

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

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This change brief is one form of communications being utilized to keep you informed about changes in Human Resources (HR) at the University of Alaska. These “HR Redesign Change Briefs” are sponsored by the UAHR Redesign Steering Committee. The purpose of each brief is to provide stakeholders with an ongoing report of the progress of the UAHR redesign at Fairbanks and organizational change efforts.

**Key Milestones Achieved**

Adding to the accomplishments listed in the first Change Brief, the UAHR Redesign team has achieved several important milestones over the past two months:

- We’ve identified a number of key HR processes and mapped them in preparation for redesign of each process
- We’ve 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 better utilize and organize HR staff
  2. The workload study has identified some potential staffing shortfalls or areas in which reallocation may be needed
- We will soon prioritize the processes to determine the order for redesign
- We are in the beginning stages of redesigning a new HR organizational structure

**HR Redesign Methodology**

Given the complexity of the HR redesign, we’ve mapped the redesign’s key milestones into 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 <b>(Complete)</b>
<b>2. Redesign</b>	Rethinking our 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 course as necessary

The Discovery Phase is complete. The Redesign Phase is underway but, as of the date of this Change Brief, it is in the very early stages of development. 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.

**Redesign of the Organization**

The new HR Organization will be built with very specific goals in mind. The new organization will be structured to meet the task requirements of processes that are being redesigned for improved effectiveness and efficiency; the new organization will allow for career development of HR personnel and the new organization will be built for maximizing customer service.

The new HR Organization will improve support to customers, utilizing a more direct service delivery model. 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. As the strategic direction is mapped out and the methodology is further developed, discussions of possible organizational structures will then take place with the HR community as well as with customers who wish to participate.

Thus far, only conceptual ideas are being discussed and explored. As the conceptual development progresses, more and more of the HR community will be given the chance for input into the new organization. Eventually, the proposed organization will be made available to everyone at the University, for comments and feedback.

**Redesign of the Processes**

The second component of the Redesign Phase also has specific goals in mind. The redesign process will permit an examination of problems noted with current processes in the Discovery Phase. The redesigned processes will be focused on customer needs. An emphasis will be on reducing and/or simplifying process steps wherever possible.

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To begin the task of redesigning processes, a review and prioritization must occur of the key processes already mapped in the Discovery Phase. This prioritization list will soon be complete, with a line-up developed on the order of process redesign work. The first process redesign will be conducted with the assistance of the Consulting Team from Segal-Sibson. During this first process redesign, University personnel will be trained on process redesign techniques and methodologies so that this training can be applied to the other key processes. Our goal is to learn from the first one or two process redesigns and then perform the remaining process redesigns without consulting assistance.

### **HR Workload Study Results**

The results of the HR Workload Study are in. The Study provided the following information:

- To accomplish currently assigned tasks, many Human Resources Staff are working more than a 40 hour week
- The study confirms that approximately 65 FTE employees are needed to accomplish the HR functions properly
- There are only 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 just over 21% of all HR activities and other "non-HR" personnel perform over 14% of HR activities

The results of the workload study will assist us in staffing the new organization to make sure personnel are placed where the need exists and to make sure we do not staff where the need does not exist.

### **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. The mission statement has already been approved and we predict the Charter will be approved at the Senior Advisory Group's next meeting in August 2007.

A copy of the UAHR mission and charter is available through the HR redesign web site under HR Redesign Update Presentation – April/May 2007 ([http://www.alaska.edu/hr/redesign/pdf/redesign\\_update\\_may2007.pdf](http://www.alaska.edu/hr/redesign/pdf/redesign_update_may2007.pdf)).

### **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)). Here are answers to a couple of the frequently asked questions received to date:

### **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 combine SW, UAF and GI HR staff. In addition, during our recent HR process mapping sessions we identified how we can quickly standardize some processes between departments. Obviously, easy problems or small inefficiencies will be fixed sooner and you will notice improvements more quickly. The more complex HR processes will take longer to change and implement, so some improvements will not be seen for a while. More changes will come soon and continue throughout the HR redesign program. The HR redesign timeline, once approved, will provide details on the timing of all work to be completed through the program.

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

Before we can redesign our HR organizational structure, we need to have extensive knowledge of how our HR processes should work. Processes must be redesigned in the context of a suitable organizational structure. As we conduct our process redesign work, we are also testing several HR organizational design concepts to ensure the organization can provide the right positions and HR support necessary to serve customers through the processes. The final shape of the structure is not yet determined. However, one of our goals is to build the structure that will provide the services that our customers are seeking.