
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 21st 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

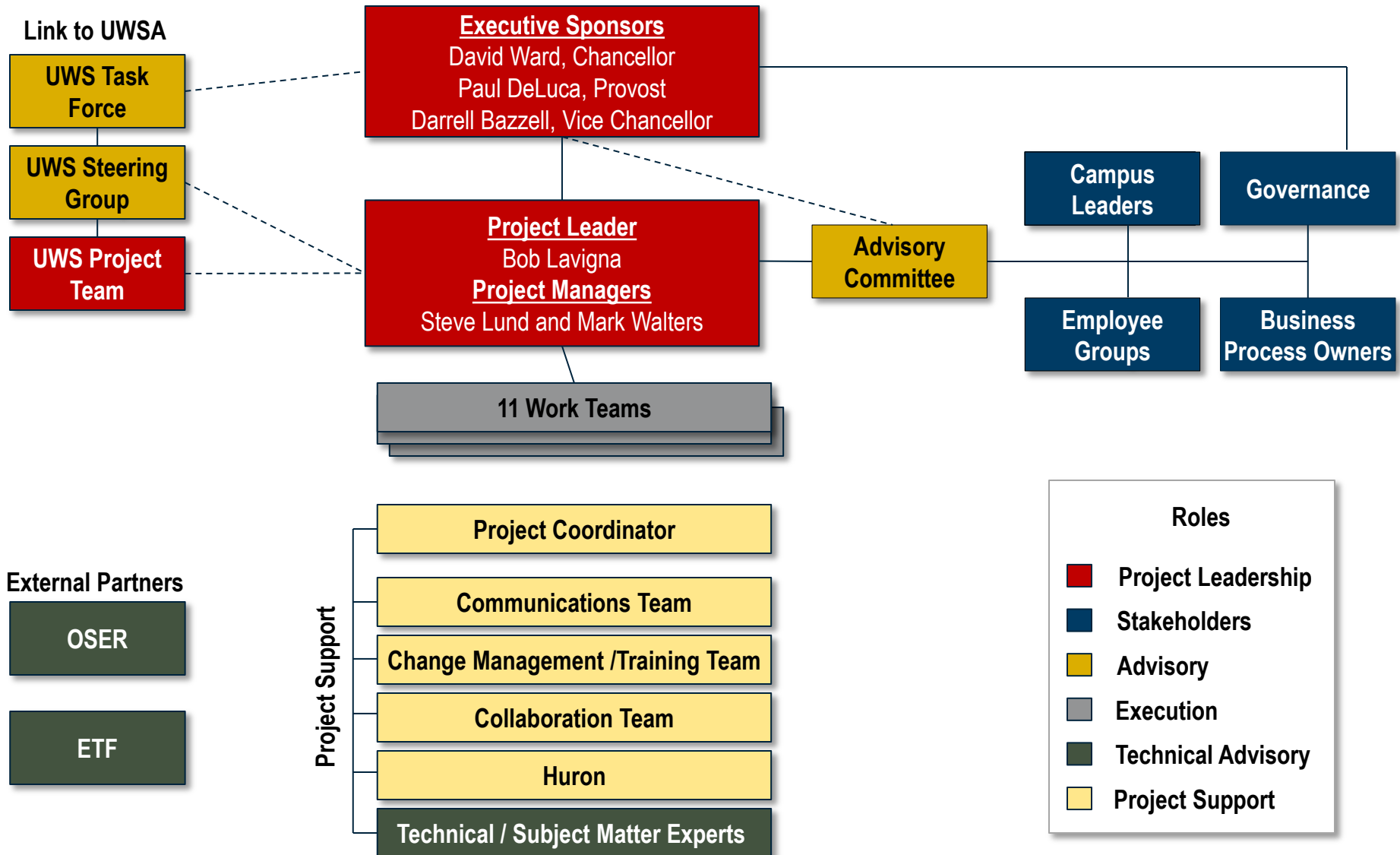
Adaptability

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.”

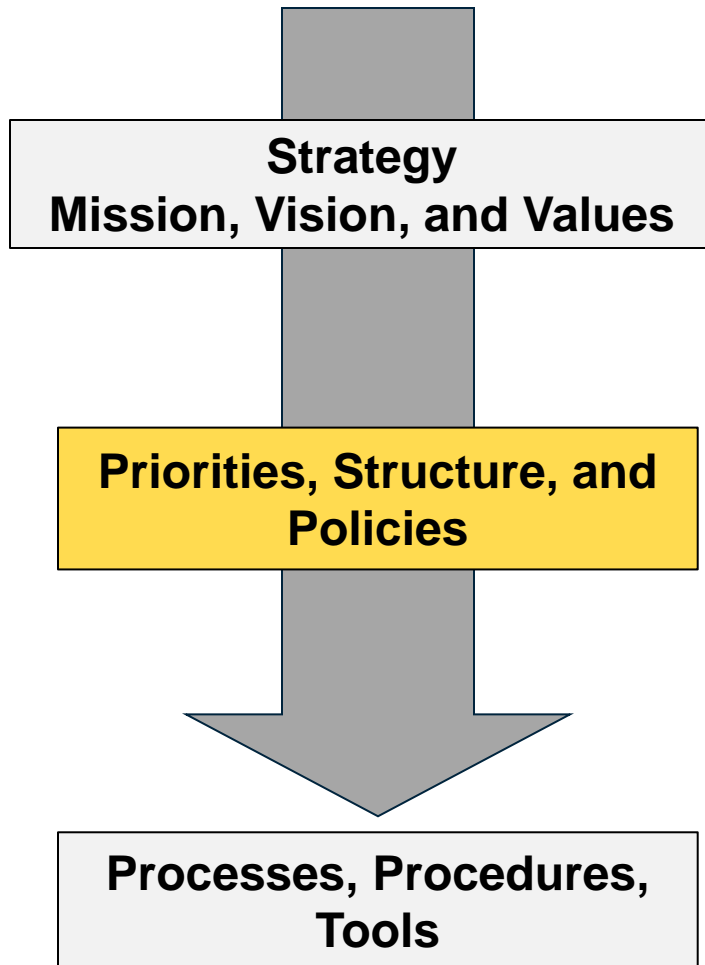
Project Structure



Phase 1 and Phase 2 Work Teams

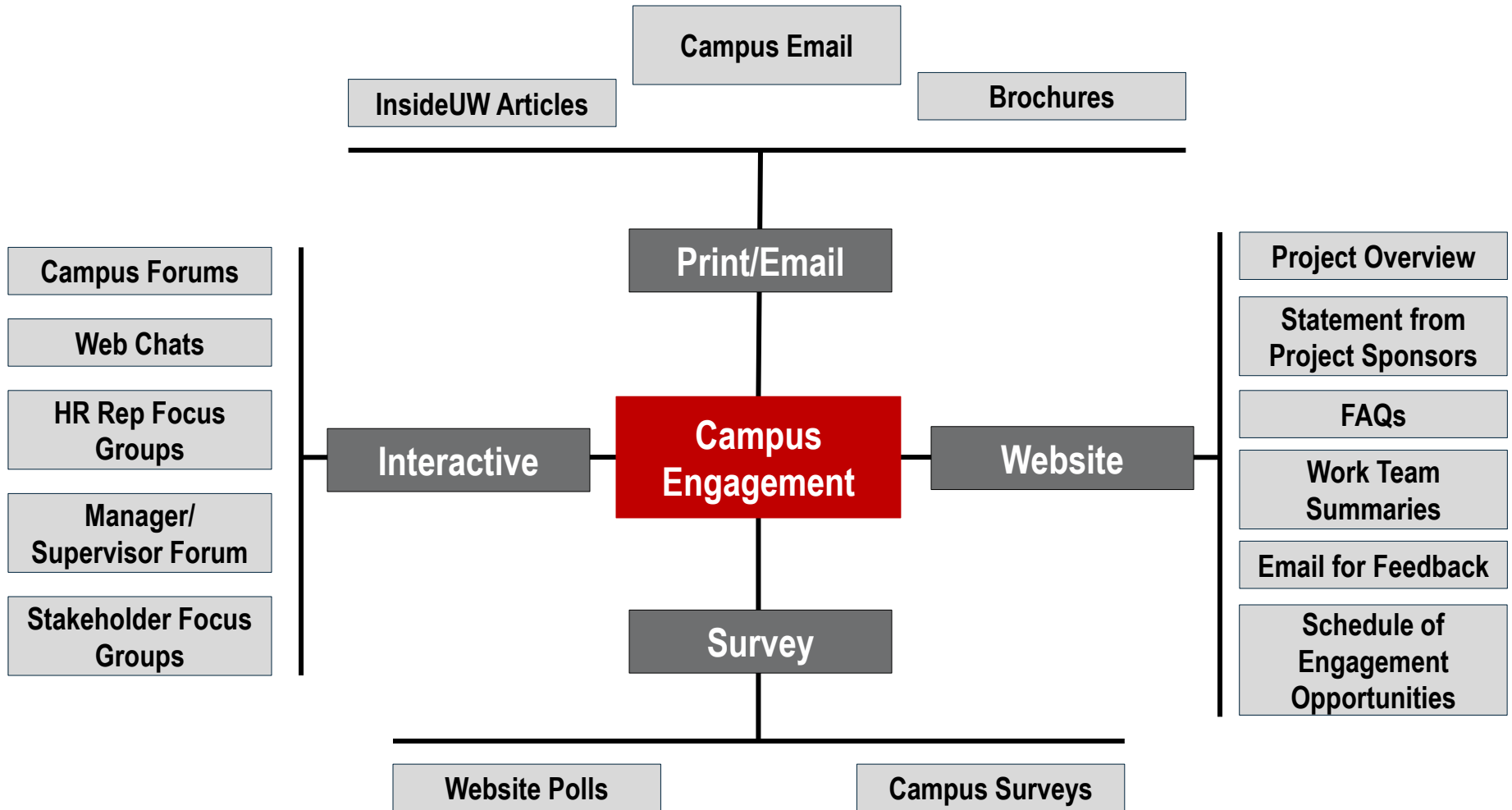
Phase 1	Phase 2
▪ Employee Categories	▪ Employee Development
▪ Benefits	▪ Performance Management
▪ Compensation	▪ Transition and Succession
▪ Titling	▪ Workplace Flexibility
▪ Competencies	
▪ Recruitment and Assessment	
▪ Diverse Workforce	

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 data-bbox="291 462 1862 496">▪ Functional job families may be a way to deemphasize “employee category” -- they would cross over employee categories.

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

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

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

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

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Benefits	<ul style="list-style-type: none"> ▪ Benefits should be made as consistent as possible to promote equity and to simplify administration. ▪ Strong interest in shifting to one vacation calendar (calendar year OR fiscal year), though this would have significant design and implementation considerations.
Recruitment and Assessment	<ul style="list-style-type: none"> ▪ Recruitment and assessment begins with capturing the right information in the position description. ▪ Internal transfer mechanisms can facilitate recruitment, but need to be balanced with need to promote diverse applicant pools.

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Employee Categories	<ul style="list-style-type: none"> ▪ 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). ▪ Functional job families may be a way to deemphasize “employee category” -- they would cross over employee categories.
Titles	<ul style="list-style-type: none"> ▪ Academic staff titles could likely be simplified to show more consistent roles and levels. ▪ Classified Exempt titles and Academic Staff titles could likely be aligned. ▪ Functional job families also be a way to simplify titles and allow for more future flexibility. ▪ Generalist administrative roles (e.g., “Departmental Administrator”) need to be more consistently structured. ▪ “Manager” titles need to be clearly defined (supervisory versus project management) -- this links to Employee Categories.
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Competencies	<ul style="list-style-type: none"> ▪ A working definition of competencies is emerging that incorporates both skills and mindset and considers their contribution to both organizational and employee success ▪ Competency models may have applicability on campus, and could connect to the work of several other work teams.
Benefits	<ul style="list-style-type: none"> ▪ Benefits should be made as consistent as possible to promote equity and to simplify administration. ▪ 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.
Recruitment and Assessment	<ul style="list-style-type: none"> ▪ Recruitment and Assessment begins with capturing the right information in the position description. ▪ Internal transfer mechanisms can facilitate recruitment, but i need to be balanced with the need to promote diverse applicant pools.
Diversity	<ul style="list-style-type: none"> ▪ Diversity is integral to all of the teams and will be incorporated into the assessment of every recommendation.

UWSA and UW-Madison Collaboration

Five Levels of Collaboration

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