

# Update on Service Delivery Model

## Board of Regents Faculty and Staff Affairs Committee

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# Strategic Direction for OHR

- **Mission:** The Office of Human Resources strategically leads and partners with our community to provide the diverse workforce and organizational capabilities that drive excellence in the University.
- **Vision:** Create the diverse workplace of the future where people are engaged, connected, thriving, and achieving.
- **Values:** Integrity, service, innovation, collaboration, and responsibility.

# Strategic Imperatives

- **Define**
  - Re-imagined, integrated OHR portfolio of services
  - Well-articulated partnership between central OHR and human resource work in colleges, units, and campuses in which roles and responsibilities are clear and understood
  - Leader in providing human resource professional skills and practice, and encouraging best practices in human resource systems and service delivery
- **Simplify**
  - Simplified employment policies and administrative procedures
  - Streamlined employment processes and management
- **Empower**
  - Leaders and managers to make strategic decisions about talent
  - Employees to optimize their employment experience
  - Human resource professionals to be proactive, responsible, and responsive
- **Deliver**
  - Excellent, high quality service in core OHR business functions
  - Improved business processes that support talent management
  - Strategic organizational development advice and practice

# OHR Strategic Dashboard: Service Delivery Redesign (Define, Simplify, Empower, and Deliver)

**Goal:** Provide enhanced support to the University system to build capacity and increase the quality of human resource service provision.

## Huron Report:

*“Huron recommends that OHR evolve its service delivery model and continue to develop Centers of Expertise to give the University greater ability to address complex, dynamic human resource issues without duplicating resources across multiple units.”*

# What We Will Cover Today

- Human Resource trends
- Overview of University's human resource staffing
- Service delivery redesign objectives
- OHR service delivery examples
- Current priorities
- Discussion

# Human Resource Trends: From Transactional to Strategic

“At one level, human resources builds the infrastructure of the institution...However, as these foundational human resource transactions are increasingly delivered through technology, human resource professionals at colleges and universities now have the challenge (and opportunity) to redefine the value they create in the unique higher ed setting.”

-- Dave Ulrich, professor, Ross School of Business, University of Michigan

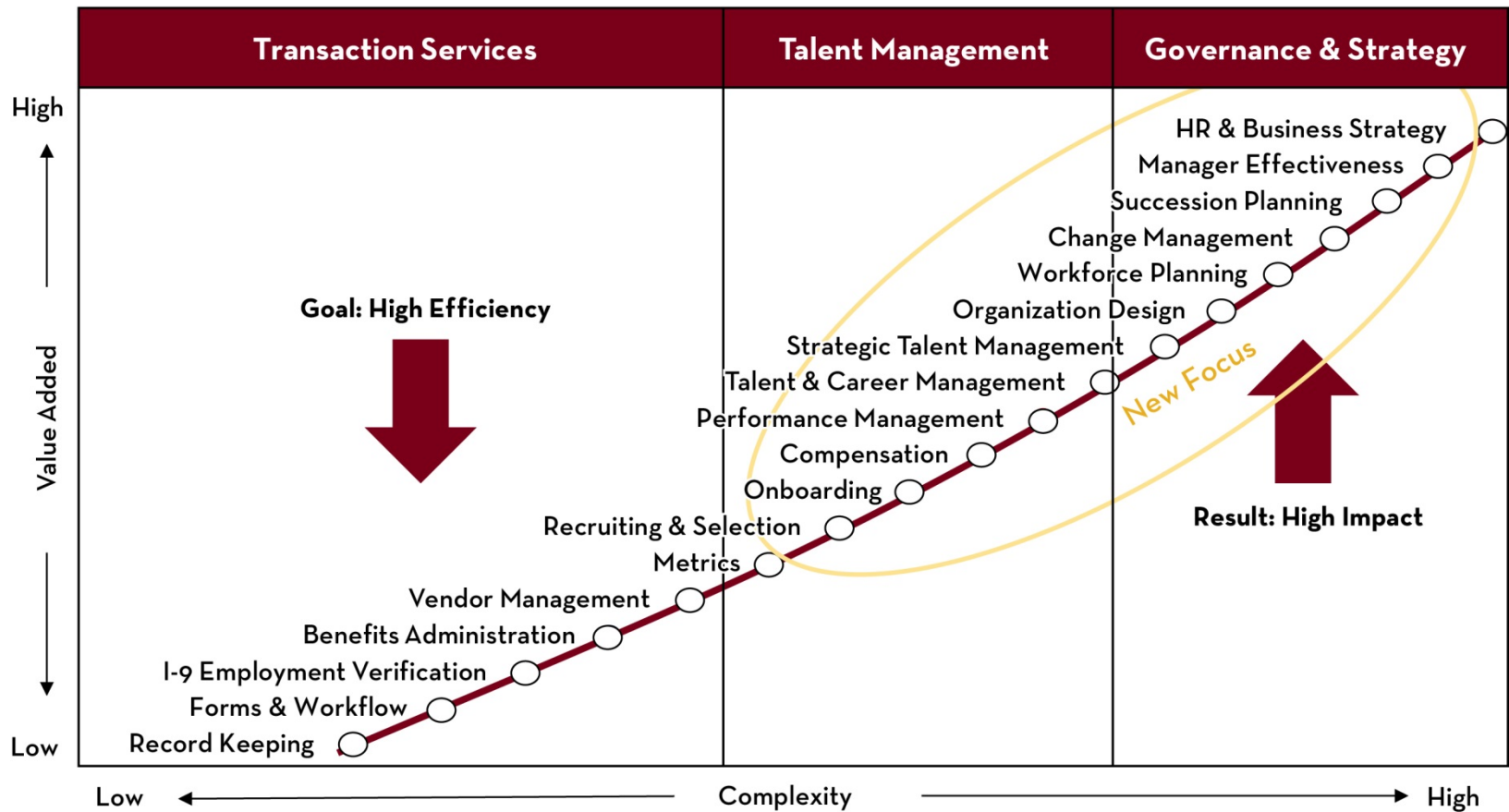
# Human Resource Trends: How Human Resources Will Provide Value

Human resources will deliver value in three key areas, according to human resource expert Dave Ulrich.

- Talent
- Leadership
- Culture

# Human Resource Trends and the Shifting Landscape

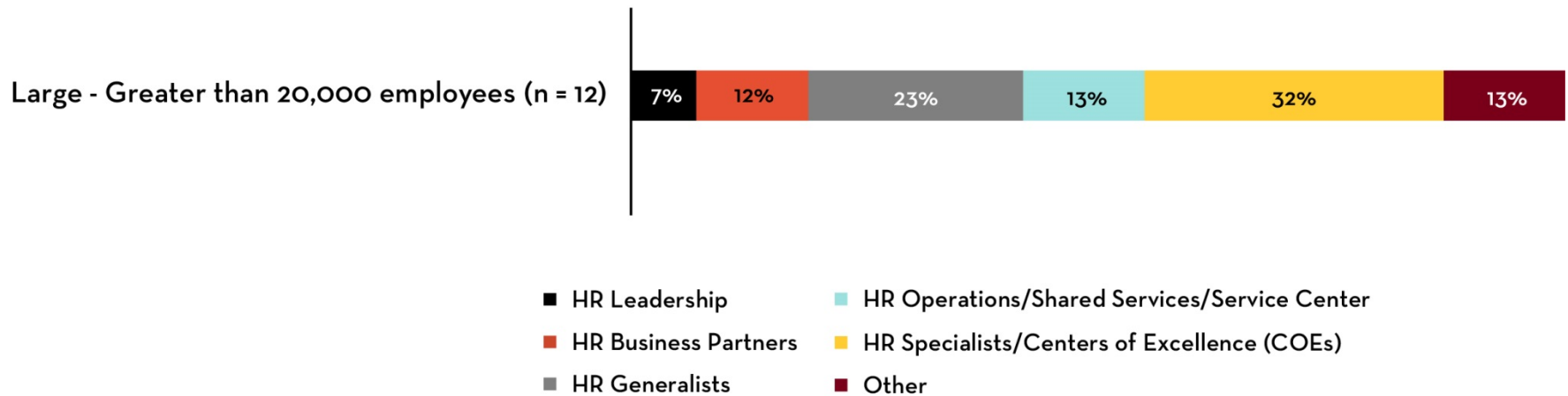
In many universities, human resources is shifting its focus to more high-impact activities as shared services are leveraged.



Source: "The University of Minnesota: HR Trends in Higher Education," Towers Watson, September 23, 2013



# Cumulative Data for Human Resource Staffing Role Allocation for Large Organizations



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Source: "The University of Minnesota: HR Trends in Higher Education," Towers Watson, September 23, 2013

# University of Minnesota Human Resource Staff System-wide

- Employees in the human resource job family: **199**
- HR professionals in units: **118**
  - HR Leads with dotted-line reporting relationship: **40**
- OHR staff in human resource job classifications: **81**
  - Does not include OHR professionals in labor represented positions and other job families, such as communications.
- In the process of realigning human resource professionals to ensure strategy alignment with priorities.

# Past Service Delivery Model

- Service delivery focused on transactions
- No dotted-line reporting relationships to facilitate coordination and collaboration
- Initiatives, programs, and policies inconsistently executed across the system
- Unit needs often unmet due to outdated systems
- Poor risk management and oversight due to lack of integration

# Service Delivery Redesign Objectives

- Clarify Service Team and Centers of Excellence roles and responsibilities.
- Develop change management strategy to move forward new approach.
- Build the Service Consulting Team.
- Consolidate Call Centers.
- Evaluate student employment processes and procedures.
- Establish partnership between OHR and unit, collegiate, and campus human resources.

# Defining Human Resource Roles and Responsibilities

## Working with the Office of Human Resources A Model of Partnership

### Campus, College, Unit

- ✓ Appointing authority—  
Managing the employees  
through the employment  
life cycle

### Partnership

- ✓ Application of systems and initiatives  
at unit level

### OHR

- ✓ Human resource systems  
and policies
- ✓ University-wide human resource  
initiatives and programs
- ✓ Strategic planning and forecasting
- ✓ Metrics

# Build the Service Consulting Team

- Number of Consultants
  - 2011: 3
  - 2013: 12
- Hires were made as a result of attrition and staff reallocation.
- New hires added a collective 215 years of human resource experience to OHR portfolio.



# Improving Core Systems: Consolidated Call Centers

- 4-UOHR launched in January 2013
  - Consolidated Employee Benefits and HRMS/Payroll Call Centers
  - 80,000 calls per year
  - Significantly reduced duplication of effort in responding to employee inquiries
- Improved the employee customer service experience



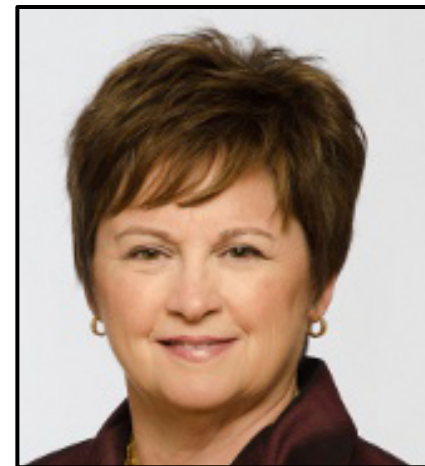
# Applying Core Systems

HR Leads engaged OHR consultants on a number of projects, including:

- Duluth Human Resource Director transition/ search
- School of Nursing administrative support review
- Board of Regents office re-organization
- OIT staffing strategic realignment



# School of Nursing Partnership



“The partnership was outstanding. The process leveraged the knowledge and perspectives of the University (enterprise), AHC, and the School. It honored and welcomed the leadership of our collegiate human resource experts; was inclusive and transparent; was very efficient and timely (completed within a couple of months); and concluded with excellent recommendations.”

--Connie White Delaney, School of Nursing Professor and Dean

# Partnering on System Initiatives

- Spans and layers analysis
- Benchmarking
- Employee engagement
- Merit pay

# Partnering on a System Initiative: Merit Pay Example

- Developed Merit Pay toolkit for HR Leads.
- Held presentations to HR Leads in August.
- Providing ongoing counsel to HR Leads as they move to a merit pay system.
- Will oversee implementation.

# Partnerships Result in Greater Impact

“I enjoyed working with my OHR consulting colleagues to develop resources and tools that make it easier for our HR Leads to prepare for merit pay implementation in their own units. I know they really appreciate our support, and our collaborative partnership on implementation will result in better integration and consistency of this program system-wide.”

--Kim Kopplin, OHR Consultant



# Current Priority: Implementing Huron Consulting Recommendations

- Align human resource programs and services with human resource strategy.
- Evolve service delivery—continue to develop Centers of Expertise
- Define human resource generalist roles and accountability.
  - Defining and building core competency
- Formalize data integrity program.
- Define and implement human resource performance metrics.

# Takeaways

- The new service delivery model is clarifying roles and responsibilities.
- OHR's facilitation and strategy consulting is improving cross-system collaboration and integration; and resulting in more impactful outcomes.
- We are moving forward the President's merit pay priority.
- A key priority for the coming months is implementing Huron Consulting recommendations.

# Discussion