HR Business Process Transformation
The Value – Add for Employees

PRESENTED BY HUMAN RESOURCES
CURRENT STATE CHALLENGES/OPPORTUNITIES

- Need for advanced technology
- Ineffective/inefficient HR service delivery model
- Rapidly changing workforce demographics
- Lack of clarity on job expectations
- Lack of clear path forward to professional growth
- High costs of healthcare
- Federal and State mandates
- Multi-generational workforce
"The current process has served the institution for many years, but times have changed, the environment has evolved, and we need to change. There are certainly challenges to which we must respond, but also great opportunities."

Nicholas P. Jones, Executive Vice President and Provost

"When I think about the strategic imperatives, along with preserving, protecting and advancing the mission of world-class education, at the top is our ability to recruit and retain world-class talent, in faculty, administrators and staff positions."

David Gray, Senior Vice President for Finance and Business/Treasurer

"Penn State University will lead nationally in the design, development, and deployment of effective and agile organizational processes that support the University’s mission and vision”

Penn State University 2016-2020 Strategic Plan
HR Strategic Imperatives

1. HR Business Process Transformation
2. Talent Acquisition
3. Talent Management
4. Total Compensation

Outcomes: Employee Engagement; Increased job satisfaction; Increased productivity within workforce; Increased morale

Informed by Penn State Strategic Plan; F&B Plan; Values, etc.

Compliance/Regulatory
Communication
Strategic Partnerships
Change Management
1) HR BUSINESS PROCESS TRANSFORMATION

- Policy and Process
- Organizational Design
- Technology
What do we want to achieve?

- Align strategic technological solutions for more informed decision-making
- Provide increased HR support and outstanding customer service to the University Community
- Reduce risk
- Standardize and automate processes
- Harmonize policies and limit exceptions
- Implement more robust self-service solutions
- Establish shared services to increase HR administrative efficiencies
Currently 104 policies / 18 guidelines

- Update policies to provide greater clarity, ensure legal compliance, and improve accessibility
  - Recommend new policies
  - Recommend enhancements to policies
  - Reclassify some Human Resources policies to academic policies
- Redesign end-to-end processes to prepare for Workday
- Design processes that are consistently implemented
ORGANIZATIONAL DESIGN

VP for HR

AVP

HR Shared Services
- Professional Services
- Operational Excellence
- HR Operations

- Customer service to answer questions related to benefits, time-off, HR policies, etc.
- Onboarding of new employees
- Data input to Workday for employee lifecycle
- Consultation on complex compensation, benefits, talent acquisition, talent management, and employee & labor relations issues
- Recruitment and placement of part-time faculty and staff
- Project management and process improvement

Centers of Expertise
- Employee & Labor Relations
- Talent, Diversity & Inclusion
- Compensation & Benefits
- HR Communications
- HR IT

- Design core strategy, policy, programs and plans with functional experts and specialists in specific employee segments (e.g. Academic, Staff and Tech Service)

HR Strategic Partners/HR Consultants
- Colleges
- Campuses
- Non-academic units

HR Strategic Partners
- Advisor to Senior Leaders on strategic HR matters
- Develop unit workforce strategies
- Advise on unit restructuring

HR Consultants
- Provide advice to faculty, staff, and management on people management issues
- Support Strategic Partner and report on key issues, needs, etc.
- Work with COEs and transactional resources to ensure unit needs are served
Support Center Representatives (Tier 1)
- Predefined answers
- Basic to complex inquiries
- Full range of functional support
- Transaction processing

Specialists (Tier 2)
- Interpretation and problem solving
- Back office administration
- Subject matter expertise
- Advisory service based on standard procedures

COEs (Tier 3)
- Critical incident support
- Consultative approach required
- Complex or high-risk issue resolution issue

HR Portal and Self Service Features of Workday (Tier 0)
- Information and tools
- Basic to complex inquiries
- Web enabled Transaction processing
- Easily accessible Knowledgebase

Target % Resolution
- < 5%
- ~ 10%
- ~ 25%
- ~ 60%

Centers of Expertise
- HR Shared Services and COE Delivery Model

HR Shared Service and COE Delivery Model
TECHNOLOGY

▶ Workday - Human Capital Management/Payroll
  ❖ Cloud-based technology
  ❖ User-friendly reporting allowing data-driven decisions
  ❖ Management data visibility
  ❖ Supervisory structure and roles-based security

▶ Cornerstone on Demand - Learning Resource Network
  ❖ Improved access to employee education
  ❖ Ongoing learning and development opportunities
  ❖ Enhanced professional and career development
  ❖ 24/7 Access

▶ Neocase – HR Portal, Inquiry Management, Knowledge base
  ❖ Self-service HR portal for employees
  ❖ Documentation of inquiries and answers to streamline and improve process for employees
  ❖ Consistent database of information for HR customer service employees
The WorkLion Workday implementation is underway & scheduled for a June 2017 deployment!

- The project is currently planning End-to-End testing of Workday and has just completed a successful first payroll reconciliation cycle of testing. Testing will continue to be a key area of focus for the project until deployment.
  - User Acceptance Testing (UAT) starting March, will bring in users from across all campuses to give the project feedback
- End user training for HR, Finance and all Penn State employees will occur starting late April and continuing through June
- Given the timeline of the implementation, the team has a specifically tailored communication/training plan for Faculty and Student employees so they are aware of changes prior to their departure for the summer
Positive Changes for Employees

- Workday will allow employees to elect two direct deposits in addition to the Penn State Federal Credit Union deduction as a 3rd option.
- Employees will be able to designate beneficiary information directly into Workday.
- New and existing employees will have the ability to upload dependent verification forms into Workday.
- Workday access is secure & role-based, creating consistency across Penn State.
- As an example – all managers will be able to see the same information about their employees, including compensation, time & attendance and performance goals.
WorkLion Ambassadors are an integral part of the transformation. The Ambassadors will be responsible for collaborating and disseminating key messages throughout the university.

**Composition:** HR Strategic Partners and University Financial Officers (75 total)

**Responsibilities:**
- Attend monthly, virtual meetings starting January 24th for: Project Updates, Key Messages, and Workday 101 – a training section that develops skills and knowledge of the Ambassadors
- Disseminating messages that are key to our success
- Collecting and sharing feedback
- Tracking unit/department readiness
- Proactively troubleshooting and escalating issues at the unit-level, and
- Serving as an advocate and champion of this effort.
2) TALENT ACQUISITION

- Recruiting Top Talent
- Strategic Workforce Planning
- Diversity and Inclusion
- Onboarding
3) TALENT MANAGEMENT

- Performance Management
- Professional Development
- Succession Planning
- Career Planning/Management
- Employee Engagement/Retention
- Leadership and Management Development
- Diversity and Inclusion
4) **TOTAL COMPENSATION**

- **Total Compensation Philosophy**
- **Salary and Benefits that are:**
  - Market-driven to attract high-quality diverse candidates
  - Competitive, affordable and fiscally responsible
  - Support all components of health and well-being of employees
FOUNDATIONAL STRATEGIES

- Change Management
- Communication
- Strategic Partnerships
- Regulatory/Compliance
QUESTIONS / COMMENTS