

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.



HR Design Vision

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.”

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

Key HR Design Dates

Jun. 2011

2011-13 biennial budget provides authority to create new personnel system

Dec. 2012

Board of Regents/UW governance approves HR Design Strategic Plan

April 23, 2014

Joint Committee on Employment Relations approves HR Design

Sept. 2012

HR Design Strategic Plan presented to campus

May 24, 2013

Joint Committee on Employment Relations votes to delay aspects of HR Design until July 2015

July 1, 2015

Begin implementation of many elements of HR Design

HR Design Has Engaged Employees Campus-Wide

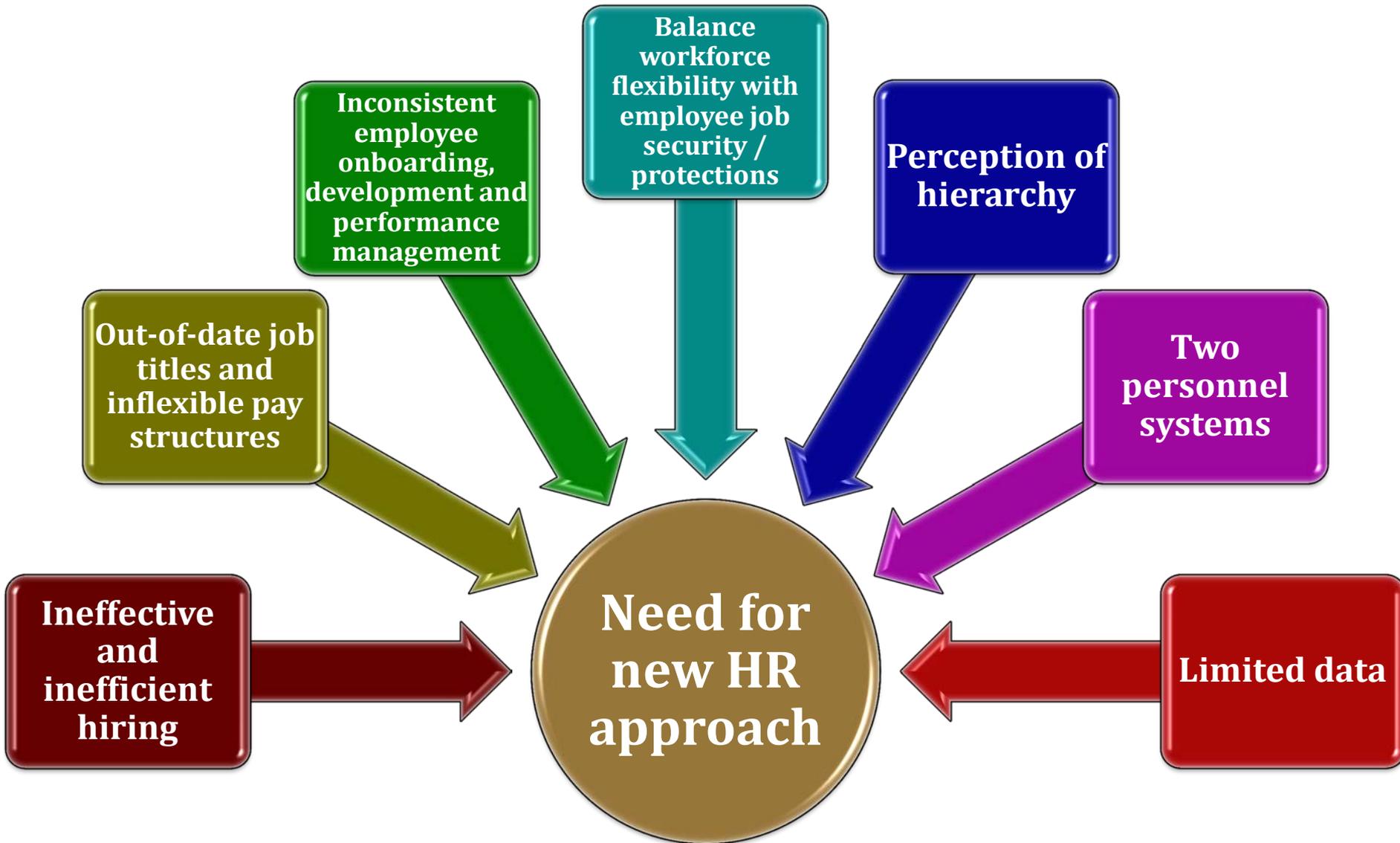
HR Design Work Teams

- 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



How HR Design Improves the Current State

Challenge	Approach
Ineffective and inefficient recruitment tools	<ul style="list-style-type: none"> • Provide new recruitment, assessment and selection tools and a new online applicant tracking system
Out-of-date job titles and inflexible pay structures	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Establish policies for University Staff that maintain job protections and security
Perception of hierarchy	<ul style="list-style-type: none"> • Provide University Staff with governance
Two separate personnel systems	<ul style="list-style-type: none"> • Create greater consistency in policies and practices
Limited data to inform decisions	<ul style="list-style-type: none"> • 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