HR Service Delivery Townhall
Nov. 13, 2018

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What Everyone Wants to Know

How will this impact me?

Will my job change?

How will this work?

When will we know?

Who makes the decisions?

What about my department?

I do a little bit of everything…

Who would I report to?

Where would I sit?

What if I don’t take a position?

Do I have a choice?

What are the units?

IOWA STATE UNIVERSITY
Today’s Agenda

1. Review the why
2. Discuss updated HR model
3. Clarify HR roles & responsibilities
4. Discuss draft transition process
5. Outline next steps

We will touch on each of these - with what we know today.
Why
Goals for HR Service Delivery

1. Improve Employee Experience
   • Focus on the employee throughout their lifecycle and career at ISU
   • Provide career paths and development opportunities for HR service providers

2. Support the Unit’s Mission
   • Remain connected to the units served to ensure they are supporting and enabling them to achieve their mission
   • Implement practical, updated and transparent policies and procedures that are aligned with supporting the units and allow for appropriate flexibility to support the University’s mission as needed

3. Enhance our Culture of Service
   • Continuously improve through customer feedback and measuring performance
   • Concentrate roles and responsibilities to specialize in providing HR services
   • Provide consistent, reliable and efficient service at every step
## Why move to this HR Model?

<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State</th>
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<tbody>
<tr>
<td>Inconsistent training and support</td>
<td>Professional development and training</td>
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<tr>
<td>Cumbersome processes</td>
<td>Simple efficient business processes</td>
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<tr>
<td>Multiple levels of review and approval</td>
<td>Simplified Approvals</td>
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<tr>
<td>Varied expertise</td>
<td>Deep expertise</td>
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<tr>
<td>Transactional focus</td>
<td>Focus on the employee</td>
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<tr>
<td>Varied participation in the unit’s mission</td>
<td>Strong engagement in the mission</td>
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Benefits of the HR Model

**Employees**
- Creation of an ISU employee experience vs. independent areas
  - Consistency on policies and best practice
- Quicker recruitment response for staff
- Clear direction on who to call

**Supervisors**
- Responsive model with defined business processes to resolve actions quickly
  - Approvals happen outside of central with empowered employees that are highly trained
- Opportunity to seek advice from an expert and clear direction on who to call

**HR Staff**
- Connection to the profession and mission of the area they serve
- Defined accountabilities across the HR function (Central and Distributed)
- Feedback loop to support adjustments
- Coordinated professional development
Updated HR Model
**Original Proposed HR Service Delivery Structure**

**Key**
- **= Central**
- **= Strategic Unit Support**
- ** = Workday Expert**

**Note:**
- Faculty Handbook related matters will continue to be owned by the Office of the Senior Vice President and Provost.
- The number of HR Partners, HR Coordinators and alignments are still to be determined. This slide represents a conceptual model.
Service Delivery Model Relationships

- **Black Solid Line**
  - Denotes supervisory relationship (Manager Security role in Workday)
  - Leads performance and compliance management
  - Acts as Hiring Manager
  - Coordinates backfill and workload balancing
  - Ensure culture of service and accountability is upheld

- **Black Dotted Line**
  - Helps define performance management criteria
  - Contributes to and consulted in annual performance evaluation
  - Involved in Hiring
  - Ensure culture of service and accountability is upheld

- **Red Dotted Line**
  - Support and Customer Service Alignments
  - Escalate performance and compliance issues to Supervisor
Updated HR Service Delivery Structure

Key
- Blue = Central
- Yellow = Strategic Unit Support
- Red = Workday Expert

Note:
- The number of HR Partners, HR Coordinator, and Staff Recruiting Specialists as well as unit alignments are still to be determined. This slide represents a conceptual model.
HR Roles & Responsibilities
Where we are today on HR future state roles

- **Posted the job profiles on the WorkCyte website**
  - Incorporated feedback into what is being shared
  - These still say DRAFT
    - Need to have further review with finance jobs to ensure collectively we’ve addressed positions related to HR and Finance
- **How does the classification and compensation review fit with what you’ve proposed?**
  - Will **NOT** implement brand new classifications as a part of ISD due to complexities of timing and current systems
  - Minimum qualifications align to current classifications
The HR Coordinator role provides front line HR service delivery
- Reports to HR Partner
• The HR Partner is responsible for executing on HR strategies, policies and programs to address the unique needs of supported units in alignment with HR policies and practices
  • Reports to Senior HR Partner
The Sr. HR Partner role will collaborate with UHR and division SVP to ensure an optimal and consistent experience for all staff and faculty.

- Reports to AVP
- Dotted line to SVP
Local Actions vs. Actions in the HR Model

As we look at how to effectively transition to the future state HR Model, definition around what tasks stay local and what goes into the model are critical.

<table>
<thead>
<tr>
<th>Tasks Remaining Local</th>
<th>Tasks within the HR Model</th>
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<tbody>
<tr>
<td>Hourly Student Hiring- Still in development</td>
<td>Support for International Faculty, Staff, Post Docs, and Visitors</td>
</tr>
<tr>
<td>Timekeeping</td>
<td>Coordination with manager to maintain local position description</td>
</tr>
<tr>
<td>Support for Department Chair for Faculty Performance Review</td>
<td>Employee Accommodation support</td>
</tr>
<tr>
<td>Interview Scheduling/Coordination</td>
<td>Staff Interview Support</td>
</tr>
<tr>
<td>Preparation of Tenure Materials</td>
<td>Answer Questions about employment actions that relate to tenure (ex. Tenure clock extension process).</td>
</tr>
<tr>
<td>Graduate Assistant Appointments*</td>
<td>* Denotes the HR functionality</td>
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Updated HR Service Delivery Structure

- **Added HR recruiting focused specialist for staff positions.** New recruiting specialist role would,
  - Cover multiple units based on staff recruiting volume
  - Report to the Senior HR Partner

Early Fall discussions with HRL’s revealed the need to specialize some of the HR Coordinator roles on recruiting
- Online feedback to ISD supported the need for recruiting support on campus
Staff Recruiting Specialist

**New**

Staff Recruiting Specialist…
- works with Hiring Authority to create a recruitment plan
- posts position and supports the advertising
- identifies, sources and engages candidates
- screen qualifications and perform phone screen
- **refers top candidates**
- obtains references
- assists with scheduling interviews and candidate logistics
- maintains connection with high potential candidates and directs them to future roles
- assists with the final offer and negotiations

**Same**

Hiring Manager…
- outlines the hiring need, posting, requirements, and informs the recruitment plan
- advises on advertising and outreach strategy
- provides input on candidate review and high potential candidates
- confers with recruiter on candidates
- reviews reference reports with the recruiter
- determines the interview committee and external stakeholders
- makes the final hiring decision
- determines final offer terms
Draft Transition Process
Draft Transition Timeline

- IELT report to President & campus
- IELT discuss concepts for transition process
- Share draft descriptions of roles
- Develop & Finalize EO ISD Transition plan
- Develop unit transition survey for senior leadership
- Develop interest survey for staff and evaluation matrix
- Outline unit alignment and number of associated roles
- Post and Interview for AVP roles
Draft Transition Timeline

- **Hold job fair**
- **Send employee interest survey**
- **Identify unit transition teams**
- **Draft transition plan template for units**
- **Draft service commitments**
Draft Transition Timeline

- **February**
  - Identify Interest - Recruit

- **March**
  - Finalize Roles

- **April - June**
  - Transition

- **Nov - Dec**
  - Create Framework

- **January**
  - Identify People
    - Would expect AVP and Sr. HRP in place
    - Complete evaluation matrix from interest survey
    - Identify potential matches to positions
    - Meet with units and staff to finalize HRP roles
    - Draft training plan and strategy
Draft Transition Timeline

- **Meet with units and staff to finalize all roles**
- **Develop individual transition plans**
- **Continue to identify responsibilities outside the model**
- **Develop training and job aide content**
Draft Transition Timeline

- **Work with unit transition teams to coordinate transitions in the depts**
- **Execute on transition plans**
- **Deliver training for new roles / Workday**
Order of Identifying Roles

HR model roles will be filled from the top down

- **AVP**
  - Recruited 1st

- **Sr. HRP**
  - Recruited in parallel or soon to follow the AVP role

- **HRP**
  - Identified and selected after Sr. HRP roles filled

- **HR Coord.**
  - Identified and selected after HRP roles files

- **Rec. Spec.**
  - Identified and selected after Sr. HRP roles filled
Identifying Employees for ISD Roles

Once roles are defined and aligned to units, employees may fill out an interest survey

Selection Considerations

- Employee’s interest
- Current alignment
- Experience and qualifications
- Functional and/or supervisor’s input
- Potential customer input
- Internal References and job descriptions as needed
Next Steps
Next Steps

• Information to Expect
  • Follow up from deliverables in draft transition timeline (November-December)
  • Equal Opportunity ISD Transition Plan
  • President or IELT will continue to provide updates

• What you Can Do
  • Review draft HR Role information online
  • Submit feedback through WorkCyte on ISD
  • Attend an upcoming Workshop
Support Resources and Programs - EAP

Employee Assistance Program 1-800-327-4692

Representatives are available 24/7

Classes Available Beginning in early December

- *Staying Charged through Change*
  Identify the change and transition process, how we respond to change and how we can build resilience to change to allow us to manage with the least amount of stress. Includes a facilitated discussion and sharing.

- *Mindfulness Matters*
  Understand basic concepts and experience a variety of mindful practices.
ISU WellBeing Programs

Adventure2

- Fun, practical challenges to support your emotional well-being during difficult times

ISU WellBeing Workshops

*Rethinking Resilience: Coping in Our Every Day* (Dec 5)

- Understand and identify triggers of stress and practice simple techniques to reduce stress and build resilience.

*Purpose Workshop* (Dec 18)

- Explore the value of aligning every day with purpose. Create your own purpose statement to guide your work and life.

Visit the ISU WellBeing website ([www.wellbeing.iastate.edu](http://www.wellbeing.iastate.edu)) for additional resources.
Support Resources

- Utilize courses from Lynda.com such as
  - For Employees
    - Coping with Change
    - Why we dislike change
    - The Change Curve
    - Know your thought processes
    - How to plan for change
    - How to develop mental toughness
  - For Managers
    - Managing Organizational Change for Managers
- Need someone to listen as you process the changes
  - Visit with UHR Employee and Labor Relations staff, your HR Liaison, or the University Ombuds.
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Questions?

• You can find more information at the WorkCyte website and in our FAQ
• Please provide feedback at: https://www.workcyte.iastate.edu/FAQs/questions-feedback