

# HR Strategic Design Event

March 17-19, 2015



# There is a clear case for change

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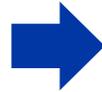


- Mass retirement of talent
- A range of increasing financial pressures, including those related to state funding, tuitions and the health care market place
- The need to be more nimble and agile in the competition for talent
- Building a culture of engagement and high performance
- Improving our ability to drive continuous development of our talent and keep the talent we want to keep
- Responding to a clear message from the University's people that this needs to be fixed

# Guidelines for the HR Future State



***Focus on serving customers***



Make it easier for HR's customers to do what they need to do, and get the help they need to get

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***Make work easier***



Simplify and standardize work so it can be done more quickly and more efficiently

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***Do HR work where it should be done***



Differentiate between work that is unique and needs to be local, from work that should be standard and can be centralized

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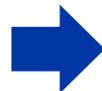
***Work together***



Increase HR teamwork, problem solving and improvement

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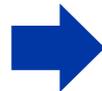
***Make better use of technology***



Develop and follow a unified HR technology plan

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***Turn the page***



Suspend historical biases so they don't get in the way of changing what needs to be changed

# Design Attendees Encouraged by Leadership



Academic and Administration HR	Central HR	Design Council	Health System HR
<ul style="list-style-type: none"> <li>• Barbara Kessler</li> <li>• Barbara Ruddy</li> <li>• Brett Schnell</li> <li>• Cayce Fournier</li> <li>• Debbie Mincarelli</li> <li>• Ellen Missana</li> <li>• John Teahan</li> <li>• Lisa Cannell</li> <li>• Lynn King</li> <li>• Rayshon Tibbs</li> <li>• Vickie Tucker</li> </ul>	<ul style="list-style-type: none"> <li>• Alison Miller</li> <li>• Bryan Garey</li> <li>• Elizabeth Allan</li> <li>• Michael Latsko</li> <li>• Michael Schwartz</li> <li>• Susan Carkeek</li> <li>• Tamara Fleming</li> </ul>	<ul style="list-style-type: none"> <li>• Allan Stam</li> <li>• Arlene Keeling</li> <li>• Christina Morell</li> <li>• David Smith</li> <li>• Donald Sundgren</li> <li>• George Cohen</li> <li>• Janet Heinzmann</li> <li>• Justin Thompson</li> <li>• Steven Wasseman</li> </ul>	<ul style="list-style-type: none"> <li>• Andrew Mulcunry</li> <li>• Anne Kromkowski</li> <li>• Brian Gittens</li> <li>• Brenda Jarrell</li> <li>• Christine Rudge</li> <li>• Janet Hollis</li> <li>• Jennifer Oliver</li> <li>• John Boswell</li> <li>• Melissa Frederick</li> <li>• Patricia Van Hook</li> <li>• Richard Covington</li> <li>• Robin Fisher</li> <li>• Steven Snyder</li> <li>• Veronica Ford</li> </ul>
IT	Organizational Excellence	President's Office	Provost Office
<ul style="list-style-type: none"> <li>• George Brudin</li> <li>• Sean Jackson</li> <li>• Teresa Wimmer</li> </ul>	<ul style="list-style-type: none"> <li>• Lee Baszczewski</li> <li>• Sarah Collie</li> </ul>	<ul style="list-style-type: none"> <li>• Catherine Lindqvist</li> </ul>	<ul style="list-style-type: none"> <li>• Maggie Harden</li> </ul>

**Inspirational visits from:**  
 President Teresa Sullivan  
 Pat Hogan  
 Rick Shannon  
 Kerry Abrams  
 "CAV Man"

# Summary of the Design Event



Highlights	Challenges	Themes
<ul style="list-style-type: none"><li>▪ Getting people together!</li><li>▪ The pan-University teamwork at the seven individual tables</li><li>▪ The Q&amp;A with the Cross Grounds HR Team</li><li>▪ Sponsors visits and remarks: Pat Hogan; President Sullivan; Dr. Shannon; Kerry Abrams</li><li>▪ Cavman's visit</li><li>▪ The participation and contribution of the Design Advisory Council and Dean Stam</li><li>▪ Taking us out on George Cohen's HR song</li></ul>	<ul style="list-style-type: none"><li>▪ Realization that change is coming</li><li>▪ The need for more common knowledge about leading practices and application to the University</li><li>▪ General recognition of what the vision could mean, how much hard work would be involved in getting there, and how much it might cost to invest in technology</li></ul>	<ul style="list-style-type: none"><li>▪ The excitement and value of working across the University as a team.</li><li>▪ The policy, process and system complications related to multiple employee types.</li><li>▪ The essential need to overhaul HR technology.</li><li>▪ The commitment of University leaders – and the depth of leadership alignment and resolve.</li><li>▪ Readiness to tackle the hard stuff?</li></ul>

# Design Event Approach



- Engage a wide range of stakeholders at one time to reduce the time it takes to get input and build agreement
- Apply a rapid design-feedback-refine approach to quickly get ideas on the table, kick the tires and provide feedback, and iterate the design
- Establish a safe environment for being creative, challenging sacred cows, and working as a team

## Step 1

### *Working Group Task*

- Develop a vision for your topic
- Explain how is it different from today
- Explain what we will need to change
- Identify significant interdependencies with other groups

## Step 2

### *Full Group Feedback*

- Share vision and output
- Get feedback
- Discuss critical items



*Repeat as necessary*

# Round 1: Vision Topics and Scope Suggestions



HR Mission	HR Service Partner	HR COEs	Employee Self Service
<ul style="list-style-type: none"> <li>▪ What is HR's mission?</li> <li>▪ Who does HR serve?</li> <li>▪ Does it apply to all units and all employee types?</li> <li>▪ Is it aligned with the university's mission and strategic goals?</li> <li>▪ Will it be meaningful to everyone in HR?</li> </ul>	<ul style="list-style-type: none"> <li>▪ What is the role of the HRSP?</li> <li>▪ What are the qualifications?</li> <li>▪ How do they allocate their time?</li> <li>▪ Who gets and HRSP?</li> </ul>	<ul style="list-style-type: none"> <li>▪ What is a COE?</li> <li>▪ How are COEs organized?</li> <li>▪ Is it virtual or physical?</li> <li>▪ What COEs are there?</li> <li>▪ How is COE success measured?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Is the University using ESS?</li> <li>▪ How much and to do what?</li> <li>▪ What is the user experience like?</li> <li>▪ How do employees feel about it?</li> </ul>
HR Governance	Criteria for Standardizing Work	HR Technology	
<ul style="list-style-type: none"> <li>▪ What are the objectives and scope of HR governance at the University?</li> <li>▪ What is the criteria for something that should engage the governance process?</li> <li>▪ How does the University benefit from HR governance?</li> <li>▪ How are people held accountable for using and complying with HR governance?</li> <li>▪ What role does University leadership play in making sure governance works?</li> </ul>	<ul style="list-style-type: none"> <li>▪ What do we mean by standardization?</li> <li>▪ What are the benefits of standardizing work?</li> <li>▪ What characteristics or qualities need to be met in order to qualify for standardization?</li> <li>▪ Under what conditions would work not be standardized?</li> </ul>	<ul style="list-style-type: none"> <li>▪ What are the characteristics of HR technology in the future?</li> <li>▪ How much cloud technology is being used?</li> <li>▪ What criteria is being used to evaluate applications?</li> <li>▪ What kind of user experience is being delivered?</li> <li>▪ Are mobile and social enabled?</li> <li>▪ How much integration is there across the university?</li> </ul>	

# Round 2:

## Vision Topics and Scope Suggestions



HR Metrics	HR Specialists	HR Service Center	Manager Self Service
<ul style="list-style-type: none"> <li>▪ What are key measures for the effectiveness and efficiency of HR?</li> <li>▪ What measures are used to gauge the effectiveness and efficiency of the different parts of HR?</li> </ul>	<ul style="list-style-type: none"> <li>▪ What is the role of the HR Specialist?</li> <li>▪ What are the qualifications?</li> <li>▪ How do they spend their time?</li> <li>▪ How are HR specialists deployed?</li> <li>▪ How is the effectiveness and efficiency of HR specialists measured?</li> </ul>	<ul style="list-style-type: none"> <li>▪ What is the role off the HRSC?</li> <li>▪ Is it virtual or physical?</li> <li>▪ What customers does the SC serve?</li> <li>▪ What kind of work could and should be performed by the SC?</li> <li>▪ What is the criteria for determining what work should be in the HRSC?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Is the University using MSS?</li> <li>▪ How much and to do what?</li> <li>▪ What is the criteria for delivering a service using MSS?</li> <li>▪ What is the user experience like?</li> <li>▪ How do managers feel about it?</li> </ul>
HR Governance	Criteria for Centralizing Work	HR Technology	
<ul style="list-style-type: none"> <li>▪ What are the various governance roles and responsibilities?</li> <li>▪ How are people held accountable for using and complying with HR governance?</li> <li>▪ What role does University leadership play in making sure governance works?</li> <li>▪ Describe 2 cases when governance would apply and how the process would work, and a third example when governance would not be applicable</li> </ul>	<ul style="list-style-type: none"> <li>▪ Define centralization.</li> <li>▪ What are the benefits of centralizing work?</li> <li>▪ What characteristics or qualities need to be met in order to qualify for centralization?</li> <li>▪ Under what conditions would work not be centralized?</li> </ul>	<ul style="list-style-type: none"> <li>▪ How does HR technology governance work in the future?</li> <li>▪ How is HR and IT working together?</li> <li>▪ How does HR and IT work together to identify, turn on or add new functionality?</li> </ul>	

# More Information

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[Office of Organizational Excellence](#)