



# HR TRANSFORMATION INITIATIVE

## Faculty Senate, OCTSA & PSA Update

*December 2019*

**The University of Alabama**



# HR Transformation Initiative

## *Background and Context*

**The University of Alabama engaged an independent consulting firm to conduct an assessment of the Human Resources function in 2018**

### **The HR assessment:**

- Included an HR services inventory and gap analysis, three tiers of future state opportunities and their impact to the University, and detailed future state recommendations
- Surfaced a need to transition the Human Resources function from a tactical, reactive organization to one that is strategic, proactive, and enables UA's goals
- Revealed the need to improve several key areas within the function related to HR services, processes, practices, and systems



# HR Transformation Initiative

## *Background and Context*

---

**In response to the assessment outcomes, The University commissioned an internal Transformation Team to initiate the HR Transformation initiative**

- The Transformation Team, comprised of 18 stakeholders from various organizations across campus, is charged with meeting regularly to develop a series of recommendations
- The Team's work and recommendations are aimed at improving the overall quality, effectiveness, and efficiency of HR strategies, services, programs, and systems
- Sibson Consulting has been engaged to support, and facilitate the initiative and provide best practice knowledge and guidance throughout the effort



# HR Transformation Team Members

**Matt Fajack (Project Sponsor)**  
Vice President for Finance & Operations

**Kay Palan (Team Leader)**  
Dean, Culverhouse College of Commerce

**Linda Bonnin**  
Vice President for Strategic Communications

**Melanie Danner**  
Director of Financial Affairs, College of  
Communication & Information Sciences, Dean's  
Office

**Rona Donahoe**  
Professor, Geological Sciences

**Allison Drake**  
Executive Director of Advancement Operations

**Jonathan Halbesleben**  
Dean, College of Continuing Studies

**Darrell Hargreaves**  
Associate Director, Facility Operations and Events

**Laverne Harris**  
Associate Vice President, Finance and Operations  
Shared Administrative Services

**Allison Jeffreys**  
Assistant Athletics Director, Human Resources

**Angel Narvaez – Lugo**  
Program Assistant, Fraternity & Sorority Life

**Travis Railsback**  
Director, Human Resources

**Lisa Rhiney**  
Associate Provost

**Christine Taylor**  
Vice President, Office of Diversity

**Chad Tindol**  
Chief Administrative Officer

**Jimmy Vail**  
Director of Financial Affairs, College of Arts &  
Sciences

**Rainey Way**  
Process Improvement Specialist

**Monica Watts**  
Associate Vice President for Communications

**Nancy Whittaker**  
Associate Vice President for Human Resources

# Project Timeline

## Phase 1 and Phase 2 Detailed Timeline

### Understand Key Components of HR Assessment

- Review outcomes from organizational assessment
- Conduct SWOT analysis of HR structures, services, processes, and competencies
- Leverage findings to develop recommendations for future state HR organization
- Develop detailed roadmap for transforming HR organization

### Design HR Strategy

- Undergo formal HR strategic planning effort
- Elevate HR organization from transactional to highly consultative and strategic
- Design a new and improved HR model that provides for enhanced offerings, including workforce planning, strategic recruitment and retention, strategic compensation and benefits, and learning and development

### Redesign HR Roles, Structures, and Functions

- Create detailed plans to support and implement model that address new structures, roles, services, processes, technology, and culture
- Establish timelines, milestones, and implementation plans
- Identify change management strategy

### HR Governance, Communication, Culture, Processes and Technology

- Review and revise HR governance structure
- Establish communication strategy for varying levels and importance of HR communications
- Undergo formal HR culture improvement effort
- Review and revise HR processes

Phase 1

September-January

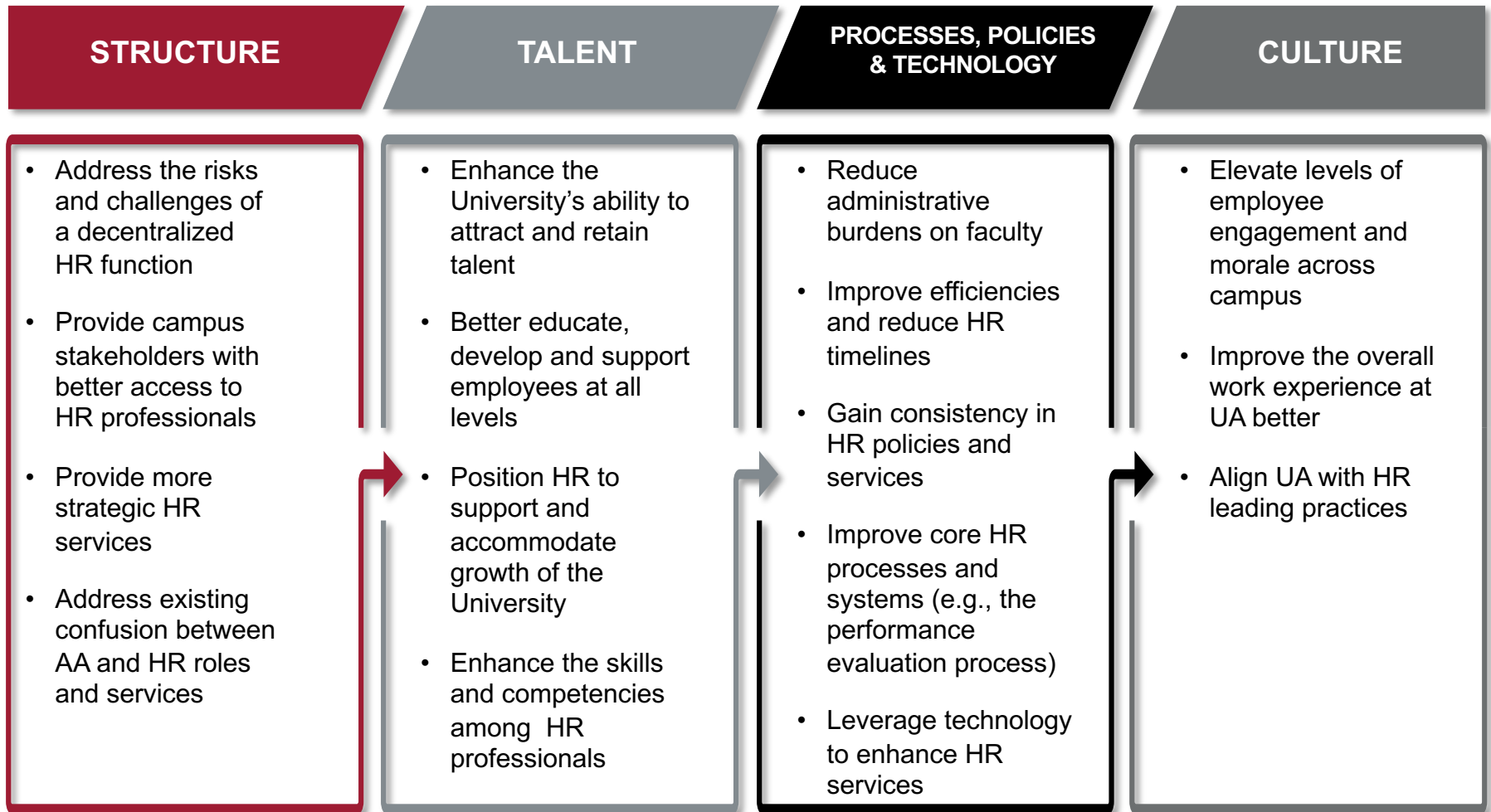
Phase 2

January-May

# Why Does UA need an HR Transformation?

The Team was given an exercise during the meeting to break into sub-groups to answer the question: “Why does the University of Alabama need an HR transformation?”

The table below broadly categorizes the responses of the sub-groups on this question



# The Resulting Draft – HR Vision

Our vision is to **transform HR** to become a leader and partner in delivering strategic and consultative HR advice and solutions throughout the University. HR's vision is to develop and deliver programs and practices that create a welcoming, inclusive, safe, consistent, fair, and supportive environment in which faculty and staff feel valued and trusted.

To support this vision, HR will create competitive, consistent, diverse and inclusive recruitment, on-boarding, talent management, and succession planning processes and practices. HR will enhance services that provide advancement and growth opportunities across the campus with defined career paths, strong employee development, skill development, and enrichment programs. HR will provide continuous support throughout the employee's career, with enhanced employee recognition programs and service rewards, work-life friendly policies and equitable compensation and benefits. HR will become a technology driven enterprise with well-integrated data and analytics, and a one-click communications environment.

A road with the word "VISION" painted on it in large, 3D letters. The road is asphalt and has white lines on the sides. The background is a misty, mountainous landscape.

VISION

# To achieve our **vision** for HR, we *must* focus on ***Foundational*** and ***Transformational*** Imperatives

---

## ***Our Foundational Imperatives***

- We must commit to making sufficient investment in the resources necessary to transform HR
- We must have strong public support from senior management

## ***Our Transformational Imperatives***

- We must make an effective shift to a hybrid HR delivery model
- We must develop and deploy strategies, programs, and investments that attract talent and that drive high levels of employee engagement
- We must maintain a strong commitment and laser focus on diversity and inclusion in all employment practices and policies
- We must achieve easy, fast and accurate access to HR information and services
- We must adopt and implement leading edge technology and data capabilities
- We must develop strong HR competencies in HR professionals



# Communications Plan and Strategy

- Create and regularly update a *dedicated* HR Transformation *website* that is broadly accessible
- Develop and promote a *branded name* for the HR Transformation project that is easily and readily identifiable
- Meet regularly with key *institutional groups* to update them on the progress of the project and to solicit their input and feedback
- Organize at least two *open forums* within the academic year to receive information and provide feedback into the project
- Regularly *monitor* campus *interest* in the project and any needs for additional information and respond accordingly
- Empanel and empower a *communications group* to develop and communicate key messages about the status of the project
- Create a *guiding coalition* dedicated to communicating the vision and strategy for the project



# HR Transformation Next Steps

1. Finalize the HR model
2. Update the UA HR Transformation Website
3. Solicit campus stakeholder perspectives about the future of HR
4. Develop detailed design elements to support HR Transformation
  - ❑ Develop HR Strategic Plan
  - ❑ Redesign HR Structure, Roles, and Functions
  - ❑ Review and Revise HR Policies, Processes, and Technology
  - ❑ Elevate and Enhance HR Communication
  - ❑ Undergo HR Culture Transformation