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# **HR Design Project Board of Regents**

**March 8, 2012**



# Vision for the HR Design Project

The HR Design project is a campus-wide effort to build, through thoughtful design, a more efficient and effective UW-Madison human resources system to best serve the needs of the University, its employees and the citizens of Wisconsin.

## Thoughtful Design

### Efficiency

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

### Flexibility and Responsiveness

Processes can be adapted to a broad range of situations and allow for ongoing improvement

### Alignment

Components of the design support one another across the employee lifecycle

### Consistency

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

### Transparency

Processes are driven by guidelines that are clearly communicated

## Workforce and Community of the 21<sup>st</sup> Century

### Diversity

We seek to create a community that draws upon the ideas, experiences, and perspectives of a diverse workforce and promotes an inclusive culture

### Engagement

We seek to foster trust and commitment in employees and support their development

### Right Talent and Fit

We seek to attract, develop, and retain talent needed to sustain and continually improve a world-class university

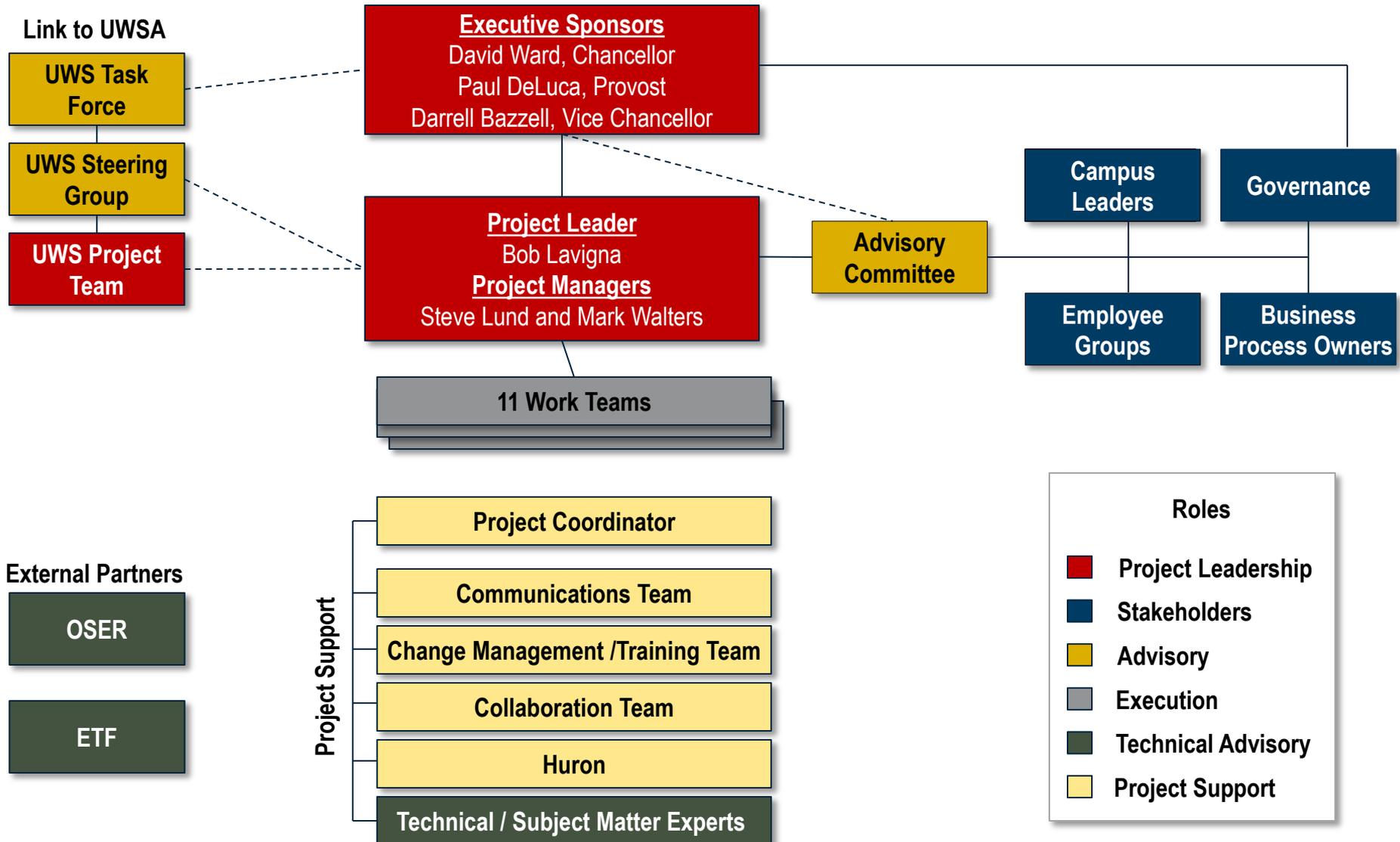
### Adaptability

We seek to create a culture that fosters a shared ability to embrace and respond to change

## University Mission and Vision

“The University of Wisconsin–Madison will be 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.”

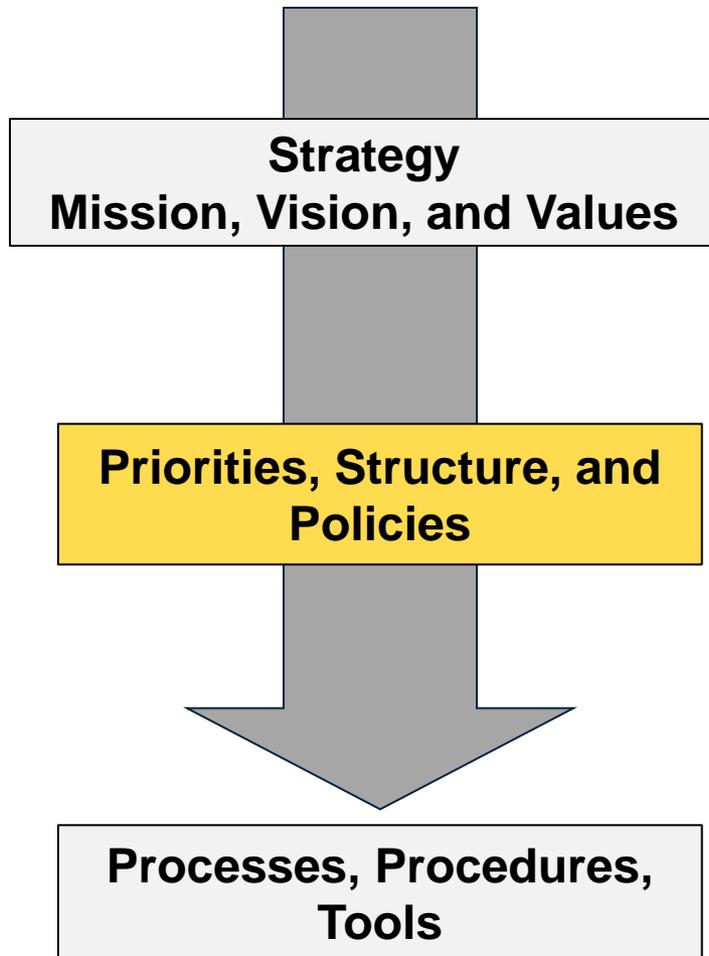
# Project Structure



# Phase 1 and Phase 2 Work Teams

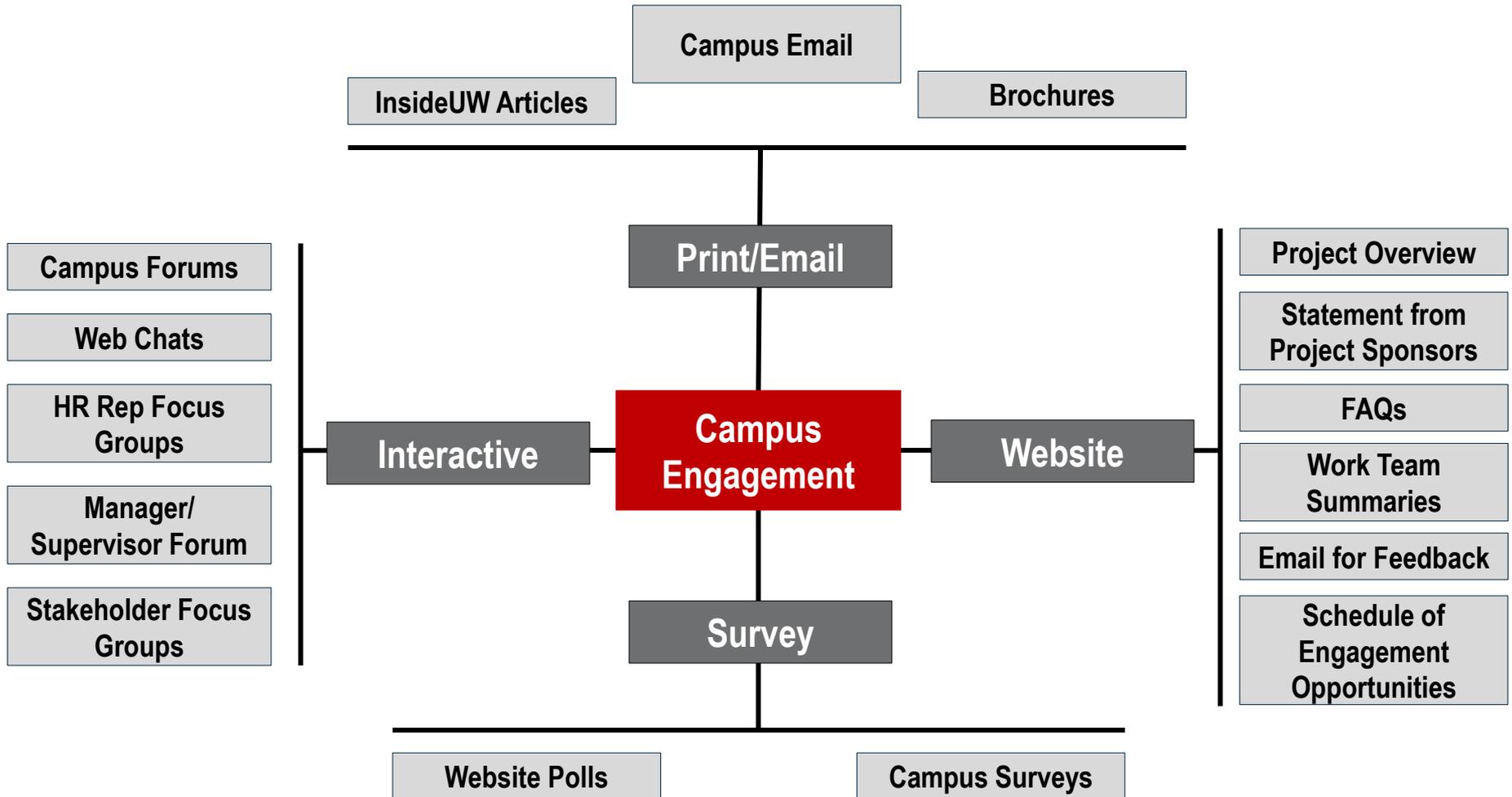
<b>Phase 1</b>	<b>Phase 2</b>
▪ <b>Employee Categories</b>	▪ <b>Employee Development</b>
▪ <b>Benefits</b>	▪ <b>Performance Management</b>
▪ <b>Compensation</b>	▪ <b>Transition and Succession</b>
▪ <b>Titling</b>	▪ <b>Workplace Flexibility</b>
▪ <b>Competencies</b>	
▪ <b>Recruitment and Assessment</b>	
▪ <b>Diverse Workforce</b>	

# Work Teams Focus



Work teams will develop recommendations that provide direction for new HR system

# Campus Engagement



# Emerging Themes -- Examples

Area	Emerging Themes
Employee Categories	<ul style="list-style-type: none"><li data-bbox="291 386 1831 458">▪ Current employee categories create a sense of hierarchy -- considering ways to reduce perceived “caste” system while still recognizing different roles at the University, governance, and Federal labor law (FLSA).</li><li data-bbox="291 462 1862 496">▪ Functional job families may be a way to deemphasize “employee category” -- they would cross over employee categories.</li></ul>

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Titles	<ul style="list-style-type: none"><li>▪ Academic staff titles could likely be simplified to show more consistent roles and levels.</li><li>▪ Classified exempt titles and academic staff titles could likely be aligned.</li><li>▪ Functional job families also could simplify titles and allow for more future flexibility.</li><li>▪ Generalist administrative roles (e.g., “departmental administrator”) need to be more consistently structured.</li><li>▪ “Manager” titles need to be clearly defined (supervisory versus project management) -- this links to Employee Categories.</li></ul>

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Compensation	<ul style="list-style-type: none"><li>▪ Limitations in flexibility have led to work-arounds with titles and classifications.</li><li>▪ Market and performance could become stronger drivers of compensation for all employee categories.</li><li>▪ Equity is both a driver of compensation and a result of good design choices and implementation.</li><li>▪ UW should maintain portfolio of ways to adjust salary for performance, equity, retention, expanded duties, market shifts.</li></ul>

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Competencies	<ul style="list-style-type: none"><li>▪ Working definition of competencies emerging that incorporates both skills and mindset and considers contribution to both organizational and employee success</li><li>▪ Competency models may apply on campus, and could connect to the work of several other work teams.</li></ul>

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Benefits	<ul style="list-style-type: none"><li>▪ Benefits should be made as consistent as possible to promote equity and to simplify administration.</li><li>▪ Strong interest in shifting to one vacation calendar (calendar year OR fiscal year), though this would have significant design and implementation considerations.</li></ul>

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Recruitment and Assessment	<ul style="list-style-type: none"><li>▪ Recruitment and assessment begins with capturing the right information in the position description.</li><li>▪ Internal transfer mechanisms can facilitate recruitment, but need to be balanced with need to promote diverse applicant pools.</li></ul>

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Employee Categories	<ul style="list-style-type: none"> <li>▪ Current employee categories do create a sense of hierarchy. The team is considering ways to reduce a perceived “caste” system while still recognizing different roles at the University, governance, and Federal labor law (FLSA).</li> <li>▪ Functional job families may be a way to deemphasize “employee category” -- they would cross over employee categories.</li> </ul>
Titles	<ul style="list-style-type: none"> <li>▪ Academic staff titles could likely be simplified to show more consistent roles and levels.</li> <li>▪ Classified Exempt titles and Academic Staff titles could likely be aligned.</li> <li>▪ Functional job families also be a way to simplify titles and allow for more future flexibility.</li> <li>▪ Generalist administrative roles (e.g., “Departmental Administrator”) need to be more consistently structured.</li> <li>▪ “Manager” titles need to be clearly defined (supervisory versus project management) -- this links to Employee Categories.</li> </ul>
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Competencies	<ul style="list-style-type: none"> <li>▪ A working definition of competencies is emerging that incorporates both skills and mindset and considers their contribution to both organizational and employee success</li> <li>▪ Competency models may have applicability on campus, and could connect to the work of several other work teams.</li> </ul>
Benefits	<ul style="list-style-type: none"> <li>▪ Benefits should be made as consistent as possible to promote equity and to simplify administration.</li> <li>▪ There is strong interest in shifting to one vacation calendar (calendar year OR fiscal year), though this change would have significant design and implementation considerations.</li> </ul>
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Diversity	<ul style="list-style-type: none"> <li>▪ Diversity is integral to all of the teams and will be incorporated into the assessment of every recommendation.</li> </ul>

# UWSA and UW-Madison Collaboration

## Five Levels of Collaboration

<b>UPS Task Force</b>	<ul style="list-style-type: none"><li>▪ Setting strategic direction for the initiative</li><li>▪ Defining priorities</li></ul>
<b>UPS Steering Committee</b>	<ul style="list-style-type: none"><li>▪ Developing strategies for securing internal and external approval</li><li>▪ Coordinating communication and messaging strategy</li><li>▪ Coordinating project structures, schedules and phasing</li></ul>
<b>UW-Madison Advisory Committee</b>	<ul style="list-style-type: none"><li>▪ Advising project leaders on overall direction, critical issues and work team recommendations</li><li>▪ Acting as liaisons to respective constituent groups</li></ul>
<b>Project Leads</b>	<ul style="list-style-type: none"><li>▪ Identifying and sharing emerging themes</li><li>▪ Discussing opportunities and risks</li><li>▪ Defining key areas where consistency is necessary</li></ul>
<b>Work Teams and Support teams</b>	<ul style="list-style-type: none"><li>▪ Sharing information through weekly work team leads/facilitators meetings</li><li>▪ Sharing benchmarking information and research</li></ul>