



HR Redesign Update

November 30, 2007

**John Duhamel HR Redesign Transition
Manager**

Overview of Today's Briefing

- Discuss Program Direction/Objectives
 - November 9, 2006 Letter of Program Start
 - Basic Assumptions of the Program
- Update the Progress of the HR Redesign
 - Review Process Redesign Methodology
 - Review a rough draft organizational structure
 - Discuss possibility of early transitions
 - Review the HR Customer Survey
 - Discuss the External Review comments
- Questions and Answers


Program Direction/Objectives

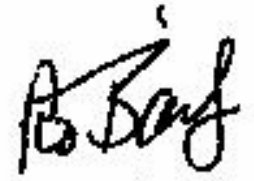
- November 9, 2006 Letter of Program Start
 - Signed by Jim Johnsen and Ro Bailey

UNIVERSITY OF ALASKA

November 9, 2006

**TO: Human Resources Staff
UA System and UAF**

FR: Jim Johnsen 
**Vice President, Administration
UA System**

Ro Bailey 
**Vice Chancellor, Administration
UAF**

RE: Human Resources Review and Transition

Program Authority

- November 9, 2006 Letter of Program Start
 - Approved by President Hamilton and Chancellor Jones
 - Recommendation for a single HR
 - Service Delivery Model

Our Recommendation

In light of the input and our consideration of various options, we have recommended to Chancellor Jones and President Hamilton the following steps, which they have authorized us to pursue:

- **Redefine HR as a single entity whose mission is to help UA execute its mission through its people – what will become the UA HR Charter.**
- **Restructure HR as one entity (UAF and Statewide) with a deployed service delivery model that locates expert HR staff in operational units.**
- **Improve, streamline, and where possible automate HR system processes and procedures.**
- **Add to the HR mission the development of HR leaders and staff.**
- **Create a rigorous measurement, analysis, and accountability environment.**

Basic Assumptions

- Basic Assumptions
 - Transactional functions – centralized
 - Customer Service – decentralized
 - Specialized functions - centralized

High Education HR Best Practices

Transactional HR functions (e.g., payroll, HRIS) and processes should be centralized, streamlined, and eventually automated to the greatest extent possible.

HR service staff should be highly trained generalists, capable of operating independently within defined authority levels, and be physically located in major organizational units (e.g., GI, IAB, CRCSD, CLA, Facilities Services) close to faculty and staff customers.

Specialized HR experts in benefits, labor and employee relations, compensation, etc., should be organized and located centrally so their assistance is available to all HR staff and management at all levels. In addition, they would develop and disseminate policy for use throughout the UA system.

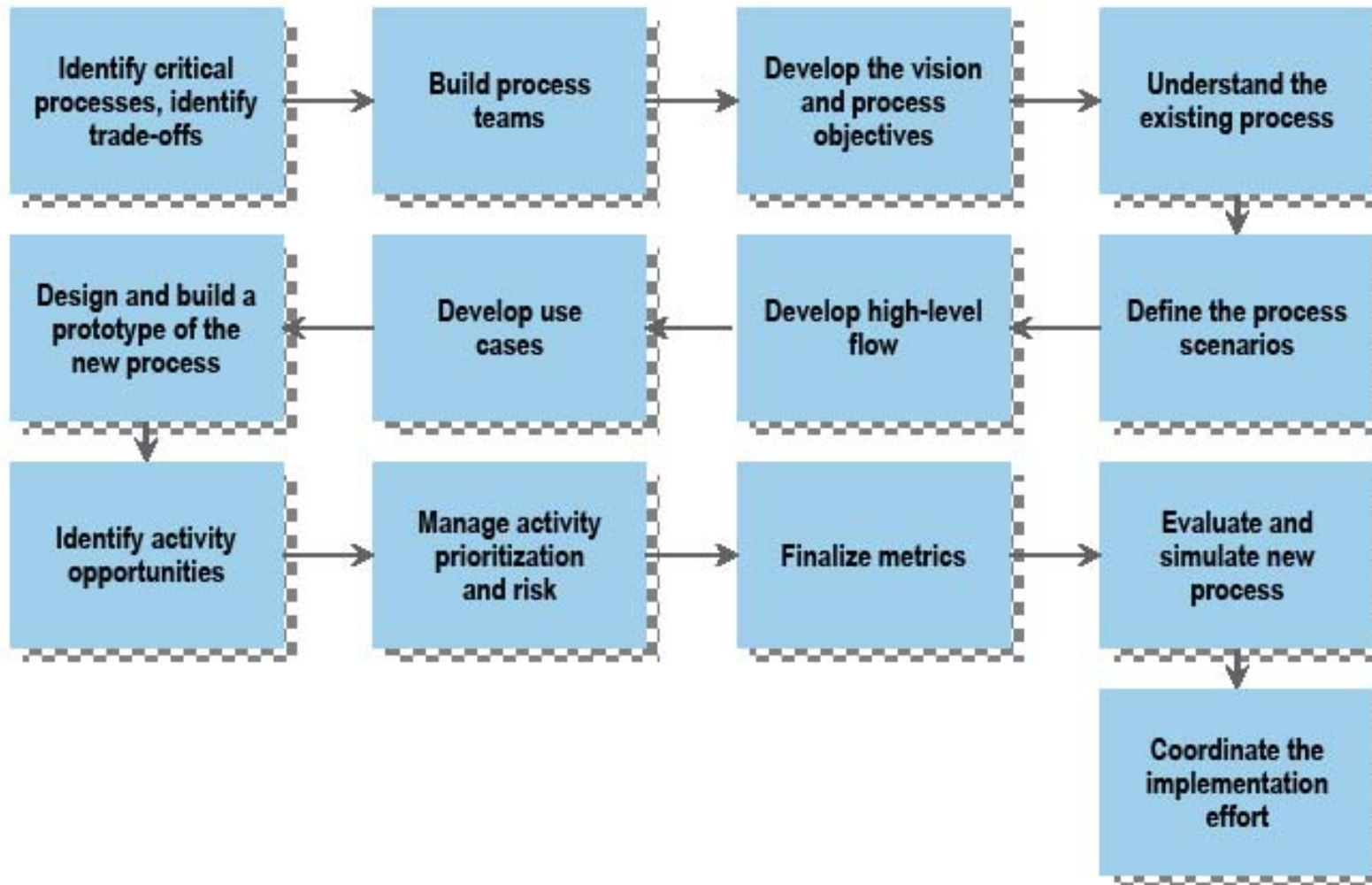
Additional Assumptions

- New Organization is not SW HR nor UAF HR
- Offers a path for Career growth in HR
- Provides for good communication channels
- Focus on Customer Service

Process Redesign Methodology

- Conduct Redesign Training Concurrently
- Started with Student Recruitment Redesign
- November 12th – 16th, 2007; Room 212A Butrovich
- Segal Perform 1st and maybe 2nd Process Redesign
- Utilize the Segal methodology for future redesign work

Primary Steps to Process Redesign



Process Redesign Participants

- The following people participated in the Student Recruitment Redesign (as recommended by the Senior Advisory Council):
 - › Jeannine Senechal (Co - Team Lead)
 - › Jennifer Youngberg
 - › Ann Willert
 - › Ryan Muspratt
 - › Shelly Wade
 - › Will Daniels
 - › Patti Picha (Co – Team Lead)
 - › Vickie Gilligan
 - › Pauline Thomas
 - › Patty Duvlea
 - › Julie Larweth
 - › Kate Leahy
 - › Sabrina Holt
 - › Beth Behner
 - › Sheri Billiot
 - › Susan Herman
 - › Dennis Eames

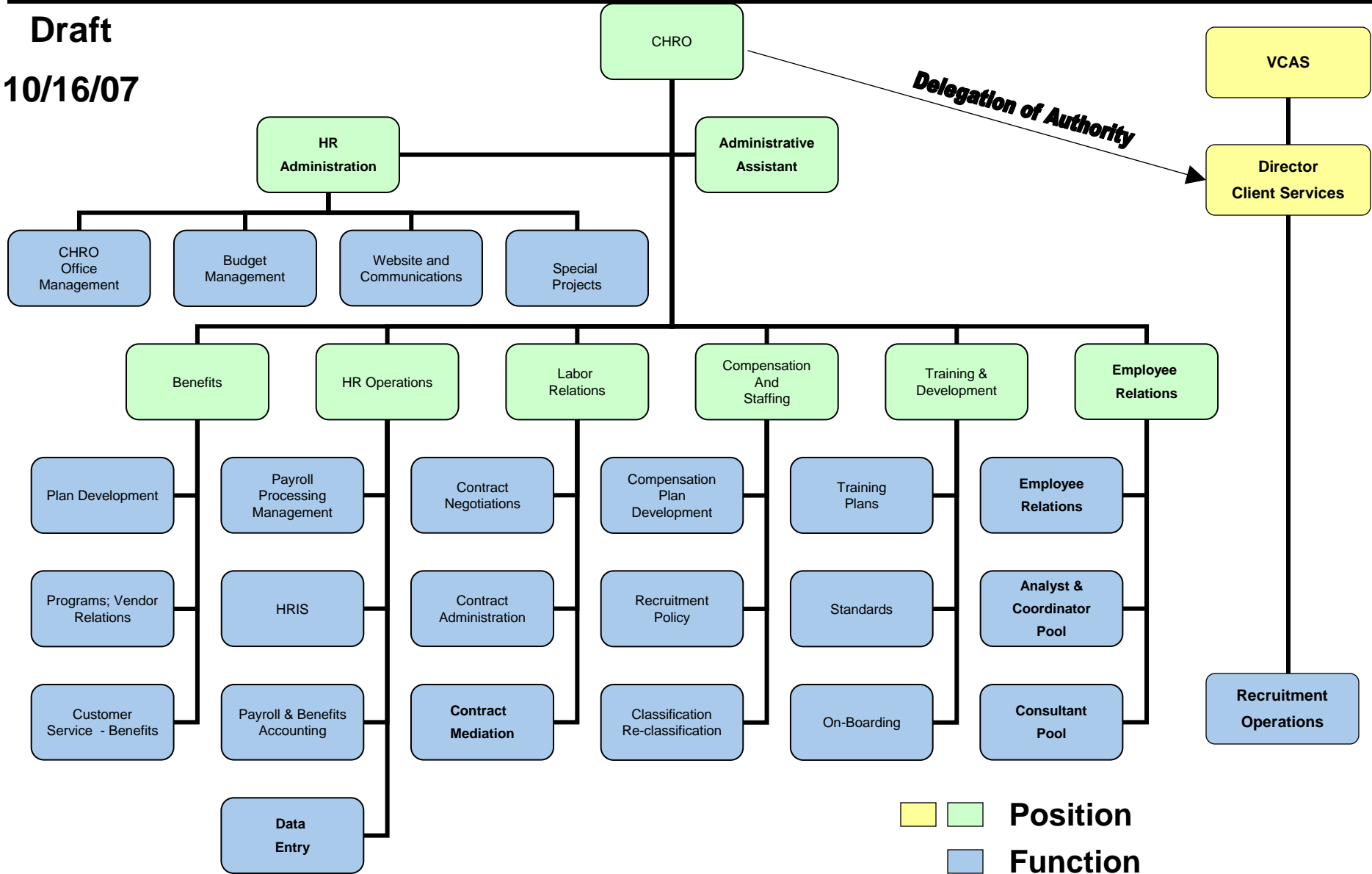
Organizational Structure

The following slides are draft organizational structures:

- No decisions have been made as to the final version of the new organization. These draft organizational charts are offered for discussion and input on the strategic level of the new HR structure. The drafts were built by a small core group that involved HR leaders from SW, UAF and GI.

UA HR Redesign, Showing Functional Responsibilities

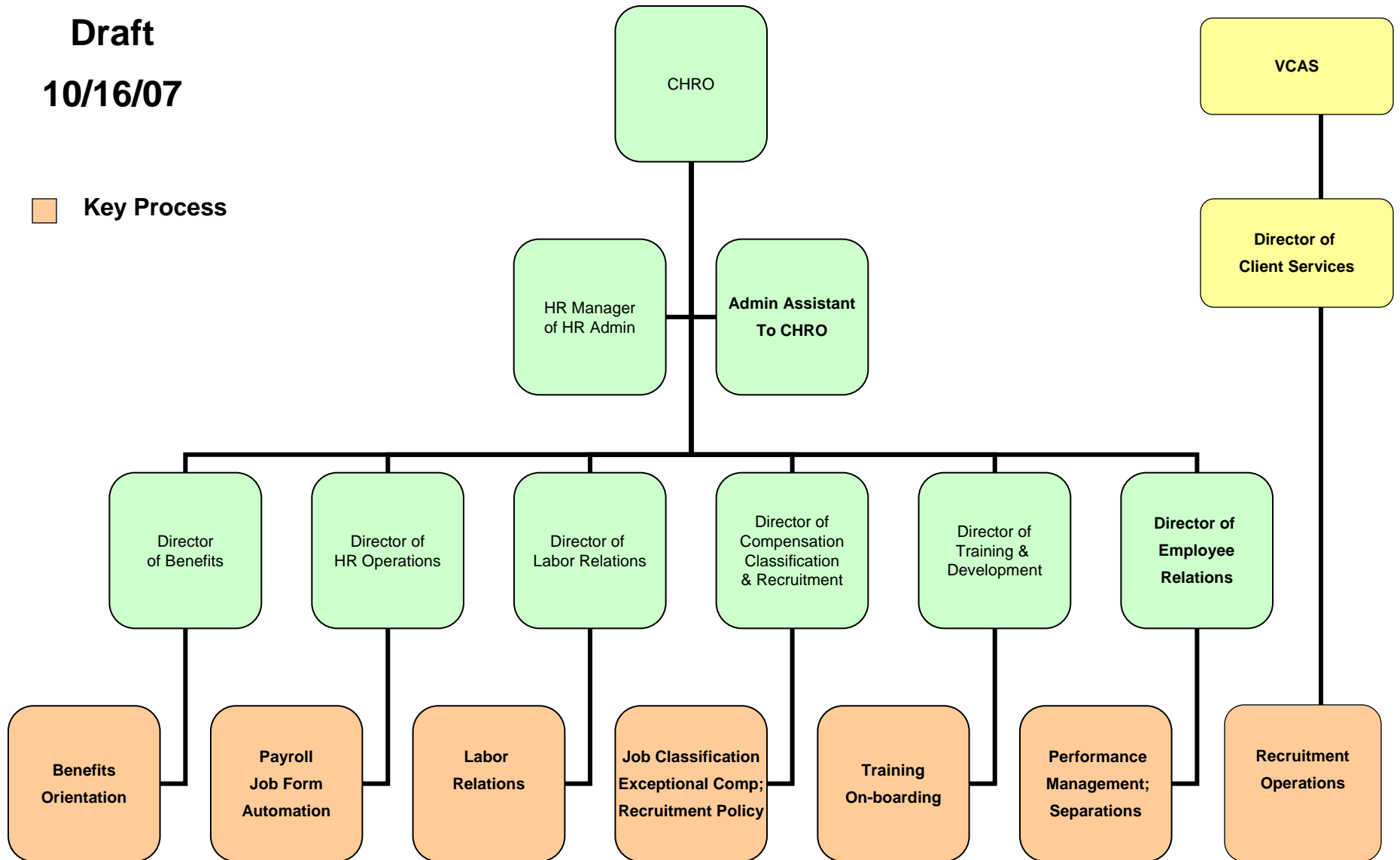
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UA HR Redesign showing Process Owners

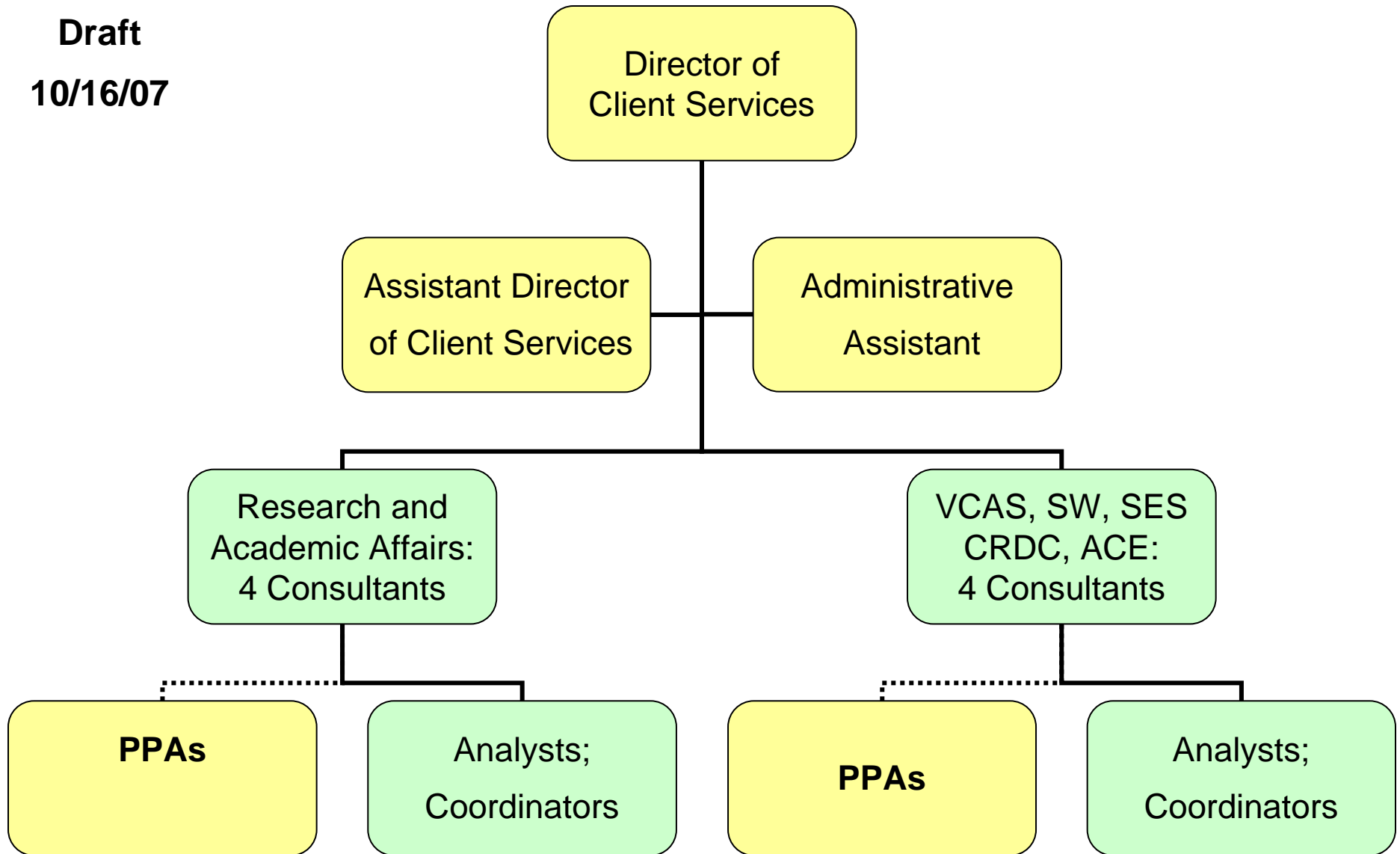
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 Key Process



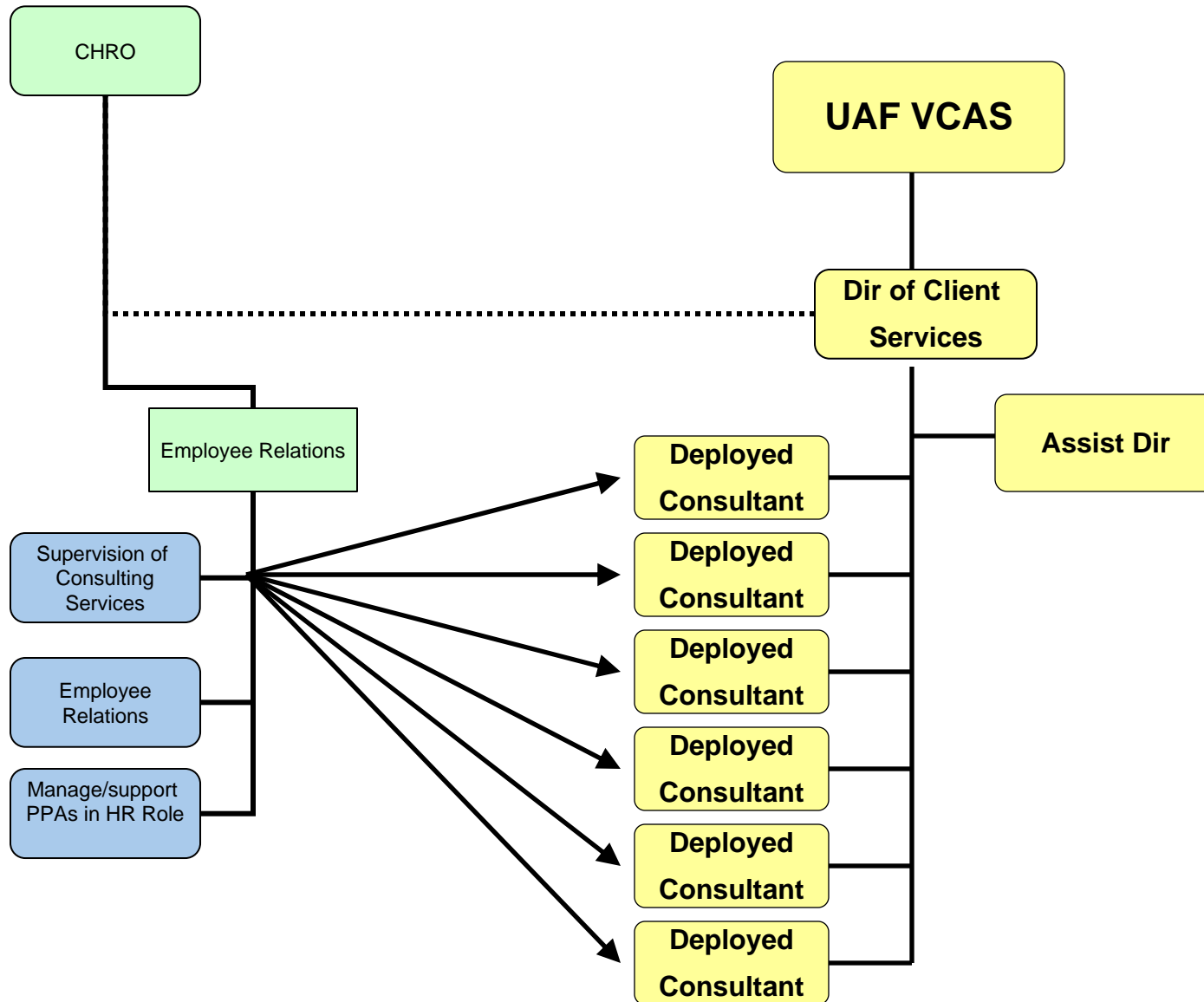
UA HR Client Services Groupings; Functional (2 units)

Draft
10/16/07



UA HR Redesign, Matrix Client Services

Draft
10/16/07



Early Transition Discussion

Transactional processes could be centralized concurrent to process redesign.

- Candidates include: benefits, payroll/personnel and classification
- Transparent to customer but visible to HR
- Beginning stages to a new organization
- Test transition concept on simpler process components
- Test communications methods on first significant change to the program
- Low hanging fruit but visibility to customer is limited

HR Customer Survey

- **Survey Monkey: On-Line Survey Tool**
- **Audience: All HR Customers**
- **Duration: 10 to 15 minutes**
- **Objective: Gain feedback on HR Processes and Customer Satisfaction**

http://www.surveymonkey.com/s.aspx?sm=M5NTks2C4vWiPjBzerZp_2bA_3d_3d

External Review Comments

Three Discussion Items:

- Rumors of decisions being made
- Involvement of UAA and UAS
- HR is short personnel

Ratio of HR Personnel to Customers

	Statewide	UAA	UAF	UAS	UA System
# Regular Faculty	1	640	677	129	1447
# Temp Faculty	0	813	505	117	1435
% Reg Faculty	100%	44%	57%	52%	50%
% Temp Faculty	0%	56%	43%	48%	50%
# Regular Staff	249	1053	1665	220	3187
# Temp Staff	25	1045	1314	160	2544
% Regular Staff	91%	50%	56%	58%	56%
% Temp Staff	9%	50%	44%	42%	44%
# Regular Faculty & Staff	250	1693	2342	349	4634
# Temporary Faculty & Staff	25	1858	1819	277	3979
# All Employees	275	3551	4161	626	8613
# HR Staff	26	16	23	5	70
Direct Regular Staff: Faculty Ratio	N/A	1.65	2.46	1.71	2.20 (Includes SW)
Direct Regular Faculty & Staff; HR Staff Ratio	N/A	105.81	101.83	69.80	66.20 (Includes SW)
# All employees: HR Staff Ratio	N/A	222	181	125	123 (Includes SW)

National Standard is 1 HR per 100 customers

Questions

We would like your feedback...Good or Bad

Thank You!

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