### Changing for Excellence Business Case – Human Resources

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<th>Projects</th>
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| **KU’s Human Resources Unit:** *create strategic role and redesign organizational chart*  
Phase 1: Compensation function in HR.  
o Compensate Analyst hired and function operational. Will be routinized after completion of Classification/Market Study. Phase 1 completed.  
Phase 2: Enhance strategic role by accomplishing other CFE objectives.  
o Hiring and Recruiting CFE objective accomplished. Position classification and market alignment is in final stages of Phase IV. Other objectives making progress.  
Phase 3: Be invited to the “executive table” for decision making as appropriate.  
o Interim Associate Vice Provost for Human Resource Management (HRM) has been actively engaged with executive leadership, and HRM restructuring has been completed with all staff in place.  
o Web site redesign in place; new staff engaged in mission oriented projects.  
o HRM metrics design is in progress as is the development of the University HR strategic plan.  
**Project Completed.** |
| **Hiring and Recruiting:** *streamline processes and increase HR workflow implementation*  
Phase 1: Analyze process to identify potential efficiencies  
o Phase 1 completed with ongoing attention to continual improvement. Future improvements will include implementation of Kenexa 2XO onboarding system.  
Phase 2: Analyze and implement changed processes –  
o Phase 2 completed with successful launch of Kenexa Brass Ring applicant system.  
Phase 3: GTA/GRA/GA process improvements  
o Phase 3 completed with initial roll-out of improved GTA/GRA/GA process. Will continue to be implemented in new SSCs across campus  
Phase 4: ROC staff conversion to SSC  
o Transition completed for several SSCs, including recruitment and time/absence training.  
o ROC will be closed out by April 22.  
**Project Completed.** |
| **Position Classification & Market Alignment:** *standardize staff job titles and create KUL/KUEC salary bands*  
Phase 1: Identify vendor to conduct classification/market study  
o CBIZ selected, complete.  
Phase 2: Conduct classification/market study  
o CBIZ conducted analysis of JAQs and provided final deliverables to KU in July 2013 and January 2014; analysis completed.  
o Project leadership, stakeholders, and focus groups have been activated and are providing input throughout the implementation (four phases). Regular campus communication occurs at milestones in each phase of the study.  
Phase 3: Implement phased recommendations from study  
**Project Completed.** |
Phase I & II were completed in November, 2013 and March, 2014.

Phase III was completed December, 2014.

The following activities for Phase IV have been completed.

- University work groups participated in the review and adjustment of job title summaries, required qualifications, and salary range assignments for new job titles which HR had developed. This process began in November, 2014 and was finalized in February, 2015.
- Preliminary assignment of staff to new job titles was provided to managers by HR for feedback in March with an April 8, 2015 response deadline.
- Town hall meetings for Phase IV staff and supervisors were held in April, 2015.

Phase IV: Implemented Phase IV of the study on July 5, 2015 by accomplishing the following activities.

- Second and third, final reviews of staff assignment to new job titles were completed by managers and by HR.
- Fiscal impact was analyzed and funds authorized as applicable.
- Staff were notified of their job title assignments and, if applicable, salary increases.
- Changes were processed with an effective date of July 5, 2015 with any applicable salary increases in the July 31, 2015 paycheck.

Project Completed. HR will now implement market-based salary administration practices as part of our regular compensation services.

Talent Development: redesign and implement improved processes

Phase 1: Identify vendor and implementation partner to provide performance management and learning management systems

- Success Factors software was selected and implementation partner 3D Results has been engaged. Phase I completed.

Phase 2: Developed Talent Development framework and implemented new systems

- Governance groups met regularly.
- Systems tested and configuration completed by end of December, 2014.
- Configured system moved into production by end of December, 2014.

Phase 3: Implement Pilot with Administration and Finance for performance management and training campus-wide for learning management.

- Training of Administration and Finance (A&F) division for performance management goal development was completed.
- Training on conducting performance evaluations for A&F supervisors began Fall 2015. Hands-on training began in October with 28 sessions attended by 184 employees. Online training with job aids and video tutorials were made available in January, 2015. Nine additional hands-on training sessions were scheduled between January 8th and March 1st, 2015.
- By the end of January 7, 2016, 846 of 984 A&F employees had completed their self-evaluations.
- As of January 7, 2016, 49 annual evaluations have been completed for 2015 by A&F supervisors; 64 probationary evaluations were completed in the system.
- HRM staff continue to expand the number of campus partners utilizing the learning management module as well as working with them to import their training and education content into the system.
- HRM staff continues to develop and execute new training and education content as applicable with campus-wide partners.
In December, 2015, 9800 employee photos were loaded into the Talent Development employee profile from the KU Card system. Only 211 employees “opted out” for the generic Jayhawk icon, rather than their photo.

**Phase 4: Implement systems campus-wide – Academic sector 2016 – 2017**

- The Academic sector and those remaining units outside A&F reporting to the Provost will be integrated into the PMS in 2016 as Phase II of the project. Phase II involves 138 units and 1337 supervisors/employees.
- Training for goal setting for Phase II participants will occur between January 1, 2016 and March 30, 2016. As of January 7, 2016, 30 training sessions had been scheduled; 68 employees have attended sessions.
- By 4-11-2016, 736 evaluations for the 2015 calendar year had been completed by the units in A&F with 1492 (396 employees have goals) performance goals set for calendar year 2016.
- By 4-11-2016, 49 face-to-face sessions have been conducted with 952 employees attending and 296 have viewed the online video in the academic sector. Training for the academic sector was completed on March 30, 2016, and HRM has reached out to employees who did not attend the previously scheduled sessions to attend make-up training offered through July or watch the available video.
- By 4-11-2016, 1881 performance goals for employees in the academic sector have been set for calendar year 2017 (504 employees have goals).
- HRM staff continues to develop and execute new training and education content as applicable with campus-wide partners.

**Phase 5: Implement systems campus-wide – Research sector 2017 - 2018**

- Phase III will be the last implementation phase for the performance management system and focus on the research sector. That phase begins with setting goals in 2017 for evaluating performance for the year 2018.