Today’s Agenda

1. Project Background and Context
2. Introductions
3. Project Structure and Roles
4. Project Approach and Timeline
5. Transformation Charge and Roles
6. HR Assessment Outcomes
7. Explore Current HR and Workforce Trends
8. HR SWOT Analysis Discussion
Transformation Team Kick Off

Project Background and Context
HR Transformation Initiative

Background and Context

The University of Alabama ("UA") 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

- Informed UA’s HR Transformation initiative with nine future state priorities
Background and Context

In response to the assessment outcomes, The University of Alabama engaged an internal Transformation Team and Sibson Consulting 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 will lead, support, and facilitate the initiative and provide best practice knowledge and guidance throughout the effort.
Transformation Team Kick Off

Introductions
Our Firm

- Sibson Consulting is a member of The Segal Group of Companies, a full service strategic consultancy that has been in business for more than 50 years.

- Sibson Consulting has deep experience in human resources, benefits, and strategic consulting, providing services to corporations, not-for-profit organizations, and institutions of higher education.

- Our cross-functional National Higher Education Team consists of senior-level consultants that serve as industry leaders, frequently presenting at national higher education conferences.

- We also draw upon the experiences of colleagues working outside academia to bring best practices to our higher education clients and adapt those practices to suit the academic environment.
Select Public Higher Education Clients

Alabama A&M University
Arizona State University
Augusta University
Ball State University
Butler Community College
Cal State University, Northridge
Cal State University, San Marcos
Cal State University, System Office
Chemeketa Community College
Clackamas Community College
Cleveland State University
Coastal Carolina University
College of The Mainland (TX)
College of William & Mary
Collin County Community College
Columbus State Community College
Cuyahoga Community College
Delaware County Community College
East Carolina University
Eastern Kentucky University
Florida Gulf Coast University
Florida Polytechnic University
Florida State University
George Mason University
Georgia Institute of Technology
Georgia Gwinnett College
Indiana University
Iowa State University
Jacksonville State University (AL)
Kean University
Keene State University
Longwood University
Maricopa County Community Colleges
Medical University of South Carolina
Miami University (OH)
Milwaukee Area Technical College
Montclair State University
Morehead State University
Mott Community College
New Jersey City University
Northern Arizona University
North Carolina State University
Northern Virginia Community College
Northern Wyoming Community College
Northwood University
Oakland University
Oregon State University
Pennsylvania State University
Pima County Community College
Portland State University
Prairie View A&M University
Purdue University
Radford University
Stephen F. Austin State University
Temple University
Texas Southern University
Texas State, San Marcos
The Citadel
University of Baltimore
University at Brockport (SUNY)
University at Shady Grove
University of Alaska
University of Arkansas
UC, Hastings School of Law
University of California Retirement System
University of Florida
University of Connecticut
University of the District of Columbia
University of Florida
University of Idaho
University of Kentucky
University of Louisville
University of Maine
University of Mary Washington
University of Maryland
University of Massachusetts
University of Michigan
University of Minnesota
University of Missouri
University of New Mexico
University of North Carolina, Charlotte
University of North Florida
University of Oklahoma
University of Pittsburgh
University of South Florida
University System of New Hampshire
University of Tennessee System
University of Texas Health Sciences Center San Antonio
University of Utah
University of Virginia
Utah State University
Virginia Commonwealth University
Virginia Tech
Weber State University
West Georgia College
West Virginia University
Western Kentucky University
Western Michigan University
Wright State University
### Select Private Higher Education Clients

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<th>Flagler College</th>
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<td>Morehouse School of Medicine</td>
<td>Siena College</td>
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<td>Mount Holyoke College</td>
<td>Skidmore College</td>
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Introduction to Your Sibson Team

Scott Nostaja
Senior Vice President & National Practice Leader, Organizational Effectiveness
Engagement Leader

Jennifer Donnelly, JD
Senior Vice President & Senior Consultant, Organizational Effectiveness
Subject Matter Expert

Christopher Nickson, JD
Senior Consultant, Organizational Effectiveness
Project Manager

Rebecca Robb
Associate Consultant, Organizational Effectiveness
Project Support
## HR Transformation Team Members

<table>
<thead>
<tr>
<th>Matt Fajack (Project Sponsor)</th>
<th>Kay Palan (Team Leader)</th>
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<tbody>
<tr>
<td>Vice President for Finance &amp; Operations</td>
<td>Dean, Culverhouse College of Commerce</td>
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<td><strong>Ben Bickerstaff</strong></td>
<td><strong>Linda Bonnin</strong></td>
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<tr>
<td>Licensing Associate, Technology Transfer</td>
<td>Vice President for Strategic Communications</td>
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<td><strong>Melanie Danner</strong></td>
<td><strong>Rona Donahoe</strong></td>
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<tr>
<td>Director of Financial Affairs, College of Communication &amp; Information Sciences, Dean's Office</td>
<td>Professor, Geological Sciences</td>
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<tr>
<td><strong>Allison Drake</strong></td>
<td><strong>Jonathan Halbesleben</strong></td>
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<tr>
<td>Executive Director of Advancement Operations</td>
<td>Dean, College of Continuing Studies</td>
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<tr>
<td><strong>Laverne Harris</strong></td>
<td><strong>Allison Jeffreys</strong></td>
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<tr>
<td>Associate Vice President, Finance and Operations Shared Administrative Services</td>
<td>Assistant Athletics Director, Human Resources</td>
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<tr>
<td><strong>Angel Narvaez – Lugo</strong></td>
<td><strong>Travis Railsback</strong></td>
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<tr>
<td>Program Assistant, Fraternity &amp; Sorority Life</td>
<td>Director, Human Resources</td>
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<tr>
<td><strong>Lisa Rhiney</strong></td>
<td><strong>Christine Taylor</strong></td>
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<tr>
<td>Associate Provost</td>
<td>Vice President, Office of Diversity</td>
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<tr>
<td><strong>Chad Tindol</strong></td>
<td><strong>Jimmy Vail</strong></td>
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<tr>
<td>Chief Administrative Officer</td>
<td>Director of Financial Affairs, College of Arts &amp; Sciences</td>
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<tr>
<td><strong>Rainey Way</strong></td>
<td><strong>Nancy Whittaker</strong></td>
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<tr>
<td>Process Improvement Specialist</td>
<td>Associate Vice President for Human Resources</td>
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Transformation Team Kick Off

Project Structure and Roles
Project Structure and Roles

**Sibson Consulting Support**

- Provide leadership, facilitation, and support throughout the process
- Provide thought leadership and best practice knowledge throughout the project
- Serve as a resource and work collaboratively with the Transformation Team to support the project work and communications

**Transformation Sponsor**

- Sponsor and champion the initiative
- Oversee the strategic direction of the initiative
- Provide senior level support to the effort
- Address critical questions and issues
- Removes barriers to progress

**Transformation Team Leader**

- Guide key tasks and activities
- Regularly communicating with and updating campus stakeholders on progress

**Transformation Team**

- Participate in team meetings
- Provide ideas and suggestions for addressing critical issues
- Guide and inform changes and improvements to HR’s structure, processes, practices, services, and culture
Transformation Team Kick Off

Project Approach and Timelines
Sibson believes the following structured and coordinated approach will help The University of Alabama identify and implement a plan to build a best in class HR function.
**Project Timeline**

*Phase 1 and Phase 2 Detailed Timeline*

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**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 Model and Strategy**
- Guide and inform a new model for HR that shifts the focus from transactional to highly consultative and strategic
- Develop new and improved HR service 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 the HR model that addresses new structures, roles, services, processes, technology, and culture
- Establish timelines, milestones, and implementation plans
- Identify change management strategy

**HR Communication, Culture, Processes and Technology**
- Establish communication strategy for HR
- Launch formal HR culture improvement effort
- Review and revise HR processes
- Adopt technology changes where needed
- Implement change management plan

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**Phase 1**
September-December

**Phase 2**
January-May
The Charge of the Transformation Team is to:

- Provide overarching leadership, guidance, and support for the overall effort
- Help confirm priorities and shape specific strategies and action plans
- Develop a series of recommendations on the future state of the HR organization at UA that address the confirmed priorities for HR
- Create a roadmap to achieve the HR transformation initiative
- Identify any barriers, challenges, or resistance to change that could occur throughout this initiative
- Help shape and guide communication efforts, plans, and initiatives
Role of Team Leader

- Provide thought leadership throughout the process
- Help to guide key tasks and activities of the team
- Ensure that the team, its activities, and its designs are aligned to the mission
- Communicate frequently to other team members and the project’s sponsor about the team’s progress and direction
- Participate as a member of the team
- Encourage innovation and creative approaches to the organization’s challenges
- Foster collaboration and teamwork within the team
- Help coordinate broad based internal and external communications
Roles

Role of Transformation Team Members

- Understand the goals, objectives, and structure of the initiative
- Be open, honest, candid, and collaborative
- Create recommendations for a future state
- Identify organizational risks and challenges associated with implementing recommended changes
- Support development of the implementation plan
- Build on the ideas, thoughts, and suggestions of others
- Participate fully

The Transformation Team will meet approximately every two weeks throughout the 2019 – 2020 academic year
Transformation Team Kick Off

HR Assessment Outcomes
HR operations are described as tactical and reactive.

HR services limit the University’s ability to attract talent.

A limited scope of HR services hinder the level of support and expertise provided to campus.

HR’s role is tactical and reactive and does not advance the University’s mission.

An inconsistent job architecture exists for both staff and faculty.
Findings

Certain HR-related activities are either lacking or managed by a different function

- Some key strategic HR services areas within Organizational Effectiveness, Talent Acquisition, Diversity & Inclusion, and Human Capital Strategy are not offered by the University
  - Services include, but are not limited to:
    - Workforce management
    - Organizational Diversity & Inclusion strategy and management
    - Behavioral interviews
    - Human capital tools and methods
    - Contingent workforce administration
Findings

Certain HR-related activities are either lacking or managed by a different function continued

- Several HR activities are currently managed by the OAA that should be under the purview of HR, which poses a risk to the University
  - Activities include:
    - Administering staff recruitment
    - Administering faculty recruitment and hiring
    - Publishing pay grades
    - Establishing compensation point within band
    - EEO-related claims and escalation
The following opportunities were identified in the assessment as future state priorities:

1. Expand the scope and scale of the HR Business partners
2. Establish clear HR Governance
3. Evaluate and redesign job architecture
4. Develop an HR data and analytics strategy
5. Partner with the Office of Strategic Communications to develop an HR communications plan
6. Improve HR culture to establish a proactive, problem-solving mindset
7. Develop a comprehensive strategic plan for HR
8. Expand the scope and scale of the Talent Acquisition
9. Expand and mandate manager training for staff across campus
Transformation Team Kick Off

Explore Current HR and Workforce Trends
There are a variety of economic, societal, technological, and workforce trends that will have significant implications for HR organizations in higher education. These include, but are not limited to:
In order for organizations to successfully weather the storm, HR must be prepared to lead the charge:

- Deep recruiting capabilities and pipeline development
- Succession planning programs
- Employer of Choice efforts
- Employer branding
- Robust professional development offerings
- Diversity and inclusion
- Retention programs
- Culture and engagement initiatives
Is HR Prepared to Deliver?

HR resources and services are largely administrative, with little capacity and resources to focus on more strategic and consultative efforts.

**BEST PRACTICE HR MODEL**
- Workforce and Succession Planning
- Compensation Planning
- Leadership Development
- Culture/Engagement
- Organizational Development/Design
- Data Analytics

**COMMON HR MODEL IN HIGHER EDUCATION**
- Strategic
  - Employee Relations
  - Recruiting and Selection
  - Training Delivery
  - Performance Management
- Consultative
  - Benefits Administration
  - Record Keeping
  - Compliance
  - Data Entry
- Administrative

Few
Some Services
Predominant Services

*Sibson Consulting*
In preparation for our next meeting, we are asking each of you to conduct an individual SWOT analysis of the HR department as it exists today.

This exercise will allow the team to establish a common orientation of the current state of HR.
As you go through this exercise, consider the following HR components:

- Structure
- Roles
- Services
- Processes
- Practices
- Policies
- Culture

An overview of the SWOT analysis framework and fillable templates will be sent to you via email after this meeting.

Once you’ve completed this exercise, please send your responses to Rebecca Robb at rrobb@sibson.com by Tuesday, October 1st, 2019.

Please note that all responses are strictly confidential and will not be attributed to any one individual. Responses will be collated and presented as aggregate results.
Fall 2019 Semester Meeting Schedule

We will meet regularly every two weeks from 1pm – 3pm as follows:

1. October 3rd
2. October 17th
3. October 31st
4. November 14th
5. December 5th
6. December 19th
Next Steps

- Each team member will conduct an HR SWOT analysis and send their responses to Sibson.
- Discuss SWOT analysis responses and refine, as needed, during the next working session.
- Review best practices.
Thank You!