



Overview Presentation

Fall 2020

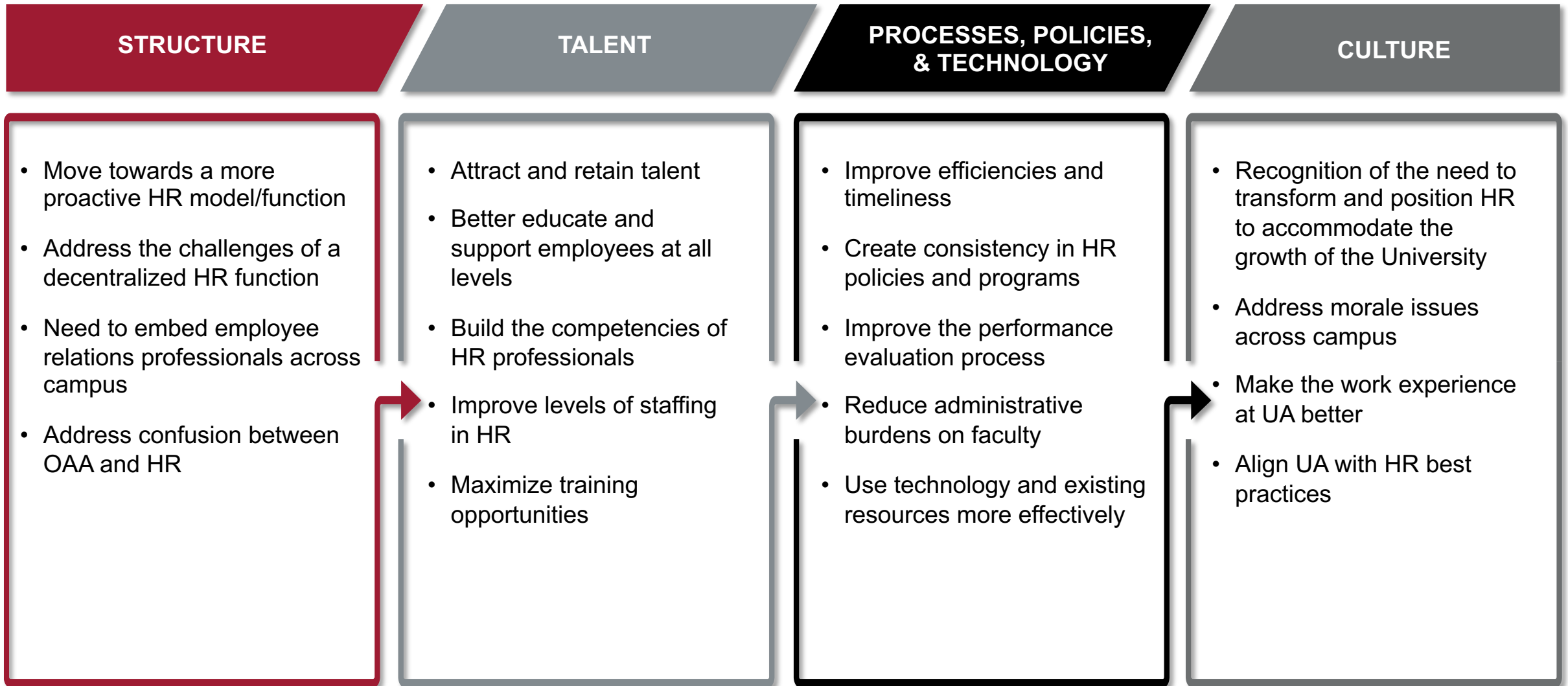
# Origins of HReimagined

(UA) engaged an independent consulting firm to conduct an assessment of the Human Resources function in 2018, which revealed the need to improve several key areas related to HR services, processes, practices, and systems.

This resulted in the commission of an internal Transformation Team to initiate the HR Transformation Initiative, in summer 2019. Segal Consulting was engaged to support and facilitate the initiative, provide best practice knowledge, and guide the Team throughout the effort.

The Transformation Team met every two weeks through summer 2020, and now continues its work through several subcommittees.

# Why Does UA Need HR Transformation?



# The Future Vision for UA Human Resources

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, training, 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.

# Imperatives

- **Foundational Imperatives**

- Investment in resources
- Senior Administrative Support

- **Transformational Imperatives**

- Hybrid model
- Recruitment, retention, & engagement
- Diversity & inclusion
- Access to HR information & systems
- Technology & data
- HR competencies

# Employee Life Cycle

## Recruitment

- Approval to Hire
- Job Description Development
- Setting Comp and Class
- Recruiting strategies
- Job Posting
- Applicant tracking systems
- Applicant Screening
- Search committee orientation / support

## On-Boarding

- Background and Credential Checks (combined)
- Offer Development
- Effectively connecting new employees to culture, values, vision
- Creating new networks (mentors, colleagues, buddy systems)
- Institutional orientation
- Department orientation

## Rewards & Recognition

- Consistent and equitable compensation administration and application
- Benefits strategy and design
- Benefits administration and application
- Job family development
- Formal and informal recognition
- Financial and non-financial rewards

## Performance & Development

- Professional development
- Leadership Development
- Cultural competency
- Mentoring
- Individual development needs
- Identification of institutional gaps/themes
- Performance management
- Employee Relations

## Engagement and Culture

- Engagement and morale
- Diversity and inclusion
- Employee well-being
- Work-life Balance
- Employee value proposition
- Employee Communication
- Policy design, implementation, and oversight

## Workforce Planning

- Career development
- Organizational design
- Promotion
- Career pathing
- Retention strategy and programs
- Strategic workforce planning
- Succession planning design and implementation

## Transition

- Retirement
- Involuntary terminations
- Off boarding
- Exit interviews
- Post retirement engagement

# HReimagined Model



**CENTRAL HR**

**HR BUSINESS  
PARTNERS**

**COLLEGES,  
SCHOOLS,  
DIVISIONS, UNITS**

# HReimagined Model: Central HR

## CENTRAL HR

- Establishes campus-wide HR policies
- Develops and defines employer brand
- Drives strategies for employee engagement & well-being
- Establishes compensation philosophy, guidelines, and plan
- Monitors pay equity and candidate pool diversity
- Develops benefits strategy
- Designs recognition strategy and program
- Designs training and leadership development programs
- Develops onboarding guidelines and facilitates onboarding
- Provides strategic recruiting support
- Administers central HR Enterprise Systems
- Ensures compliance with University, state, and federal laws and regulations





# HReimagined Model: HR Business Partners

## HR BUSINESS PARTNERS



- Serves as primary HR point of contact for all employees within their assigned unit
- Applies, implements, and enforces HR and employment-related guidelines and policies
- Administers core HR processes outlined by Central HR (i.e., performance management, retirement, employee engagement, etc.)
- Guides hiring process and develops job descriptions
- Implements diversity and inclusion initiatives at local level
- Gathers feedback and communicates to Central HR
- Sets salaries within University guidelines
- Understands, communicates, and promotes recognition programs, and coordinates rewards
- Identifies training needs and creates unit-specific training programs
- Coordinates and oversees departmental onboarding

# HReimagined Model: Colleges, Schools, Divisions, Units

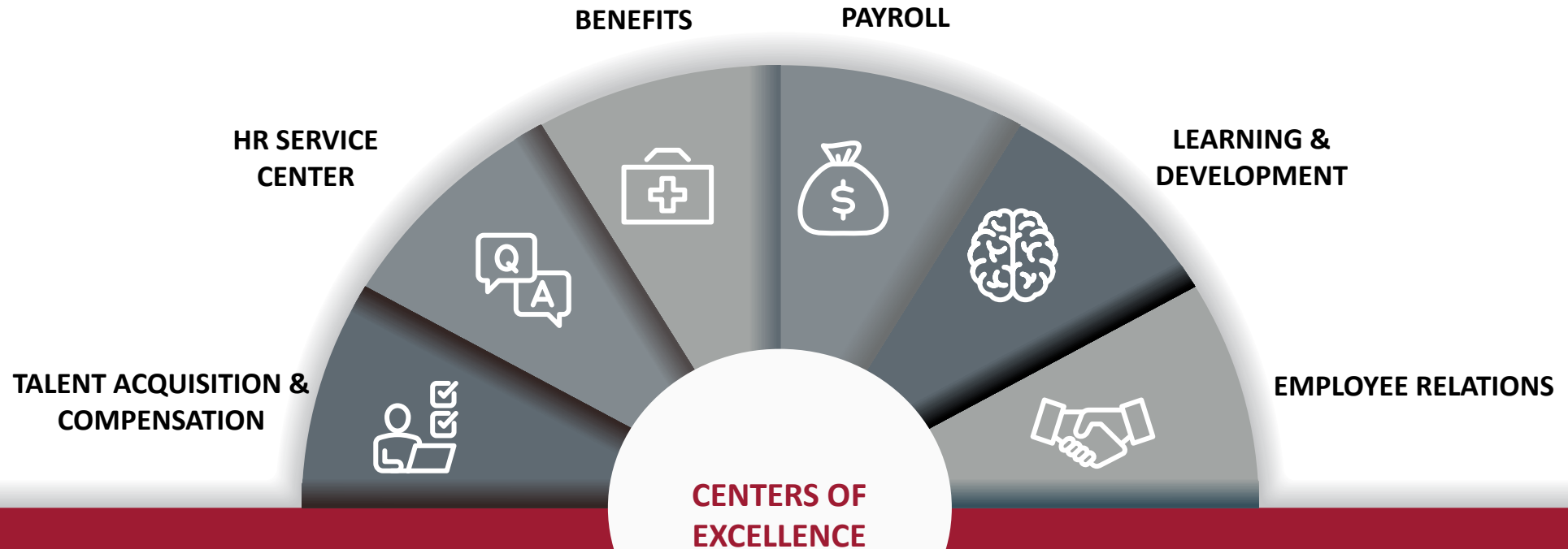
## COLLEGES, SCHOOLS, DIVISIONS, UNITS

- Identifies staff and faculty hiring needs
- Interviews and selects candidates
- Sets performance goals for faculty and staff
- Provides budget and financial support for faculty and staff
- Identifies staff and faculty for promotional opportunities
- Establishes roles and responsibilities for staff and faculty
- Identifies unit-based training needs
- Develops staffing levels
- Works with HRBP and Central HR to address employee relations matters
- Manages, supervises, and assigns faculty and staff as needed



# HReimagined Model: Centers of Excellence

## HUMAN RESOURCES



# HReimagined Model: HR Business Partner Roles



The **HR Business Partner (HRBP)** serves as a strategic partner to unit leaders and central HR, and provides guidance and oversight of the HR Specialist(s) and HR Assistant(s). HRBPs with more experience may advance to **Senior HR Business Partner**.

## The HR Specialist

- Handles higher-level HR functions for the unit(s), such as:
  - Learning and development support
  - Central HR referrals (e.g., ADA, FMLA)
  - Assists with grants administration and payroll matters
  - Provides support for job description development
  - Gathers data, creates reports, and performs data analytics
  - Facilitates departmental on-boarding orientation
  - Ensures that all required trainings are completed and all performance evaluations deadlines are met
- Provides guidance/training to the HR Assistant(s)

## The HR Assistant

- Handles lower-level HR functions for the unit(s), such as:
  - Processes ePA form
  - Ensures new employees receive necessary on-boarding
  - Processes supplemental approvals
- Provides support to the HRBP and HR Specialist(s)

# Implementation Planning

## Guiding Implementation Strategy

- An outline of the key timelines, milestones, activities, priorities, sequences and investments necessary to achieve the new model

### People Plan

- An outline of all people related tasks, activities and strategies necessary to achieve the new model, including role descriptions, staffing levels, organizational charts, classification, candidate identification and selection, etc.
- A timeline and project plan for finalizing the People Plan

### Process Plan

- The identification of all essential processes and policies necessary to enable the new model
- A timeline and project plan for finalizing the design and implementation of phase one processes and policies

### Technology Plan

- An assessment of technology enablers required to achieve the new model, including the automation of existing or future processes
- A timeline and project plan for advancing technology enablers, strategies and opportunities

### Facilities / Space Plan

- An identification of space requirements necessary to enable the new model
- A timeline and project plan for developing a detailed Facilities / Space Plan

### Change Management/ Communication Plan

- An outline of the key strategies to inform and educate campus stakeholders about the new model
- A timeline and project plan for developing a Change Management and Communications Plan

## Financial / Investment Plan

- An assessment of the major financial investments that will be required to advance the new model
- A timeline and project plan for creating a Financial / Investment Plan

**Questions?**