HR TRANSFORMATION INITIATIVE

Transformation Team Kick Off Meeting

September 24, 2019

The University of Alabama

Sibson Consulting

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

HR Transformation Initiative

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

Select Private Higher Education Clients

Art Center College of Design	Flagler College	Nazareth College	Springfield College
Baylor University	Florida Institute of Technology	New England College	St. Edwards University
Bob Jones University	Franklin University	Niagara University	St. Thomas University
Bowdoin College	Gettysburg College	North Central College	Stetson University
Brandman University	Georgetown University	Nova Southeastern University	Stevens Institute of Technology
Brown University	Gonzaga University	Ohio Northern University	Stonehill College
Bucknell University	Hamilton College	Ohio Wesleyan University	Texas Christian University
Caldwell College	High Point University	Pace University	Union College
Calvin College	Hobart & William Smith College	Pacific Northwest University of HS	University of Denver
Carroll College	Illinois Institute of Technology	Polytechnic Institute	University of Mount Union
Chapman University	Ithaca College	Princeton University	University of Richmond
Colgate University	J. David Gladstone Institutes	Providence College	University of St. Thomas
Colorado School of Mines	Lewis University	Rensselaer Polytechnic Institute	University of Scranton
Columbia University	Loyola Marymount University	Regis University	University of Tampa
Corban University	Loyola University of Maryland	Rice University	University of the Pacific
Cornell University	Manhattanville College	Rider University	University of Tulsa
Dalhousie University	Marietta College	Rocky Vista University	Vanderbilt University
DePaul University	Marist College	Saint Joseph's University	Vanguard University
Des Moines University	Marymount Manhattan College	Saint Mary's College of CA	Villanova University
Dominican University	Massachusetts College of Art	Saint Peter's University	Washington College (MD)
Dickinson College	Massachusetts Institute of Technology	Salem College	Westmont College
Drake University	Mercy College	Samford University	Wheaton College (MA)
Drew University	Methodist University	Sarah Lawrence College	Widener University
Duke University	Molloy College	Seattle University	Wilkes University
Duquesne University	Monmouth University	Seton Hall University	Worcester Polytechnic Institute
Embry-Riddle Aeronautical University	Morehouse School of Medicine	Shenandoah University	Xavier University
Emerson College	Mount Holyoke College	Siena College	Yeshiva University
Excelsior College	Mount St. Mary's University	Skidmore College	
Fairleigh Dickinson University	Mount Ida College		

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

| Matt Fajack (Project Sponsor) Vice President for Finance & Operations	Kay Palan (Team Leader) Dean, Culverhouse College of Commerce
Ben Bickerstaff Licensing Associate, Technology Transfer	**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
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	**Nancy Whittaker** Associate Vice President for Human Resources

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
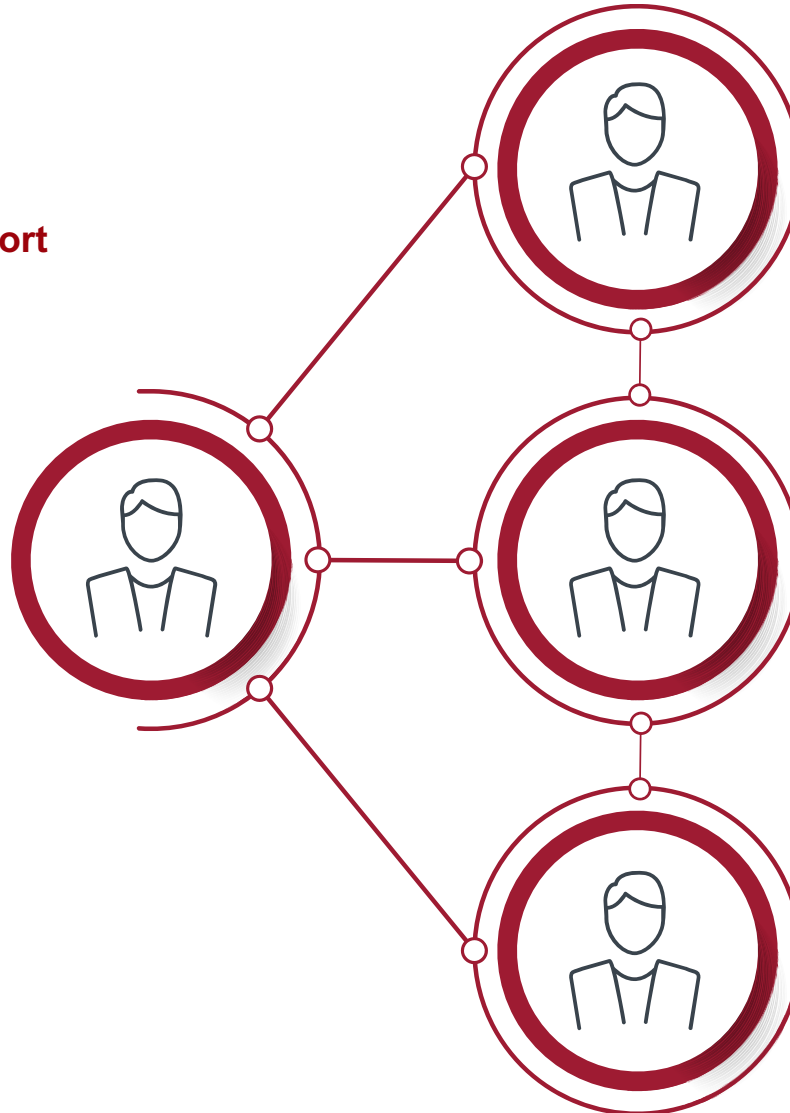
Transformation Sponsor

- 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
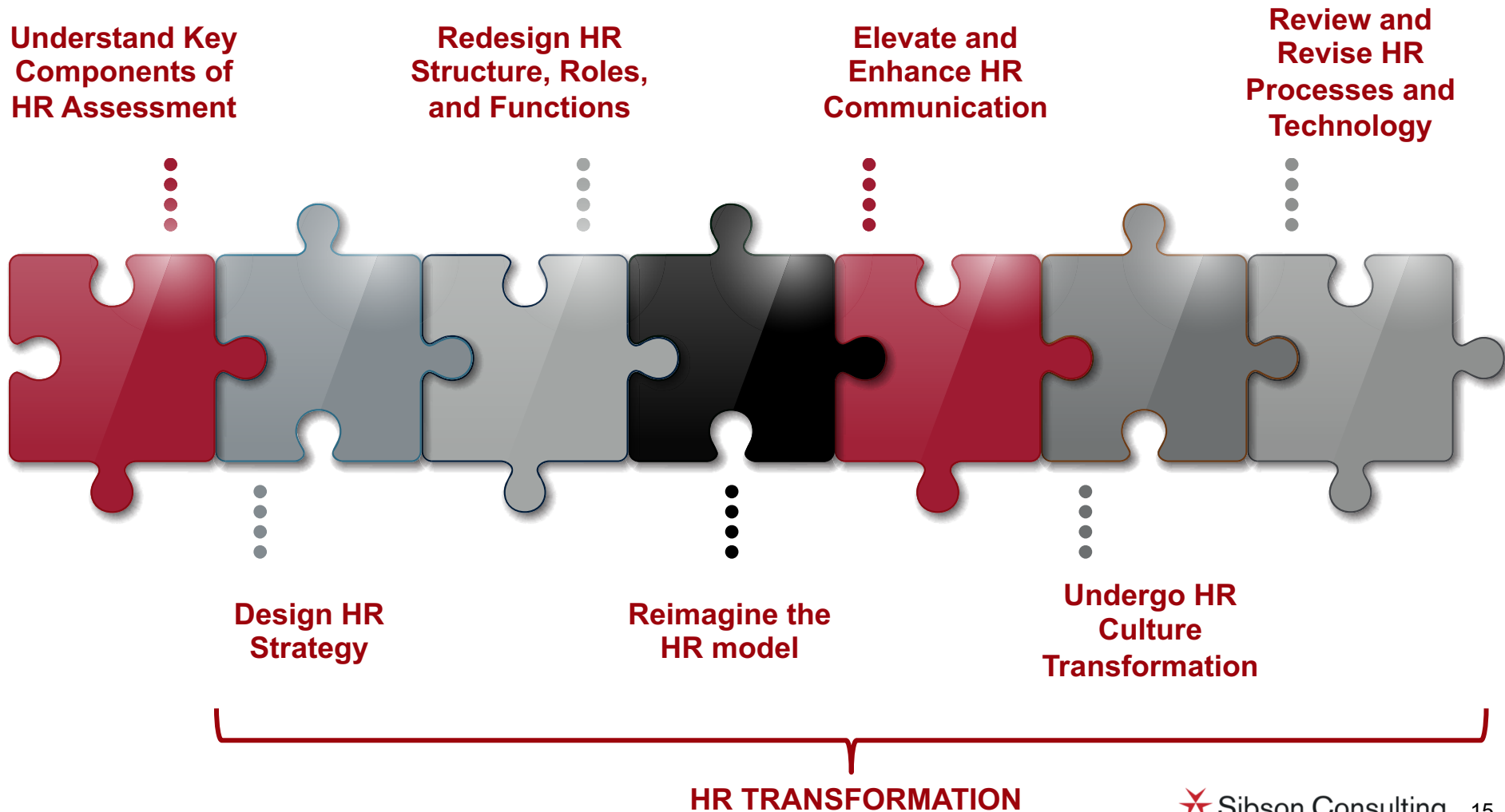
Transformation Team Kick Off

Project Approach and Timelines

Project Approach
Phases

➢ **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**

Understand Key Components of HR Assessment

Redesign HR Structure, Roles, and Functions

Elevate and Enhance HR Communication

Review and Revise HR Processes and Technology

Design HR Strategy

Reimagine the HR model

Undergo HR Culture Transformation

HR TRANSFORMATION

Project Timeline
Phase 1 and Phase 2 Detailed Timeline

Understand Key Components of HR Assessment	Design HR Model and Strategy	Redesign HR Roles, Structures, and Functions	HR Communication, Culture, Processes and Technology

- 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

- 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

- 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

- 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

Phase 1	Phase 2
September-December	**January-May**

Transformation Team Kick Off

Transformation Charge and Roles

Transformation Team Overview
Charge and Role

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

Transformation Team Overview
Roles

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
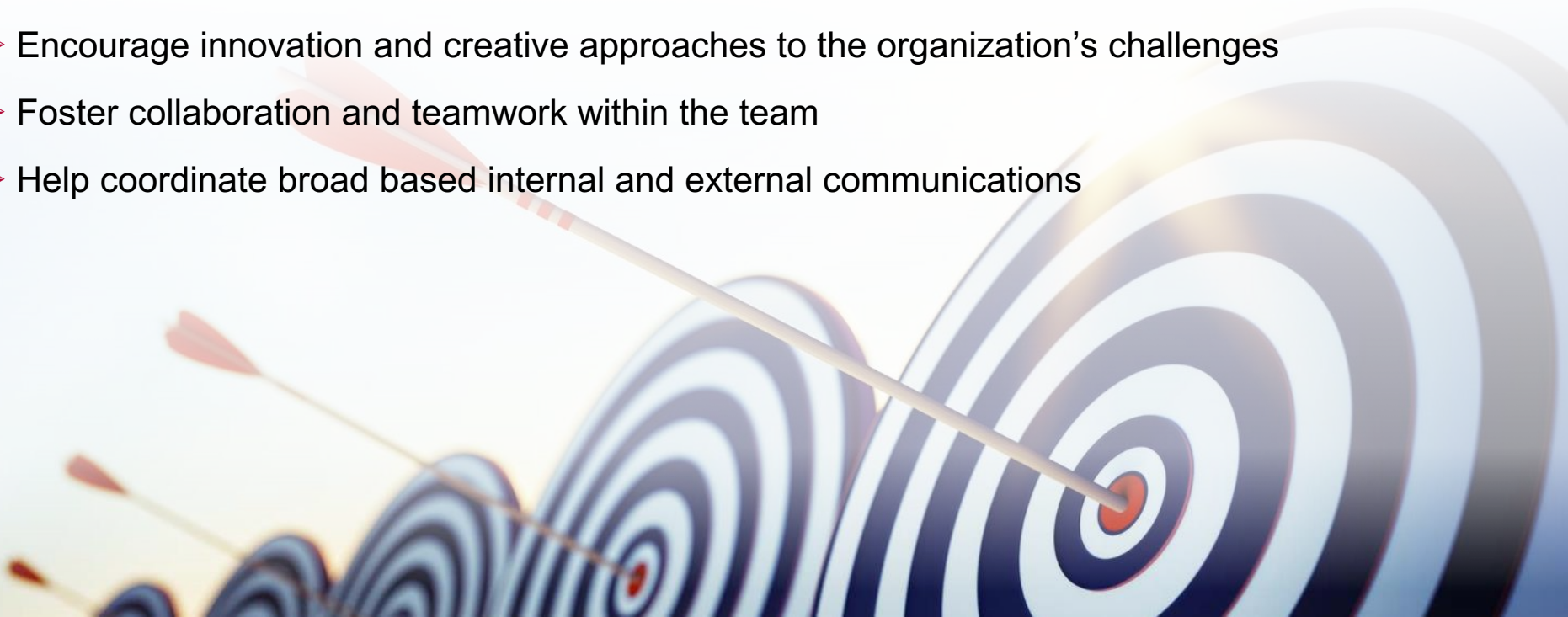
Transformation Team Overview

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

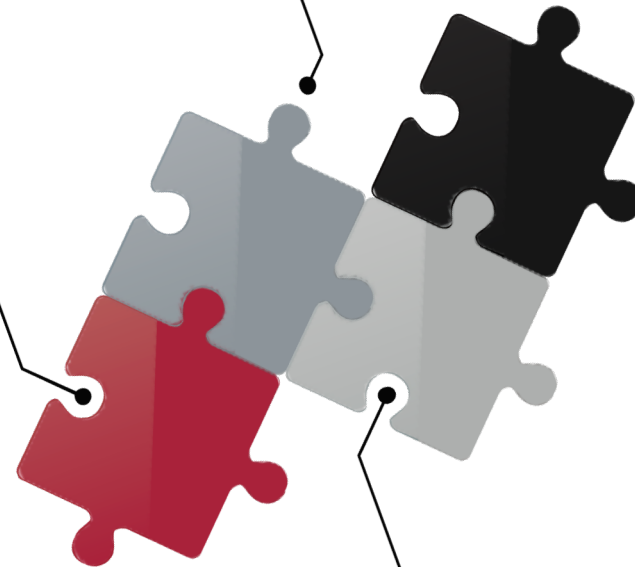# Transformation Team Kick Off

HR Assessment Outcomes

HR operations are described as tactical and reactive.

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

HR services limit the University's ability to attract talent

An inconsistent job architecture exists for both staff and faculty

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

Assessment Outcomes

Findings

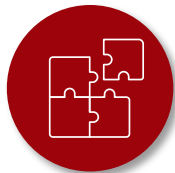**Certain HR-related activities are either lacking or managed by a different function**

➢ Some key strategic HR services areas within Organizational Effectiveness, Talent Acquisition, Diversity & Inclusion, and Human Capital Strategy are not offered by the University
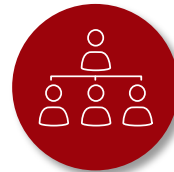
- Services include, but are not limited to:

Workforce management

Human capital tools and methods

Organizational Diversity & Inclusion strategy and management

Contingent workforce administration

Behavioral interviews
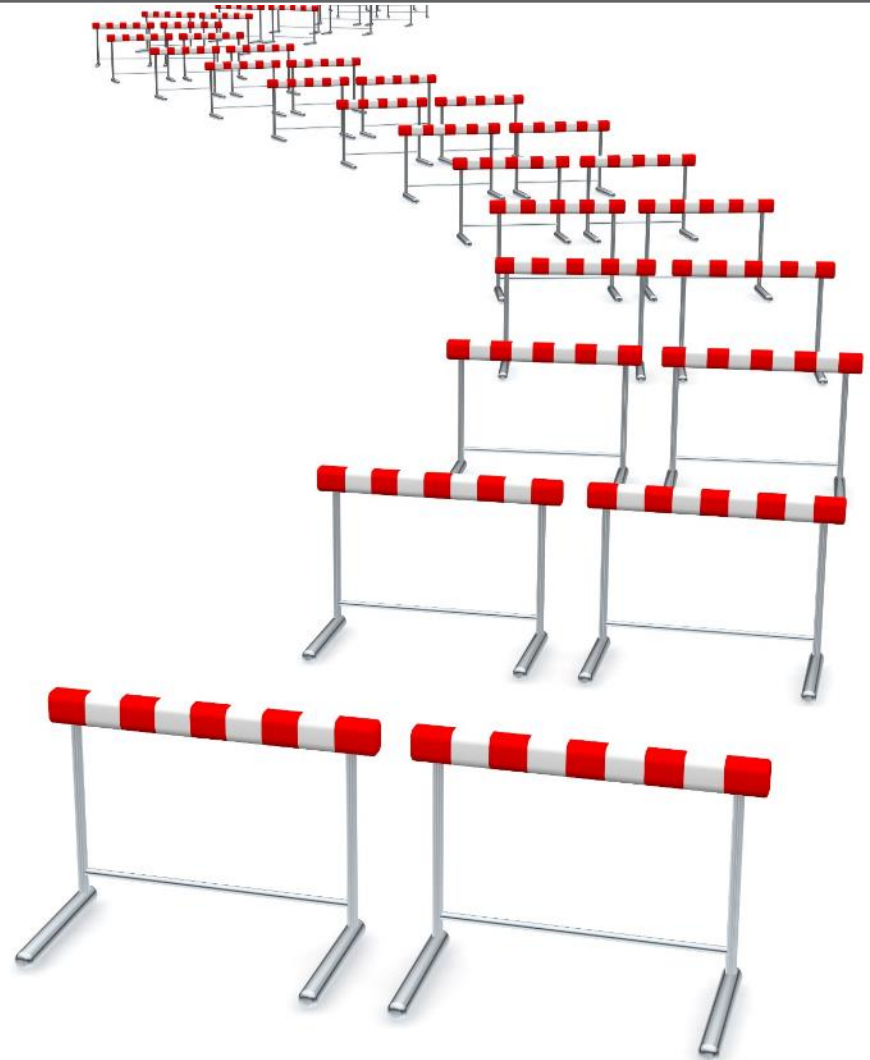
Assessment Outcomes

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

Assessment Outcomes
Transformation Priorities

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

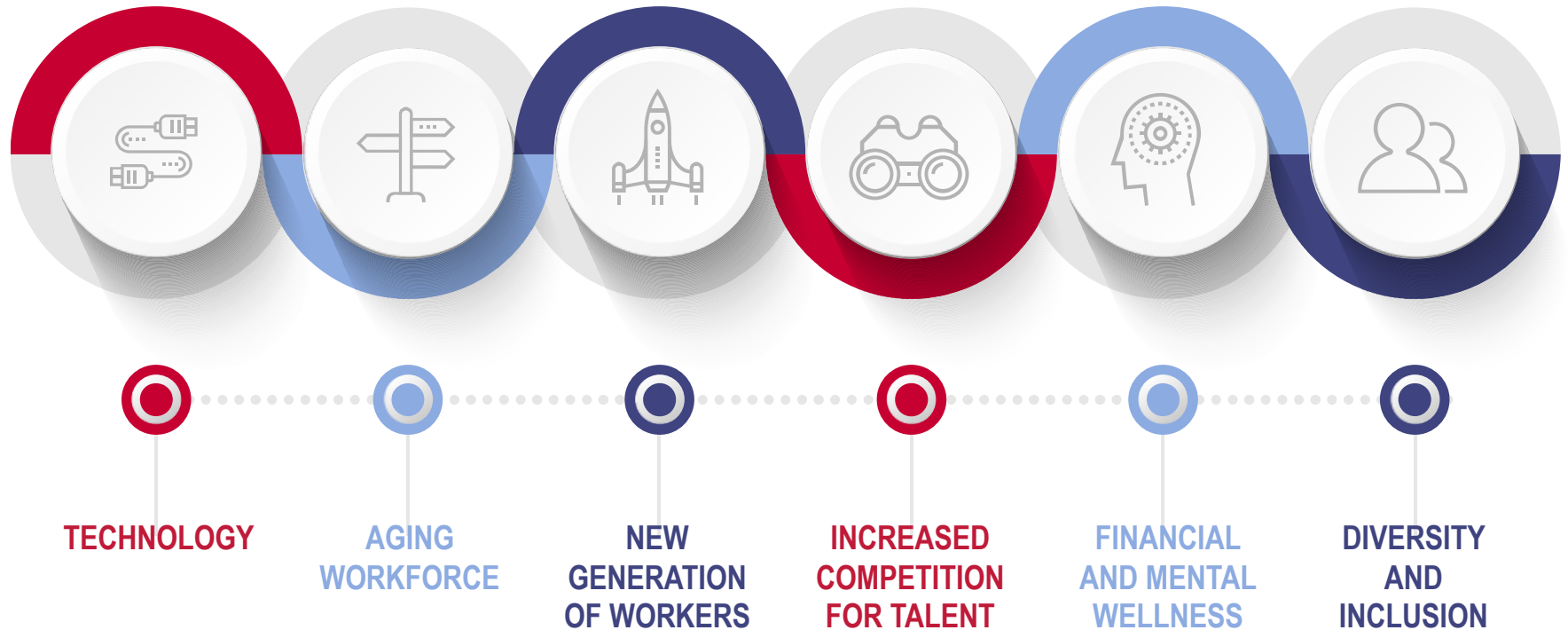9. Expand and mandate manager training for staff across campus

Transformation Team Kick Off

Explore Current HR and Workforce Trends

HR Trends
Overview

➢ 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:

TECHNOLOGY	AGING WORKFORCE	NEW GENERATION OF WORKERS	INCREASED COMPETITION FOR TALENT	FINANCIAL AND MENTAL WELLNESS	DIVERSITY AND INCLUSION

HR Trends
Implications for HR

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
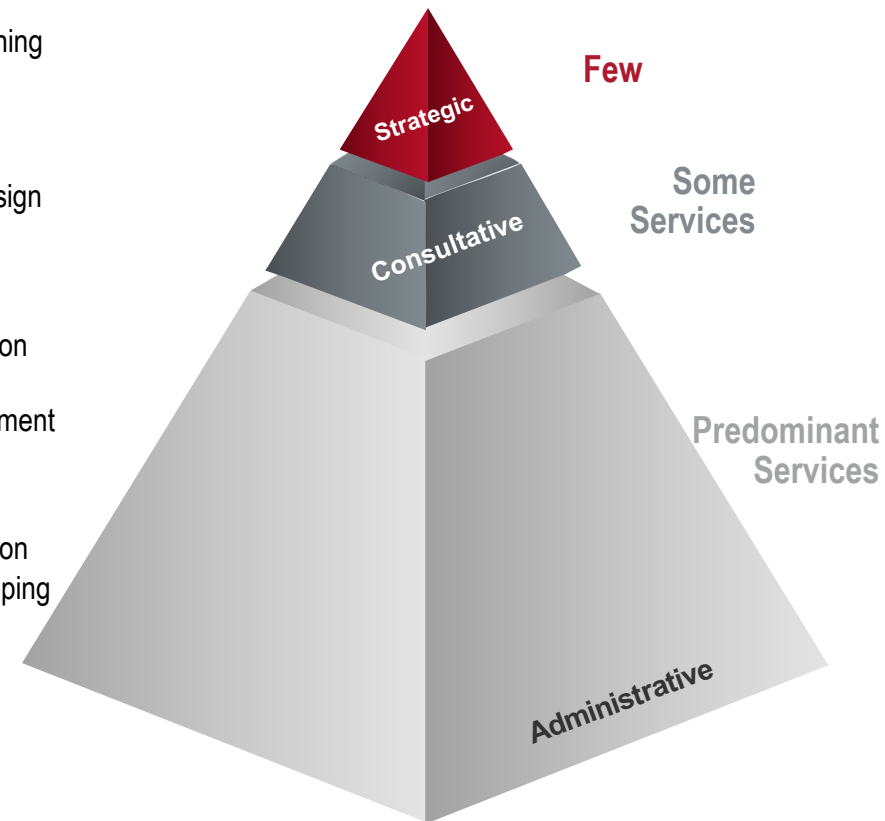
➢ Culture and engagement initiatives

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

Strategic

- Employee Relations
- Recruiting and Selection
- Training Delivery
- Performance Management

Consultative

- Benefits Administration
- Record Keeping
- Compliance
- Data Entry

Administrative

COMMON HR MODEL IN HIGHER EDUCATION

Strategic — Few

Consultative — Some Services

Administrative — Predominant Services

HR SWOT Analysis Project

➢ 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

STRENGTHS   **WEAKNESSES**   **OPPORTUNITIES**   **THREATS**
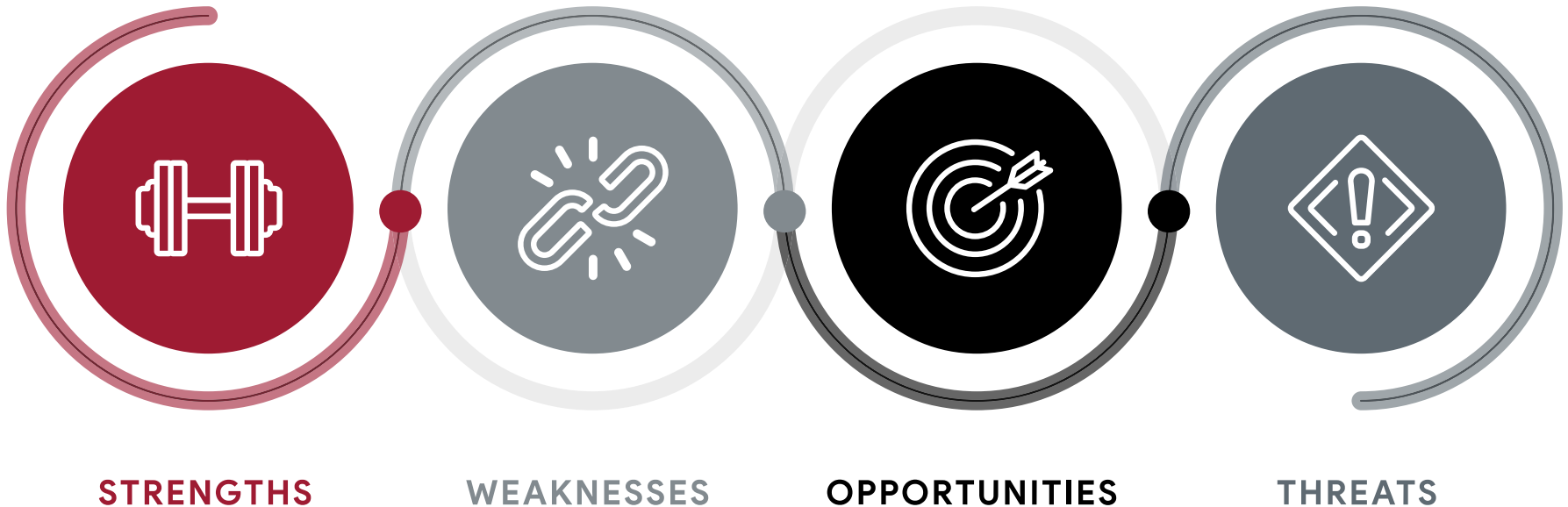
HR SWOT Analysis Project

➤ 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!