

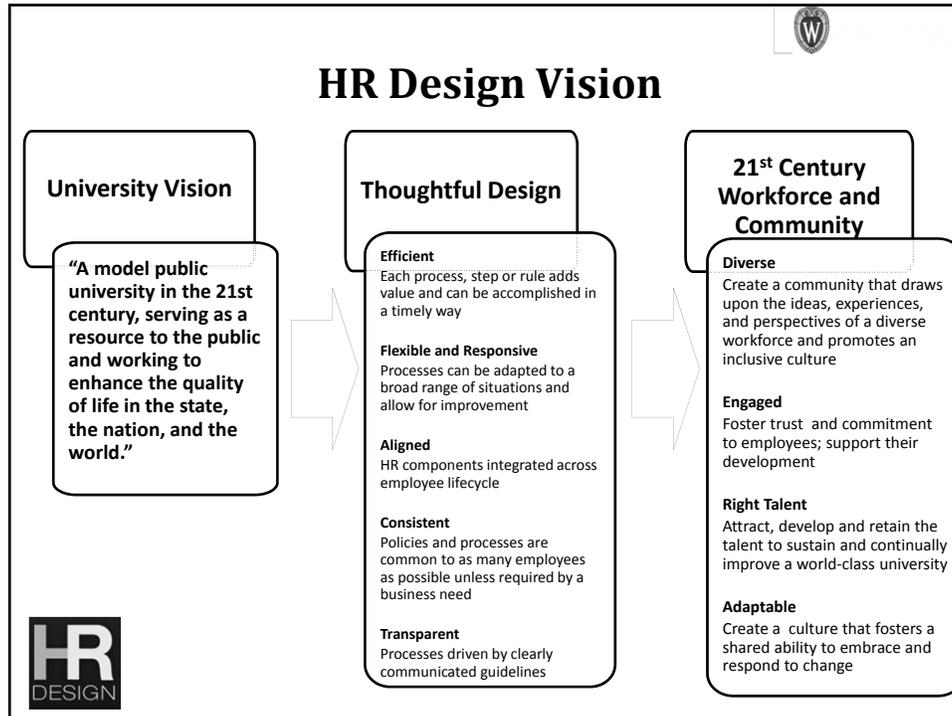
# HR Design Information Sessions December 2015



## Agenda

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





## Some Key Benefits

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

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

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

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**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



 <b>Employee Categories</b>	
<b>Previous State</b>	<b>Current State (As of July 1, 2015)</b>
<b>Faculty</b>	<b>Faculty</b>
<b>Academic Staff</b>	<b>Academic Staff</b>
<b>Classified Permanent</b>	<b>University Staff</b>
Limited Appointment (Administrator)	Limited Appointment (Administrator)
Student Hourly	Student Hourly
Student Assistant	Student Assistant
Employee-in-Training	Employee-in-Training
Classified Project Staff	Fixed-Term Finite University Staff
Limited-Term Employee	Temporary Employee

 <b>Recruiting and Hiring</b>	
<b>Thus Far</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>• <b>No longer governed by state laws/rules</b></li> <li>• <b>Reduced disparities between University and Academic Staff recruiting and hiring practices</b></li> <li>• <b>Units recruit/assess candidates</b></li> <li>• <b>Enhanced hiring tools</b></li> <li>• <b>Interim Applicant Tracking System - JobApply</b> <ul style="list-style-type: none"> <li>✓ <b>Automated, streamlined application process</b></li> <li>✓ <b>Simplified process for providing EEO data, resulting in more than 99% of job candidates disclosing this information.</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Future Applicant Tracking System - mid-2016</b></li> <li>• <b>Required for all Academic Staff, University Staff, Faculty and Limited recruitments</b></li> <li>• <b>Some benefits</b> <ul style="list-style-type: none"> <li>✓ <b>Comprehensive reporting</b></li> <li>✓ <b>Extremely configurable</b></li> <li>✓ <b>Fully integrated system that includes onboarding and performance management</b></li> <li>✓ <b>Better applicant experience:</b> <ul style="list-style-type: none"> <li>▪ <b>Easy job search</b></li> <li>▪ <b>Status in hiring process</b></li> <li>▪ <b>Notifications of jobs matching search criteria</b></li> </ul> </li> </ul> </li> </ul>

 <b>Compensation and Job Titles</b>	
<b>Thus Far</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>• Expanded ability to hire all hourly employees above the pay range minima</li> <li>• More pay flexibility</li> <li>• Pay increases up to City of Madison living wage</li> <li>• Performance-based pay now option for all Faculty and staff</li> <li>• Increase salary maxima for Academic Staff</li> </ul>	<p><b>Compensation and job title study</b></p> <ul style="list-style-type: none"> <li>• Jointly with UW System</li> <li>• Will require campus resources and external consultant</li> <li>• Advisory council               <ul style="list-style-type: none"> <li>✓ Equal representation between UW System and UW-Madison</li> <li>✓ Provide input on study strategy and steps</li> </ul> </li> </ul>
	

 <b>Performance Management</b>	
<b>Thus Far</b>	<b>Next Steps</b>
<ul style="list-style-type: none"> <li>• New policy and program           <ul style="list-style-type: none"> <li>✓ Annually, each supervisor of Academic or University Staff employees (including Faculty supervisors) must:               <ul style="list-style-type: none"> <li>□ Meet with staff to agree on goals/expectations</li> <li>□ Hold informal performance conversations</li> <li>□ Have mid-year check-in</li> <li>□ Provide year-end formal evaluation</li> </ul> </li> <li>✓ Financial consequences for non-compliance</li> </ul> </li> <li>• Extensive training and resources available for all employees</li> </ul>	<p><b>Performance management process tracking included in new Applicant Tracking/Talent Management system (mid-2016)</b></p>



## New Employee Onboarding

Thus Far	Next Steps
<ul style="list-style-type: none"> <li>• <b>New onboarding policy in effect July 1, 2015 - units implementing and enhancing new employee onboarding programs</b></li> <li>• <b>Resources - Office of Talent Management website (talent.wisc.edu)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Onboarding tracking included in new Applicant Tracking/Talent Management system (mid- 2016)</b></li> <li>• <b>Divisions to collect onboarding feedback from employees at least once in their first year</b></li> <li>• <b>OHR will monitor progress by surveying sample of new employees</b></li> </ul>







## 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"



## 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

Thus Far	Next Steps
<p><b>Workplace Flexibility Toolkit - Online toolkit of existing workplace flexibilities</b></p>	<ul style="list-style-type: none"><li>• <b>Promote to faculty and staff to increase awareness and use</b></li><li>• <b>Focus supervisory training modules on how workplace flexibilities can improve work/life balance - and performance</b></li></ul>





## HR Competencies, Certification

**HR competencies (knowledge, skills, abilities and behaviors)**

**Training/certification program for HR community**

**Link certification to HR delegation**





## Summary

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Thus  
Far

**Established new University Staff policies**

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**Moved to unit-specific recruitment for positions**

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**Implemented more compensation flexibility**

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**Crafted performance management policy, program with training and resources**

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**Developed comprehensive employee onboarding policy**

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**Compiled workplace flexibility toolkit**

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**Begin establishing standard HR competencies**

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**Launched interim applicant tracking system**

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**Signed contract for new applicant tracking system, with onboarding and performance management tracking**

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**Partnering with UW-System for compensation and job title study**

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**Delayed employee choice due to potential law changes**

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## Summary

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Next  
Steps

**Launching new Applicant Tracking System/Talent Management Suite in mid-2016**

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**Expanding learning opportunities for employees through the Office of Talent Management and the HR communities of practice in 2016**

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**Conduct compensation and job title study**

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**Awaiting final ruling on proposed FLSA changes to determine Employee Choice plans**

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## 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?



