HR Design
Information Sessions
December 2015

Agenda
- Vision
- Benefits
- Where We’ve Been
- Update
- Summary
- Where We’re Going
- Questions
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

Some Key Benefits

Unit-specific recruitment empowers campus units to manage recruiting and hiring, finding right-fit talent for their areas

More compensation flexibility for faculty and staff to attract and retain talent

Performance management provides employees with clear expectations, support to address developmental needs, and increased job satisfaction

Employee onboarding helps new employees acclimate – improves time-to-productivity, retention and engagement
Some Key Benefits

Greater consistency in University Staff and Academic Staff policies reduces inequities

Standard HR competencies will help ensure fair, consistent and effective HR practices across campus

Workplace flexibilities help managers support employees to succeed at work while also meeting personal needs and family obligations

Where We’ve Been

June 2011
2011-13 biennial budget provided authority to create new personnel system

Dec. 2012
Board of Regents/UW governance approved HR Design Strategic Plan

April 23, 2014
Joint Committee on Employment Relations approved HR Design

Sept. 2012
HR Design Strategic Plan presented to campus

May 24, 2013
Joint Committee on Employment Relations voted to delay aspects of HR Design until July 2015

July 1, 2015
Began implementation of many elements of HR Design
Employee Categories

<table>
<thead>
<tr>
<th>Previous State</th>
<th>Current State (As of July 1, 2015)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>Faculty</td>
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<tr>
<td>Academic Staff</td>
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<tr>
<td>Classified Permanent</td>
<td>University Staff</td>
</tr>
<tr>
<td>Limited Appointment (Administrator)</td>
<td>Limited Appointment (Administrator)</td>
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<tr>
<td>Student Hourly</td>
<td>Student Hourly</td>
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<tr>
<td>Student Assistant</td>
<td>Student Assistant</td>
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<tr>
<td>Employee-in-Training</td>
<td>Employee-in-Training</td>
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<tr>
<td>Classified Project Staff</td>
<td>Fixed-Term Finite University Staff</td>
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<tr>
<td>Limited-Term Employee</td>
<td>Temporary Employee</td>
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Recruiting and Hiring

Thus Far
- No longer governed by state laws/rules
- Reduced disparities between University and Academic Staff recruiting and hiring practices
- Units recruit/assess candidates
- Enhanced hiring tools
- Interim Applicant Tracking System – JobApply
  - Automated, streamlined application process
  - Simplified process for providing EEO data, resulting in more than 99% of job candidates disclosing this information.

Next Steps
- Future Applicant Tracking System – mid-2016
- Required for all Academic Staff, University Staff, Faculty and Limited recruitments
- Some benefits
  - Comprehensive reporting
  - Extremely configurable
  - Fully integrated system that includes onboarding and performance management
  - Better applicant experience:
    - Easy job search
    - Status in hiring process
    - Notifications of jobs matching search criteria
### Compensation and Job Titles

**Thus Far**
- Expanded ability to hire all hourly employees above the pay range minima
- More pay flexibility
- Pay increases up to City of Madison living wage
- Performance-based pay now option for all Faculty and staff
- Increase salary maxima for Academic Staff

**Next Steps**
- Compensation and job title study
  - Jointly with UW System
  - Will require campus resources and external consultant
  - Advisory council
    - Equal representation between UW System and UW-Madison
    - Provide input on study strategy and steps

### Performance Management

**Thus Far**
- New policy and program
  - Annually, each supervisor of Academic or University Staff employees (including Faculty supervisors) must:
  - Meet with staff to agree on goals/expectations
  - Hold informal performance conversations
  - Have mid-year check-in
  - Provide year-end formal evaluation
  - Financial consequences for non-compliance
- Extensive training and resources available for all employees

**Next Steps**
- Performance management process tracking included in new Applicant Tracking/Talent Management system (mid-2016)
New Employee Onboarding

<table>
<thead>
<tr>
<th>Thus Far</th>
<th>Next Steps</th>
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</thead>
<tbody>
<tr>
<td>• New onboarding policy in effect July 1, 2015 – units implementing and enhancing new employee onboarding programs</td>
<td>• Onboarding tracking included in new Applicant Tracking/Talent Management system (mid- 2016)</td>
</tr>
<tr>
<td>• Resources – Office of Talent Management website (talent.wisc.edu)</td>
<td>• Divisions to collect onboarding feedback from employees at least once in their first year</td>
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<td></td>
<td>• OHR will monitor progress by surveying sample of new employees</td>
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Changes to University Staff Policies. As of July 1:

Layoffs

• Seniority primary – but not only – factor
• Layoff groups by operational area

Grievances

• Impartial Hearing Panel/Campus Hearing Officer procedures being finalized
• Continued three-step process
Changes to University Staff Policies. As of July 1:

**Probation**
- 30 day right of return (was 6 months)
- Job expectations/performance must be discussed before terminating probationary employee

**Temporary Employees (TEs)**
- Time periods can be extended under certain circumstances

**University Staff Appointment Types**
- Project positions are now Fixed-Term Finite positions (no longer “at-will” after one year probationary period = increased job security)
- Permanent positions renamed “Ongoing”

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**Employee Categories**

**Thus Far**
- Posting salaried University Staff vacancies as Academic Staff vacancies
- Evaluated all Classified/University Staff exempt (salaried) positions, based on Fair Labor Standards Act (FLSA), to validate they are exempt
- Delayed employee choice because of FLSA revisions proposed by U.S. Dept. of Labor

**Next Steps**
- Employee Choice delayed until final ruling on FLSA changes (2016)
### Workplace Flexibilities

<table>
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<th>Next Steps</th>
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| Workplace Flexibility Toolkit – Online toolkit of existing workplace flexibilities | • Promote to faculty and staff to increase awareness and use  
• Focus supervisory training modules on how workplace flexibilities can improve work/life balance – and performance |

### HR Competencies, Certification

- **HR competencies (knowledge, skills, abilities and behaviors)**
- **Training/certification program for HR community**
- **Link certification to HR delegation**
## Summary

### Thus Far

- Established new University Staff policies
- Moved to unit-specific recruitment for positions
- Implemented more compensation flexibility
- Crafted performance management policy, program with training and resources
- Developed comprehensive employee onboarding policy
- Compiled workplace flexibility toolkit
- Begin establishing standard HR competencies
- Launched interim applicant tracking system
- Signed contract for new applicant tracking system, with onboarding and performance management tracking
- Partnering with UW-System for compensation and job title study
- Delayed employee choice due to potential law changes

## Summary

### Next Steps

- Launching new Applicant Tracking System/Talent Management Suite in mid-2016
- Expanding learning opportunities for employees through the Office of Talent Management and the HR communities of practice in 2016
- Conduct compensation and job title study
- Awaiting final ruling on proposed FLSA changes to determine Employee Choice plans
Where We’re Going in 2016

Late 2015/Early 2016
Beginning joint effort with UW System on compensation and job title study

July 2016
Launching Applicant Tracking System/Talent Management Suite

Throughout 2016
Expanding employee learning opportunities provided by OHR

Questions?