

# HR Strategic Design Initiative

## Project Status

June 2015



# Embarked upon the HR Strategic Design Initiative



Objectives	Scope
<ul style="list-style-type: none"><li>➤ Develop a thorough and fact-based understanding of the University's HR requirements</li><li>➤ Design a future-state service delivery model for satisfying the requirements</li><li>➤ Develop a business case, road map, and year 1 plan for beginning to implement the future-state</li><li>➤ Engage and build agreement among key stakeholders on the vision and the plan</li><li>➤ Establish the structure for sustaining progress over the long run</li></ul>	<ul style="list-style-type: none"><li>➤ All aspects of the HR service delivery model, for example:<ul style="list-style-type: none"><li>- What services are delivered?</li><li>- How are they delivered?</li><li>- How is HR resourced?</li><li>- Where are the resources and how do they report?</li></ul></li><li>➤ All parts of the University<ul style="list-style-type: none"><li>- Academic Division</li><li>- Health System/Medical Center</li></ul></li></ul>

**We started by talking to HR's users across grounds, we listened to their key pain points, and we understood how HR delivers services today...**

# Found that the user experience should be at the heart of the model

## UVa's Current Framework



- The delivery of HR services today is characterized by high variability.
- Consequently, it is very difficult to deliver a seamless and excellent user experience.

## User Experience Framework



- Design a HR service delivery approach that allows the University to deliver a seamless, high quality experience to its clients.

# Developed the future-state design principles



<b>HR Mission</b>	<ul style="list-style-type: none"><li>▪ Be a trusted partner and a strategic, integrated resource providing the highest quality Human Resources services to advance the missions of teaching, research, patient care and service.</li></ul>
<b>HR Governance</b>	<ul style="list-style-type: none"><li>▪ One HR governance framework to drive HR alignment and consistency</li><li>▪ HR governance responds to changes and mitigates risk to the University</li><li>▪ Metrics and data provide the framework for management and accountability</li></ul>
<b>HR Team</b>	<ul style="list-style-type: none"><li>▪ HR is a community of professionals with subject matter expertise, competencies and qualifications</li><li>▪ HR is a partner focused on quality services to enable the University's people</li><li>▪ HR is accountable to the community it serves</li></ul>
<b>HR Technology</b>	<ul style="list-style-type: none"><li>▪ HR technology strategy and functionality enables HR to deliver expertise</li><li>▪ HR technology is consistent with the University's outstanding reputation and the user experience expectations</li><li>▪ Select HR technology based on requirements and configure based on agility, efficiency and leading practices</li></ul>
<b>HR Service Delivery</b>	<ul style="list-style-type: none"><li>▪ Standardize HR processes and policies where appropriate, and variability is limited to regulatory requirements or significant value added</li><li>▪ Optimize work where it is most effective, most efficient, and leverages the right resource</li></ul>

# Made assumptions to support the design process

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- The user experience is at the heart of the model
- Focus on the future-state and not worry about how we get there
- Today's people and roles don't imply future-state people and roles
- The future-state HR service delivery model will be enabled by technology
- HR across the University will work together as a community – not as separate HR organizations
- Common, centralized or shared does not have to mean co-located; resources can be organized 'virtually' given appropriate technology
- Achieving the future-state begins now and will be the result of gradual change, growth and maturation; it's not expected to happen overnight

# FY 16 priorities

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- Over the next couple of months
  - Establish project governance and structure
  - Build business case
  - Define HR Strategy and Metrics
  - Fuel HR community building across grounds
  
- Over the remainder of FY 2016
  - Design HR Service Delivery Components and deliver quick wins:
    - Centers of Expertise
    - Service Partners
    - Service Center (including Self-Service)
  - Simplify HR Policies and Processes
  - Lead collaborative process to define HR IT needs and potential solutions
  - Manage large-scale project
  - Continue to engage stakeholders and manage change

## Team Summaries

# HR Strategic Design Initiative:

## Team introductions (1 of 2)



Teams	Brief Description
<b>HR Community</b>	Plans and implements HR community building events; manages the ongoing G40 events and creates excitement and support for the future-state of HR across Grounds.
<b>Governance</b>	<p>Sets priorities and direction, anticipates problems and removes obstacles, drives team performance and coordinates the collection of future-state technology requirements. The work is organized into two teams:</p> <ul style="list-style-type: none"><li>• <b>Structure:</b> Develops the future-state HR organizational design, defines future state roles, establishes how HR decisions will be made and builds the resource transition plan.</li><li>• <b>Policy:</b> Leads effort to simplify employee types, identifies and prioritizes HR policy changes, works with the Policy Review Committee, and drives the implementation of policy changes.</li></ul>
<b>HR Service Delivery Design</b>	<p>Sets priorities and direction, anticipates problems and removes obstacles, drives team performance and coordinates the collection of future-state technology requirements. The work is organized into three teams:</p> <ul style="list-style-type: none"><li>• <b>COEs:</b> Identifies the future-state HR CoEs and leads the high-level design of each CoE (strategy, scope, success measures and service standards, structure and staffing model) and builds the migration schedule for future-state COE roll-out.</li><li>• <b>HR Service Partners:</b> Develops the high-level design of the future state HR Service Partner role (competencies, scope, success measures and service standards, structure and staffing model) and builds the migration schedule for future-state HRSP capabilities.</li><li>• <b>HR Service Center:</b> Develops the high-level design for the future-state HR Service Center (operating model, governance, structure, location, process, technology, competencies and quality) and builds the migration schedule for future-state HR Service Center operations</li></ul>

# HR Strategic Design Initiative:

## Team introductions (2 of 2)



Teams	Brief Description
<b>HR Technology</b>	<p>Sets priorities and direction, anticipates problems and removes obstacles, drives team performance and coordinates the collection of future-state technology requirements. The work is organized into three teams:</p> <ul style="list-style-type: none"><li>• <b>Data:</b> Works closely with the Managerial Reporting team and Oracle Business Intelligence team to contribute to the data dictionary they are building, assesses the quality of HR data and provides data cleansing recommendations, and defines data standards and conversion protocols.</li><li>• <b>Requirements and Vendor Selection:</b> Leads the identification of future-state HR technology requirements across all teams, identifies potential solutions, drafts the RFP and facilitates the vendor selection process.</li><li>• <b>HR Portal, Self Service &amp; Web Experience:</b> Completes assessment of the current HR web-sites and user experience and defines the future-state portal, web-presence and self-service strategy for HR.</li></ul>
<b>HR Process</b>	<p>Defines future state HR processes and sub-processes, prioritizes process improvement areas, and documents high-level future-state processes.</p>
<b>Change Management</b>	<p>Establishes the overall change management and communication strategy for the project, implements the strategy, and works closely with project teams to prepare the HR community for changes that are implemented in FY16.</p>
<b>HR Services for HR</b>	<p>Develops the high-level design for each future-state 'HR Services for HR' area (HRIT, vendor management, analytics, HR development, process and continuous improvement and strategic initiatives) and builds the roll-out schedule for each area.</p>