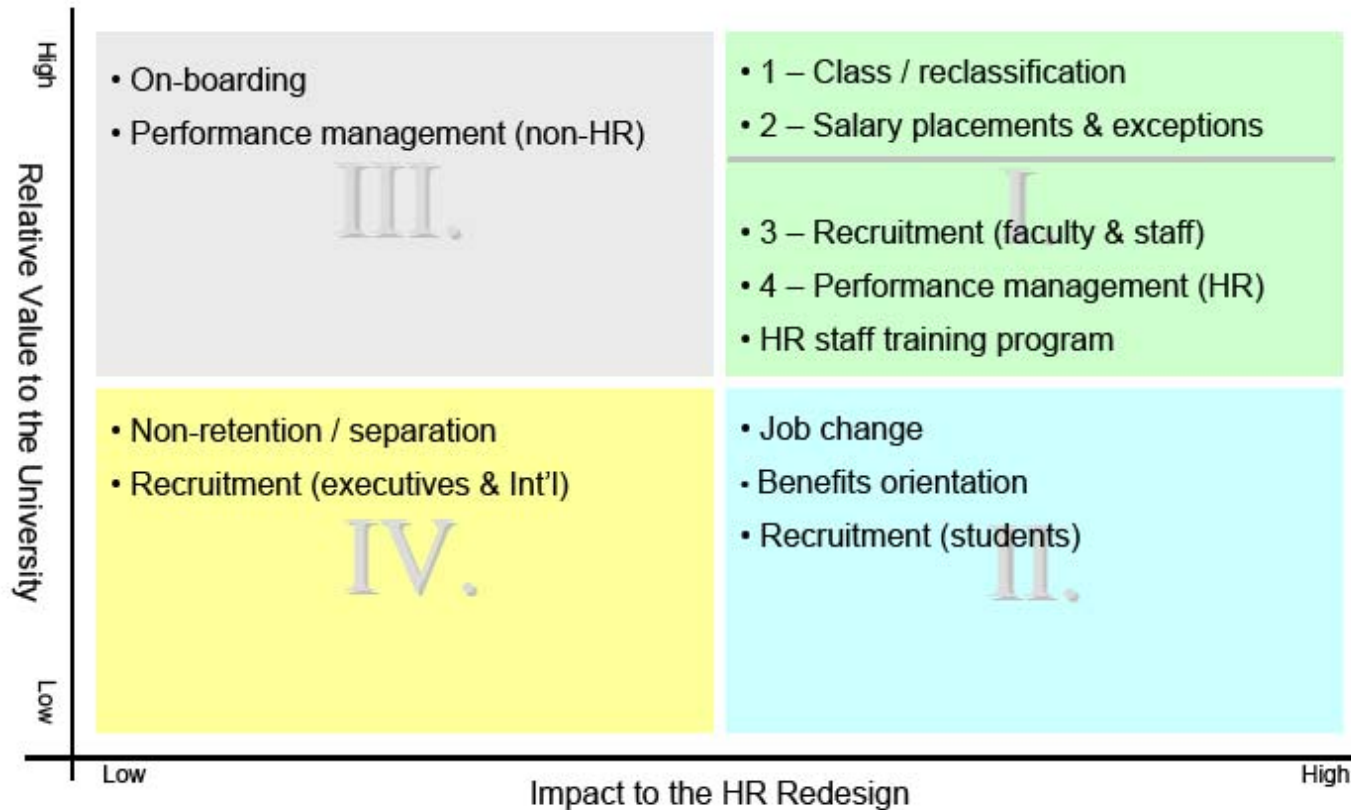


# Redesign of the Organization (Draft)



# Redesign of Processes

## Process prioritization recommendations



## Segal Sibson's Role in Process Redesign

- Functional to training
- Redesign one or two processes
- Build University knowledge base
- Provide Experience on Process Analysis
- Provide Experience in other disciplines
- Reduce consulting costs

# Topics for next meeting

## Suggestions for next meeting...

- Time or Place?
- Invitation of Faculty Senate
- Discussion of new Organization with staff - feedback
- Process Redesign volunteers



# Adjourned

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