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

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

Advisory Committee

Governance

Employee Groups

Business Process Owners

Roles
- Project Leadership
- Stakeholders
- Advisory
- Execution
- Technical Advisory
- Project Support
## Phase 1 and Phase 2 Work Teams

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<th>Phase 1</th>
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<td>Employee Categories</td>
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<td>Benefits</td>
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<td>Compensation</td>
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<td>Titling</td>
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Work teams will develop recommendations that provide direction for new HR system.
### Emerging Themes -- Examples

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                           | - Functional job families may be a way to deemphasize “employee category” -- they would cross over employee categories. |
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| **Titles**          | ▪ 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**       | ▪ 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** | - Working definition of competencies emerging that incorporates both skills and mindset and considers contribution to both organizational and employee success  
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- 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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§ 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** | § 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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                               ▪ Functional job families may be a way to deemphasize “employee category” -- they would cross over employee categories.                                                                                       |
| **Titles**                  | ▪ Academic staff titles could likely be simplified to show more consistent roles and levels.  
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                               ▪ UW should maintain a portfolio of ways to adjust salary for performance, equity, retention, expanded duties, market shifts.                                                                 |
| **Competencies**            | ▪ 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**                | ▪ 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** | ▪ 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**               | ▪ Diversity is integral to all of the teams and will be incorporated into the assessment of every recommendation.                                                                                                 |
# Five Levels of Collaboration

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<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
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| UPS Task Force              | - Setting strategic direction for the initiative  
                              | - Defining priorities                                                             |
| UPS Steering Committee      | - Developing strategies for securing internal and external approval               
                              | - Coordinating communication and messaging strategy                              
                              | - Coordinating project structures, schedules and phasing                         |
| UW-Madison Advisory Committee | - Advising project leaders on overall direction, critical issues and work team recommendations  
                               | - Acting as liaisons to respective constituent groups                              |
| Project Leads               | - Identifying and sharing emerging themes                                          
                              | - Discussing opportunities and risks                                              
                              | - Defining key areas where consistency is necessary                                |
| Work Teams and Support teams | - Sharing information through weekly work team leads/facilitators meetings        
                              | - Sharing benchmarking information and research                                    |