

Organizational Excellence Initiative Summary

Title: HR Strategic Design Initiative

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Problem Statement

The University's current structure and delivery of HR has developed organically rather than intentionally, resulting in significant variability in types of services, quality, and staffing among central HR and schools/units across grounds. HR activities are highly-distributed, often creating duplication of effort in processes and a lack of clarity around decision-making and roles. The HR function is dominated by transactional and information-gathering activities with limited investment in higher-value, strategic organizational effectiveness. The University's multiple 'employee types' and differing policies and procedures for each faculty or staff type create additional complexity and contribute to sub-optimal performance. Because many HR transactions have manual components due to technology limitations, quality is affected by errors and rework.

Generally, stakeholders express frustration with HR service levels and view processes as cumbersome, bureaucratic, manual and slow. Stakeholders indicate that they are spending too much time on HR work, distracting from other important work. Stakeholders perceive that HR is focused too heavily on compliance and not enough on advice or counsel.

Project Overview and Scope: HR Strategic Design Initiative

The University's Cornerstone Strategic Plan and the Health System Strategic Plan require talented and dedicated faculty and staff to realize institutional ambitions. A significant amount of work has already been done to improve HR. However, this will be the first time the University is taking a truly strategic view more broadly across Grounds, including the entire Academic Division and the Health System/ Medical Center.

All aspects of the HR service delivery model will be reviewed, including types of services delivered, methods of delivery, resourcing for HR and reporting structure/ hierarchy. As part of this HR project, we want to understand what other organizations are doing, and not be constrained by the current HR delivery model.

This initiative is focused on designing a HR service delivery model for the entire University, including the Medical Center, for all employee types (faculty, staff and students). The design will consider extensive stakeholder feedback from across the University. The initiative will develop a prioritized roadmap for implementation, propose a budget for implementation, and develop a change management approach for successful adoption.

Project Goals / Objectives and Timeline

Create a long-term strategic vision for human resources, that aligns with and enables the University's goals and priorities. Develop a thorough and fact-based understanding of the University's HR requirements. Develop a business case, road map, and year-one plan, to begin implementing the future state. Engage and build agreement among key stakeholders on the vision and the plan. Establish the structure for sustaining progress over the long run.

Discover to Engage: Launch the project and develop the current state assessment.

Dec '14-Feb '15

1. Review the existing current state, and determine what if any additional data gathering is required
2. Identify and conduct interviews with a cross-section of university leaders
3. Document the current state
4. Document guiding principles for the future state service delivery model

Design to Simplify: Develop the future service delivery model and begin to build consensus.

Feb-Mar '15

5. Identify any immediate priorities
6. Develop a university-wide HR strategy and service delivery model
7. Design a university HR governance model and process
8. Develop a high level business case, budget and road map
9. Develop a game plan for reviewing and refining the vision and road map with stakeholders

Enable the Mission: Develop and gain agreement on a plan for moving forward.

Mar-Apr '15

10. Engage stakeholders to refine the vision and road map
11. Refine the business case for change
12. Develop an implementation road map
13. Identify potential obstacles
14. Conduct working meetings to refine the plan and build consensus
15. Refine the plan and priorities for year 1