

Changing For Excellence Business Case Goal Completion Report

Human Resources

Report Date

August 2016

Changing For Excellence Summary

Summarize the process to date and lessons learned. Provide future direction and strategy for this business case:

Goal 1: Create a strategic role for HR.

Context: University leadership directed a deliberate shift of the primary KU HR Department effort away from transactional work toward being a strategic partner. In this new role, the HRM team will help the University leadership anticipate future workforce needs, recruit top talent, develop our employees, and meet retention goals.

What percent is this goal complete? 100%

If the goal has been met, please describe how it was met.

The structure of Human Resource Management was realigned, along with its vision and mission statements. Staff are fully in place to operationalize the human resource function with the University's aspirations.

Challenges:

- Full alignment of the Accessibility/ADA and IOA within HRM. Significant progress has been made, but process adjustment is on-going (ie synchronization of FMLA considerations and the accommodation process)
- Establishing a one year operational cost of HRM. 2015 funding levels reflect the previous organizational structure.

Opportunities

- The shift of HR from a transactional organization to one that is increasingly strategic brings KU HR functions into alignment with higher education HR best practices. The deepening of HRM's strategic role will ensure that our HCM practices positively impact KU's Bold Aspirations.

Goal 2: Streamline recruitment and on-boarding processes and increase workflow implementation across HR.

Context: Staff report challenges with recruitment and on-boarding, citing process bottlenecks in central HR and in units.

What percent is this goal complete? 100%

If the goal has been met, please describe how it was met.

Business process reviews facilitated by Huron were held with KUMC to align recruitment policies. Several approval steps were removed from the recruitment process to expedite processing. Search waivers were shifted to the Office of Institutional Opportunity and Access to review. The new Brass Ring applicant system was successfully implemented in two phases to enable improved user experience and improvements in automating steps of the recruitment process, e.g. electronic acceptance of offer letters and incorporating components of the faculty Hiring for Excellence process. The Recruitment and Onboarding Center and Shared Service Centers were implemented to handle the administrative steps of the recruitment and to expedite onboarding processes with centralized services.

Challenges:

- The challenges involved quickly migrating from Oracle's Talent Management (TAM) system and maintaining 3 applicant systems simultaneously until Brass Ring could be fully implemented for all employment categories. Many work-arounds and gap measures had to be taken, necessitating rapid change for campus users who were already experiencing change with the movement to Shared Service Centers. The campus user experience with TAM was extremely negative, and HR was unable to meet our standard of service with that system. The final stages of the Brass Ring implementation allowed us to return to our normal levels of service provision.

Opportunities:

- Future steps include the continued focus on ways to automate the onboarding process thereby improving its efficiency and to advocate with Brass Ring for continued improvements to address higher education best practices in recruitment and hiring.

Goal 3: Implement a performance management process for unclassified staff and enhance existing performance management capabilities to assist KU in better managing and rewarding staff.

Context: The lack of robust performance management has made it difficult to counsel better performance or manage underperforming employees. The lack of centralized information regarding professional development activities makes it difficult for campus faculty and staff to be aware of growth opportunities.

What percent is this goal complete? 100%

If the goal has been met, please describe how it was met.

Campus partners were involved in the selection, configuration, and implementation of Success Factors as a Talent Development system with the Learning Management and Performance Management modules being successfully implemented on January 5, 2015.

Challenges:

- Gaining the broadest possible support from learning partners on campus to fully utilize the Learning Management module to offer campus-wide program information.
- Addressing subsequent phases of the Performance Management implementation to broaden its use on campus, particularly among sectors of the University who have not consistently provided formal staff evaluations in the past.

Opportunities:

- Phase 1 of the Performance Management module is being implemented with the Administration and Finance division of the university by establishing 2015 performance goals in the system for an annual performance evaluation cycle. Over 1100 staff and supervisors are being trained to use the new system. Subsequent phases will include other sectors of the University in 2016.
- HRM continues to reach out to other learning partners on campus to expand the professional development offerings available in the Learning Management module. Campus training has also occurred for this module since it is available campus-wide for staff.

Goal 4: Standardize job descriptions and create salary bands across the Lawrence/Edwards campus.

What percent is this goal complete? 100%

If the goal has been met, please describe how it was met.

The three-year Classification/Market Study was fully implemented in four phases, being finalized in 2015. A total of 3,373 staff positions were reviewed to establish a job classification and salary structure for campus staff positions. With the study 31% (1,035) of the staff workforce received a average increase of \$1,087.00.

The project also included the voluntary transition of 330 staff from the university support staff to the unclassified professional staff job category. Vacant positions subsequent to the Study were filled only as unclassified professional staff positions to facilitate the transition to staff being in one category for personnel administration policies and practices.

Challenges:

- While no staff received salary decreases or lost jobs because of the study, some staff perceived the changes in job titles to diminish their roles.

Opportunities:

- Once all phases of the study are completed, it will be important for the University to sustain the philosophy of comparing our staff salaries to the market. This will necessitate a reconsideration of our position funding model by the Budget Office, as well as ongoing compensation analysis by HR.

Changing For Excellence Summary

Summarize the process to date and lessons learned. Provide specific future direction, next steps, and strategy for this business case. Indicate what metrics will be used to measure success:

Goal 1: Continuation of creating a strategic role for HR.

Context: University leadership directed a deliberate shift of the primary KU HR Department effort away from transactional work toward being a strategic partner. In this new role, the HRM team will help the University leadership anticipate future workforce needs, recruit top talent, develop our employees, and meet retention goals.

- HRM will launch in fall 2016 a campus outreach campaign to raise awareness about the department's mission to empower a community of excellence. The campaign will include multi-media promotional information and contacts with campus units.
- In August, 2016 HRM refined its strategic focus and developed action plans to support 4 major initiatives that align with KU's mission critical aspirations. HRM will direct its programs to those objectives.
 - ✓ Recruit and retain the best possible workforce.
 - ✓ Enhance end-user experience
 - ✓ Grow the workforce.
 - ✓ Culturally enhance the workplace.

Goal 2: Continuation to streamline recruitment and on-boarding processes and increase workflow implementation across HR.

Context: Staff report challenges with recruitment and on-boarding, citing process bottlenecks in central HR and in units.

- The new Onboarding system (2XO) was successfully implemented July 22, 2016, allowing faculty, staff, and student hourly new employees to complete hire paperwork electronically from any cite at their convenience before the first day of work. The system integrates with the applicant system (2XB) to maximize data use from that system and minimize the redundant collection of information. Notices are also triggered from 2XO to new hires to expedite them obtaining campus services, e.g. support from central IT, parking, benefits, etc. It has also been reported by Shared Service Center staff that the onboarding process has decreased the face-to-face onboarding process from an average of 30 – 45 minutes to 10 - 15 minutes.
- During academic year 2016 – 2017, HRM assumed responsibility from the Provost Office for handling the hire process for lecturers assuring the consistent facilitation of lecturer hires and eliminating associated cumbersome paper processes.
- During the upcoming year HRM will incorporate graduate student employees (GTAs, GRAs, GAs) in the University's electronic recruitment (2XO) and onboarding (2XB) systems to eliminate the paper-based process for those recruitment and hiring processes. It is anticipated that faster, more accurate recruitment and hiring process will result as has been the case for faculty, staff, and student employees recruited hired with these processes.
- During the academic year 2016 – 2017, HRM will partner with Shared Service Centers and the Research Office to sponsor a pilot project for doing online position funding maintenance, rather than relying on paper processes. The process improvement is expected to decrease data errors and improve processing timeliness, particularly for grant funded positions. The project should also contribute to a decrease in retroactive funding adjustments.

Goal 3: Continued implementation a performance management process for unclassified staff and enhance existing performance management capabilities to assist KU in better managing and rewarding staff.

- During calendar year 2016 – 2018, HRM will finalize the last implementation steps of the Talent Development system for campus staff. Both the Learning Management and Performance Management modules are fully operational. The Research sector will be the last division of the University to utilize the Performance Management module to conduct staff performance evaluations in 2018.

- HRM will investigate the potential for utilizing 360° best practice principles for the Performance Management module and continue to expand offerings and instructional media options in the Learning Management module.

Goal 4: Standardize job descriptions and create salary bands across the Lawrence/Edwards campus.

- During the academic year 2016 – 2017, HRM will implement the requirements of the revised Fair Labor Standards Act to assure compliance with the law and help to preserve the integrity of our workforce pay, the market validity of staff title/salary structure, and reasonably incorporate the current fiscal restraints.
- During the academic year 2016 – 2017, HRM will identify staff job titles with key recruitment challenges to investigate market comparability.

Post-Changing For Excellence Updates (Completed Projects Only)

The CFE business cases, while complete for routine reporting purposes, are never considered done as they are constantly being monitored and grown. With this in mind, please provide your detailed strategies on the continued growth and development of these business cases. Information about how units continue to improve and innovate from these business cases should be addressed. Details could include information about refining processes, new projects, measuring success, metrics being reviewed, and other methods for understanding improvements.