HR Design Overview
What is HR Design?

HR Design is a campus-wide effort to build a more efficient and effective UW-Madison human resource system that best serves the needs of a 21st century public research university. The new system will place a premium on flexibility, responsiveness, consistency and transparency – to hire, develop and retain the right talent.
**Thoughtful Design**

- **Efficient**
  Each process, step or rule adds value and can be accomplished in a timely way

- **Flexible and Responsive**
  Processes can be adapted to a broad range of situations and allow for improvement

- **Aligned**
  HR components integrated across employee lifecycle

- **Consistent**
  Policies and processes are common to as many employees as possible unless required by a business need

- **Transparent**
  Processes driven by clearly communicated guidelines

**21st Century Workforce and Community**

- **Diverse**
  Create a community that draws upon the ideas, experiences, and perspectives of a diverse workforce and promotes an inclusive culture

- **Engaged**
  Foster trust and commitment to employees; support their development

- **Right Talent**
  Attract, develop and retain the talent to sustain and continually improve a world-class university

- **Adaptable**
  Create a culture that fosters a shared ability to embrace and respond to change

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**University Vision**

“A model public university in the 21st century, serving as a resource to the public and working to enhance the quality of life in the state, the nation, and the world.”
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>Jun. 2011</td>
<td>2011-13 biennial budget provides authority to create new personnel system</td>
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<tr>
<td>Dec. 2012</td>
<td>Board of Regents/UW governance approves HR Design Strategic Plan</td>
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<td>Apr. 23, 2014</td>
<td>Joint Committee on Employment Relations approves HR Design</td>
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<td>Sept. 2012</td>
<td>HR Design Strategic Plan presented to campus</td>
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<tr>
<td>May 24, 2013</td>
<td>Joint Committee on Employment Relations votes to delay aspects of HR Design until July 2015</td>
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<tr>
<td>July 1, 2015</td>
<td>Begin implementation of many elements of HR Design</td>
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HR Design Has Engaged Employees Campus-Wide

HR Design Work Teams

- Cross-campus work teams formed in 2012 to develop recommendations for new HR system
- Teams included more than 150 members of the campus community

Campus Engagement

- HR Design planning and implementation has involved massive and ongoing campus engagement using multiple-audience focus groups, interactive web chats, quarterly campus-wide information sessions, surveys, polls, brochures and many other communications vehicles
- Involved more than 15,000 participants to date
Critical HR Issues

- Ineffective and inefficient hiring
- Out-of-date job titles and inflexible pay structures
- Inconsistent employee onboarding, development and performance management
- Two personnel systems
- Perception of hierarchy
- Balance workforce flexibility with employee job security / protections
- Limited data

Need for new HR approach
# How HR Design Improves the Current State

<table>
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<tr>
<th>Challenge</th>
<th>Approach</th>
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<td>Ineffective and inefficient recruitment tools</td>
<td>• Provide new recruitment, assessment and selection tools and a new online applicant tracking system</td>
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| Out-of-date job titles and inflexible pay structures                       | • Provide pay increases to those earning less than living wage  
• Incorporate market and performance into compensation  
• Revise job titles                                                                 |
| Inconsistent employee onboarding, development and performance management  | • Implement campus-wide performance management and onboarding policies and provide training and resources, including for managers and supervisors |
| Need to balance workforce flexibility with employee job security           | • Establish policies for University Staff that maintain job protections and security                                                     |
| Perception of hierarchy                                                    | • Provide University Staff with governance                                                                                               |
| Two separate personnel systems                                            | • Create greater consistency in policies and practices                                                                                 |
| Limited data to inform decisions                                          | • Implement systems that will better inform recruiting, hiring, and other employment-related decisions                                   |
Key Takeaways – July 1, 2015

Unit-specific recruitment

More compensation flexibility for faculty and staff

Performance management campus-wide

Comprehensive new employee onboarding to help new employees acclimate

New policies balance management flexibility with employee protections

Salaried classified positions moving to academic staff

Standard HR competencies

Workforce flexibilities explained and promoted

Expanded training for managers and supervisors