

**UAHR Redesign Change Brief**  
**May 1, 2007**

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This is the first in a series of “HR Redesign Change Briefs,” which will be sponsored by the UAHR Redesign Steering Committee over the next several months. The purpose of each brief is to provide stakeholders with an ongoing report of the progress of the UAHR redesign and organization change effort.

**Key Milestones Achieved**

The UAHR Redesign team has achieved several important milestones over the past two months:

- We’ve identified our HR process design priorities and process design teams
- We’ve mapped our priority process “current states”
- We are working with HR staff and key HR contributors embedded in our units to conduct a study of their current workload
- We are close to finalizing the mission and charter of the new UAHR function

**HR Redesign Methodology**

Given the complexity of the HR redesign, we’ve mapped the redesign’s key milestones into four phases:

Phase	Objectives
<b>1. Discovery</b>	Understanding the “as-is” state of HR service delivery to customers in Fairbanks
<b>2. Redesign</b>	Rethinking our HR organization structure and improving our business processes to meet and exceed customer requirements and expectations
<b>3. Implementation</b>	Putting in place a new HR organization structure and processes; communicating with and training HR staff and customers
<b>4. Measurement</b>	Gauging redesign effectiveness against key performance metrics; adjusting course as necessary

Our work toward completing the Discovery phase is near completion. We’ve leveraged several data inputs to build our understanding of the current state: interviews with leadership, customers and HR staff; completion of an HR process inventory and review; prioritizing processes for redesign; establishing process design teams; mapping of priority processes; and openly discussing customer needs and problems in the current state. Our final Discovery phase input is an HR Workload Study, which we will conduct in May (see page 2 for details).

**UAHR Process Design Priorities and Design Teams**

We’ve worked with HR staff and the HR Redesign Senior Advisory Group to identify several priority processes redesign:

<ul style="list-style-type: none"> <li>➤ Recruitment – faculty (including adjuncts and post-docs), staff, students, foreign nationals and executives</li> <li>➤ “On-boarding” (i.e., bringing faculty and staff into the University after they accept a job offer)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Job classification and reclassification</li> <li>➤ Exceptional compensation</li> <li>➤ Performance appraisals and performance management</li> <li>➤ Termination and non-retention</li> <li>➤ Benefits orientation</li> </ul>
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Development of training programs for HR staff and supporters and supervisors is also a key HR redesign priority.

We’ve established process design teams to study the current state of each HR process and develop design improvements for future delivery to customers. The design teams are made up of key customers, Fairbanks-based HR staff, and line staff embedded in our units who support and execute HR business processes.

**Current State Process Mapping**

A key deliverable in the Discovery phase of our HR redesign work is complete: mapping the “as-is” state of our priority processes. To accomplish this milestone, we conducted a series of intensive one-day sessions through which we inventoried and mapped the current state of each priority process. We also brainstormed ideas for improving, standardizing, and streamlining our priority processes and defined initial requirements for doing so.

In completing our current state process mapping, we confirmed a reality expressed previously by many HR customers: **Significant differences and inconsistencies exist in the practices and processes employed across Fairbanks-based HR functions—simplicity and standardization will be key to a successful redesign.**

### **HR Workload Study**

To continue to round out our understanding of the current state, we will conduct a workload study with Human Resources staff and line support staff embedded in the University's units (e.g., PPAs). This our final Discovery phase deliverable. The study will help us to:

- Identify the main Human Resources functions currently performed by staff
- Identify the possible overlaps and gaps in the work each function performs
- Ensure we have the resources needed to deliver HR service in the improved, future state

Fairbanks-based HR staff, PPAs, and other staff supporting HR business processes will be invited to complete the workload study. All input is confidential and will be reported in aggregate only. Segal/Sibson will conduct the study in May.

### **UAHR Mission and Charter**

With input from HR staff in Fairbanks and the HR Redesign Senior Advisory Group, we are close to a consensus on our UAHR mission statement and charter. Our charter represents what our organization will stand for and stand on as we deliver HR services to our customers in the improved, future state.

A copy of the UAHR mission and charter is available through the HR redesign web site ([www.alaska.edu/hr/redesign](http://www.alaska.edu/hr/redesign)).

### **What's Next**

Upon completion of the Discovery phase of our HR redesign, we will move into our Redesign phase. Key next steps include:

- Development and review of conceptual future state processes
- Development and review of a conceptual HR organization model, including its organization structure and a description of roles and responsibilities for HR staff

We anticipate this work occurring through the summer.

### **Submit Your Questions and Feedback**

Your questions and feedback are a critical input to our HR redesign work. You can submit your thoughts through the HR redesign web site ([www.alaska.edu/hr/redesign](http://www.alaska.edu/hr/redesign)). Answers to frequently asked questions submitted through the site and collected during faculty and staff council meetings are published every two weeks.

Here are answers to a few of the frequently asked questions received to date.

***Is the purpose of the HR redesign to improve processes, with the end result of downsizing positions?*** We are working toward building one HR organization – **UAHR** – that supports our customers in Fairbanks and our rural areas. **We anticipate no reductions in staff as a result of our design work.** Indeed, we believe our HR design work will result in growth and development opportunities for many of our HR team members. We are committed to providing all affected staff with the training needed to thrive within the new organization structure.

### **How will individual HR staff and customers be involved in creating our organization's future state?**

Building consensus on the optimal HR organization structure and its processes is key to the success of our redesign effort. Our customers' requirements and expectations will drive our process redesign work, and we have identified customers across UAF, Statewide, and Rural units to serve as members of our process design teams. HR staff members, located throughout Fairbanks, are also members of our design teams. We will leverage these teams throughout our process design work – to assist with and test redesigned processes, develop and test training programs, and communicate with all UAHR customers as we implement the redesigned organization and its processes.

**Who is on the various HR redesign committees and process teams?** We've established several teams to execute our HR redesign work, including a Steering Committee, Communications Committee, Senior Advisory Group, and process design teams. A complete listing of the committees and their members is available through the HR redesign web site ([www.alaska.edu/hr/redesign](http://www.alaska.edu/hr/redesign)).