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.

<table>
<thead>
<tr>
<th>Thoughtful Design</th>
<th>Workforce and Community of the 21st Century</th>
<th>University Mission and Vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<td>Diversity</td>
<td>“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.”</td>
</tr>
<tr>
<td>Each process, step or rule adds value and can be accomplished in a timely way</td>
<td>We seek to create a community that draws upon the ideas, experiences, and perspectives of a diverse workforce and promotes an inclusive culture</td>
<td></td>
</tr>
<tr>
<td>Flexibility and Responsiveness</td>
<td>Engagement</td>
<td></td>
</tr>
<tr>
<td>Processes can be adapted to a broad range of situations and allow for ongoing improvement</td>
<td>We seek to foster trust and commitment in employees and support their development</td>
<td></td>
</tr>
<tr>
<td>Alignment</td>
<td>Right Talent and Fit</td>
<td></td>
</tr>
<tr>
<td>Components of the design support one another across the employee lifecycle</td>
<td>We seek to attract, develop, and retain talent needed to sustain and continually improve a world-class university</td>
<td></td>
</tr>
<tr>
<td>Consistency</td>
<td>Adaptability</td>
<td></td>
</tr>
<tr>
<td>Policies and processes are common to as many employees as possible unless required by a business need</td>
<td>We seek to create a culture that fosters a shared ability to embrace and respond to change</td>
<td></td>
</tr>
<tr>
<td>Transparency</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Project Structure

**Executive Sponsors**
- David Ward, Chancellor
- Paul DeLuca, Provost
- Darrell Bazzell, Vice Chancellor

**Project Leader**
- Bob Lavigna

**Project Managers**
- Steve Lund and Mark Walters

**11 Work Teams**

**Project Coordinator**

**Communications Team**

**Change Management/Training Team**

**Collaboration Team**

**Technical/Subject Matter Experts**

**External Partners**
- OSER
- ETF

**Link to UWSA**
- UWS Task Force
- UWS Steering Group
- UWS Project Team

**Advisory Committee**

**Governance**
- Campus Leaders
- Employee Groups
- Business Process Owners

**Roles**
- Project Leadership
- Stakeholders
- Advisory
- Execution
- Technical Advisory
- Project Support
## Work Teams

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Employee Categories</td>
<td>- Employee Development</td>
</tr>
<tr>
<td>- Benefits</td>
<td>- Performance Management</td>
</tr>
<tr>
<td>- Compensation</td>
<td>- Transition and Succession</td>
</tr>
<tr>
<td>- Titling</td>
<td>- Workplace Flexibility</td>
</tr>
<tr>
<td>- Competencies</td>
<td></td>
</tr>
<tr>
<td>- Recruitment and Assessment</td>
<td></td>
</tr>
<tr>
<td>- Diverse Workforce</td>
<td></td>
</tr>
</tbody>
</table>
## How the New HR Approach Meets Our Needs

### Limited data to inform decisions
- Create diversity plan and metrics, HR dashboard
- Implement online application/applicant tracking system
- Conduct title and total compensation study

### Two separate personnel systems
- Create greater consistency in policies and practices
- Define employee categories by hourly-salaried
- Implement single personnel system

### Out-of-date job titles and Inflexible pay structures
- Implement transitional compensation structure
- Incorporate market and performance into compensation
- Conduct title and total compensation analysis

### Perception of hierarchy
- More clearly define employee categories
- Provide university staff with governance
- Conduct employee engagement and inclusion survey

### Inconsistent employee performance management and development
- Implement consistent performance management policy
- Expand training, including for managers and supervisors

### Ineffective and inefficient recruitment tools
- Replace state hiring system
- Develop recruiting and hiring toolkit
- Implement online application/applicant tracking system

### Need to balance workforce flexibility with employee job security
- Create permanent appointments for university staff
- Maintain just cause/due process for current + future university staff
- Modify right of return and layoff process