

The **change brief** provides information to share with groups as needed. For more information or to submit a question or feedback visit [www.alaska.edu/hr/redesign](http://www.alaska.edu/hr/redesign).

#### **Milestones**

- **Senior Advisory Group approved the mission and charter.**
- **Discovery Phase is complete**
- **Identified a number of key HR processes and mapped them in preparation for redesign**
- **Completed an HR workload study to determine how much time is spent on particular HR functions**
  1. The workload study will provide data points on how to and organize HR staff
  2. Through the workload study we identified staffing shortfalls in which reallocation may be needed

#### **Next steps**

- **Prioritize HR processes to determine the order for redesign**
- **Begin the redesign of a new HR organizational structure**

The HR Redesign has four phases:

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

#### **Redesign of the organization**

There are two major components of the Redesign Phase: the first is redesign of the organization and the second is the redesign of selected key processes. These components are proceeding concurrently. The new organization will be structured to meet the task requirements of redesigned processes for improved effectiveness and efficiency and the new organization will be built to improve customer service.

While the service delivery model structure is still in development, the goal is to have HR employees in closer proximity to units they serve, allowing improved responsiveness and channels of communication. For now only conceptual ideas are being discussed and explored. More stakeholders will have input as we progress.

#### **Redesign of the processes**

Processes will be reviewed with a focus on customer needs and to simplify process steps wherever possible. The first process redesign will be conducted with the assistance of the Consulting Team from Segal-Sibson. Our goal is to learn from the consultants and conduct the remaining process redesigns without consulting assistance.

#### **HR workload study results**

- Many Human Resources Staff are working more than a 40-hour week to accomplish the work.
- Approximately 65 FTE employees are needed to accomplish the HR functions properly.
- There are 52 FTEs currently assigned to all HR functions (this includes SW, UAF, GI, personnel and payroll, assistants, PPAs and other personnel working on HR duties but who are not titled as PPAs or HR personnel).
- Recruiting activities require the annual equivalent of 11 FTEs.
- Payroll activities require the annual equivalent of 9 FTEs.
- PPAs perform more than 21 percent of HR activities and other “non-HR” staff perform over 14 percent.

#### **FAQs**

##### **How quickly will we start to see/feel changes resulting from the HR redesign?**

Some small changes have already been made. For example, HR "all staff" meetings now include most HR staff. In addition, during our process mapping sessions we identified areas that could be standardized. Obviously, easy improvements will be made more quickly and the more complex processes will take longer to implement.

##### **Will we finalize HR process work before redesigning our HR structure?**

Once we've examined how our HR processes should work, we'll begin looking at the structure. Processes must be redesigned in the context of a suitable organizational structure.