

UNIVERSITY *of* ALASKA – *Many Traditions One Alaska*

Human Resources “All Hands” Meeting

March 19, 2007



★ SEGAL | ★ SIBSON

- ① Welcome and Introductions – Beth, Jen, Anne
- ② HR Redesign Update – Beth
- ③ About Our HR Process Design Work – Jen
- ④ Developing Our HR Charter – Jen
- ⑤ Questions and Discussion

Who's Who?

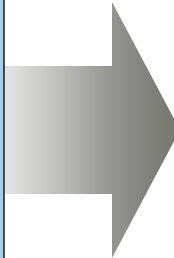
- Your first name
- Your role with the University
- How long you've been here



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

Why focus on process design?

We're all working hard! But our customers have identified opportunities for us to improve. This suggests we need to look at how we get our work done

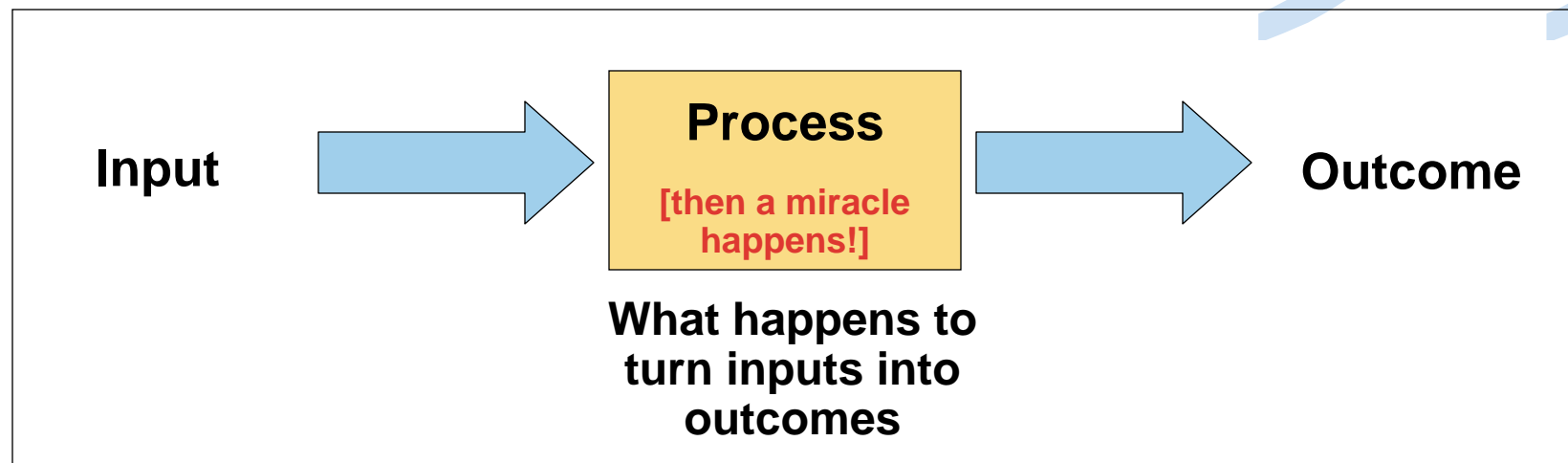
➤ Focusing on process will:

- Ensure we understand and can support what our customers need and expect
- Identify where we have inadequate resources or can align our resources more effectively
- Help to identify opportunities to improve HR training

We will build our recommended HR organization structure around how to most optimally serve our customers and work steps required to do so.

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.



Putting “operations” first

The primary objectives for our process design and improvement work are to optimize:

- Our service delivery to customers and to one another
- The use of our resources
- Our effectiveness

Mapping our current state processes will be central to **identifying and **improving the efficiency and effectiveness** of our key human resources business processes.**

- This involves the analysis of our “process universe” – to ensure each step in the process adds value
- It also helps us to assess opportunities for improvement by changing the way work gets done

Our process design guiding principles

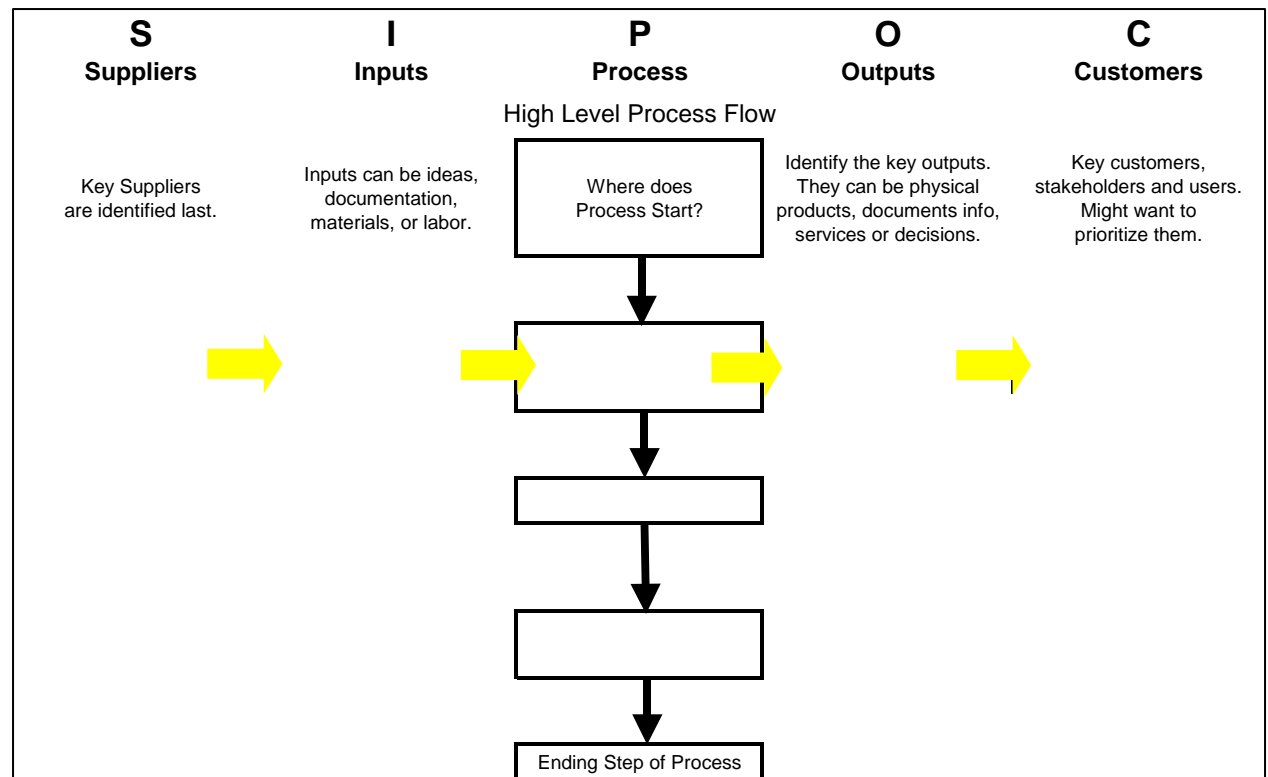
These principles will drive our process mapping and subsequent evaluation:

- **Integration** – we must operate holistically
- **Simplicity** – we should streamline wherever possible
- **Standardization** – it should be the rule, not the exception
- **Root cause analysis** – we must pinpoint the underlying issues with the existing design
- **Prioritization** – we will prioritize by potential customer impact, volume and the current level of complaints
- **Compliance** – our work must comply with regulatory, legislative and University procedures
- **Level of “marginal utility”** – we must get back at least what we put into a redesigned process
- **Cost justification** – must demonstrate the return on investment of our redesigned processes and their enablers

How we'll map our current state processes

Capturing our “as-is” state is critical – it will help us to understand all steps, critical inputs and outputs, and information flows between HR and our customers.

- We will map our processes through a “SIPOC” framework
- A SIPOC diagram identifies the process outputs and customers of those outputs to ensure the voice of the customer is captured



Our highest priority “as-is” processes

The starting point...

- Hire faculty/staff member (application to acceptance)
- Bringing faculty/staff on-board (starting after acceptance)
- 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
- Terminate faculty/staff member

Next steps...

- Validate key processes for evaluation
- Identify process teams
- Develop SIPOC diagrams for primary processes
- Begin detailed process review and analysis

Where do you think we should start?

HR Redesign Workload Study: Another key input

Understanding how you invest your time to deliver HR services will help to shape our future organization structure and service delivery model.

➤ Your input will help us to:

- Understand the main functions we currently perform in our jobs
- Identify the possible overlaps and gaps in the work each function performs
- Identify our opportunities for developing more effective HR business processes

➤ The study focuses on these key areas:

- Time collection and payroll administration
- Benefit plans administration
- Compensation administration
- Employee data management
- Vendor management
- Compliance
- Employee retention and development
- Organizational effectiveness
- Labor relations
- Employee absence management
- Exit management
- Benefits planning
- Compensation planning
- Strategic resource planning
- Employee relations

Circling back: Our optimal HR service delivery model starts with process

- Process will define our organizational structure
- Process will ensure we deliver against our HR charter



The UAHR Charter

What does HR stand for? What do we stand on?

DRAFT UAHR MISSION STATEMENT

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.

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

The UAHR Charter

It's your charter. You help to define our accountabilities.

Valued Partnership

- HR will be a knowledgeable and trusted advisor

Trust and Respect

- HR will hold confidentiality as a paramount concern

Customer Service

- HR staff will be approachable, attentive, and responsive

Subject Matter Expertise

- HR staff will have rapid access to accurate, reliable, valid answers and will serve as a repository for information

Strategic Contribution

- HR will facilitate business decision-making with clear, valid data

Fiscal Responsibility

- HR will ensure the wise investment of University resources

Questions and Discussion

