HR Town Hall
Welcome

October 10, 2018
Dr. Bruce A. McPheron
Executive Vice President & Provost
1. HR Expert Panel
2. HR Transformation: Service Delivery
3. Break
4. Team Visits: Penn State & Knoxville Delivery Center
5. Future HR Service Delivery
6. Wrap-up
Expert Panel

Bridie Fanning  
Managing Director, Talent & Organization Practice Lead  
Accenture

Elizabeth M. King  
VP Starbucks Shared Services (Retired)  
Starbucks

Kyle Cavanaugh  
VP for Administration  
Duke University
1. HR Expert Panel
2. HR Transformation: Service Delivery
3. Break
4. Team Visits: Knoxville Delivery Center & Penn State
5. Future HR Service Delivery
6. Wrap-up
RISK REDUCTION
We will reduce operational, security, compliance, and financial risk across the organization.

EMPLOYEE EXPERIENCE
Moments that matter to employees will be delivered in a seamless and consistent manner across the university through a variety of channels.

CONSISTENT AND STREAMLINED PROCESSES
Consistent and streamlined processes across the university and medical center will offer necessary flexibility in delivering HR support.

DATA AND TRANSACTION INTEGRITY
New data governance structures and related automated internal controls will maintain quality data and decrease transaction errors.

CAREER PROGRESSION
We will enable clear career pathways within HR, and will increase bandwidth for HR professionals to support career progression strategies in the units.

Why We’re Transforming
The current HR Service Delivery model has caused:

- Varying HR organizational structure across colleges/units
- Inconsistent employee experiences
- Lack of clarity for Faculty & Staff on how to access HR services
The future HR Service Delivery model will enable:

- A unified HR organization
- Operational effectiveness
- A positive, consistent employee experience
How We're Transforming

**HR SERVICE DELIVERY**
Defining consistent HR roles and services.

**ONLINE FACULTY APPLICATION**
Leveraging Workday to collect faculty, staff and student employee application materials.

**COMMON START DATES**
Aligning start dates for all new hires.

**EMPLOYEE SEVERANCE**
Reducing risk by issuing one lump sum payment to employees receiving severance.

**DIGITAL BENEFITS COMMUNICATIONS**
Modernizing our communications to maximize efficiencies.

**CAREER ROADMAP**
Improving equity and consistency in staff positions.

**VACATION LEAVE ACCRUAL**
Improving equity by expanding eligibility to post-doc researchers and aligning all faculty.

**VACATION DONATION**
Expanding eligibility to term employees.

**ADOPTION ASSISTANCE & DEPENDENT TUITION ASSISTANCE**
Expanding eligibility to post-docs and clinical instructor house staff.

**PARENTAL LEAVE POLICY**
Eliminating waiting period for all employees and expanding eligibility.
1. HR Expert Panel
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10min Break

Please move to a new table and fill up tables of 10 in preparation for our activities. Thank you.
Meet your table team.

Grab your directions to share your name, role & team at The Ohio State University, and unique fact below.

**HR Strategic Partner** – favorite hobby

**HR Center of Expertise** – favorite restaurant

**HR Service Partner** – favorite childhood memory

**HR Services Team** – favorite place on Earth

**Service Enablement** – favorite book
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Pennsylvania’s

- Sole land grant institution
- Largest public university
- Largest non-government employer

Team Visits: Penn State

24 campuses and online

99,000 students

47,000 employees
Team Visits: Penn State

Key Take-aways:

• A culture and mentality of learning, agility, and, “we will not fail”
• Creation of consistent HR roles & Functions
• Intentional Shared service center design
• Collaboration across teams
• Over communicate & training

Visitors:

• Kim Shumate
  AVP Strategic Initiatives
• Tracey Pawlowski
  HR Business Advocate
• Marty Smith
  HR Director, College of Engineering
• Andrea Gintert
  HR Director, Student Life
• Lisa Schroeder
  WMC HR Administration
• Julie Hovance
  Retirement Benefits Manager
• Deb Miller
  HR Manager, Student Life
• Brian Newcomb
  Senior Director, Technology, Process & Data Solutions
Team Visits: Knoxville Delivery Center

Knoxville Intelligent Operations Center

Center of Excellence for Finance, Accounting, & Health

24/7 Operational Capabilities

- 630 Team Members
- 34 Robots
- 16 Applications
Team Visits: Knoxville Delivery Center

Key Take-aways:

- A comprehensive shared services center
- A strong culture of empowering employees to drive innovation
- Set of internal norms of continuous process improvement
- An ongoing need to overcommunicate, especially when employees are going through a transition

Visitors:

- Kim Shumate
  AVP Strategic Initiatives
- Lisa Plaga
  University Controller
- Mike Anderson
  Enterprise Project Director
- Cheryl Seifritz
  Payroll Director
- Tony Newland
  University Bursar
- Jackie Parrill
  HR, Newark Campus
- Beth Lamatice-Bell
  HR, Medical Center
- Jenn Prak
  ASC HR Services Center
- Emily Verity
  College of Engineering BOC Operations
- Nathan Andridge
  Senior Director, Purchasing & Logistics
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Thank you!

For all your hard work & support.
Design & Engagement Approach

<table>
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<tr>
<th>Outcomes</th>
<th>Audience</th>
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<tr>
<td><strong>STEP 1</strong></td>
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<tr>
<td>✓ Orientation to leading practice HR Service Delivery model</td>
<td>• HRSD Advisory Team</td>
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<td>✓ Identification of future state owners for HR activities</td>
<td>• Process Owners</td>
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<td>✓ Initial shaping of future state HR roles</td>
<td>• HR Service Center/Unit Representatives</td>
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<td>• Enterprise Project HR Leads</td>
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<td>• Review proposed future state HR roles</td>
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<td>• Verify structure and activities associated to HR roles</td>
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<td><strong>STEP 3</strong></td>
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<td>• Confirmation of future state roles</td>
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<td>• Solicit additional feedback of future state roles and teams</td>
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<td>• Validation of measures of success</td>
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<td><strong>STEP 1 Participants</strong></td>
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<td>• HR Subject Matter Experts</td>
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<td>• HR Community Representatives</td>
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<td><strong>STEP 1 and 2 Participants</strong></td>
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<td>• HR Customer Participants</td>
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What is HR Service Delivery?

What service delivery IS

- Exceptional employee experience; designing what and how future state HR services will be delivered
- Ensure efficient HR service by defining consistent HR roles across the university
- Create efficient and effective HR operations by moving to one shared service center
- Streamlined technology, process and metrics to improve HR service and meet organizational needs

What service delivery is NOT

- Centralizing all of HR
- Cutting costs – e.g., layoffs
- Moving to a single multi function service center with Finance
Future State HR Service Delivery Model

Advancing business priorities

Delivering unit HR services

Architecting common solutions

Serving the employee life cycle with core HR services

Ensuring consistent, effective, and efficient service
“I also hear that the only way to advance is to move units (more $$$).”

“There are some Leadership Development resources, but we need to know it’s there and where to find it.”

“With the birth of my daughter, my HR liaison was excellent. She allowed me to focus on my family and she pushed the paperwork through.”

“There’s inconsistency in onboarding – not much of a process. Some units have consistent processes; other units are different.”
Moments that Matter

CLEAR CAREER PATHWAYS

LEADERSHIP DEVELOPMENT

BECOMING A BUCKEYE

LIFE EVENTS
Future State HR Service Delivery Model

Advancing business priorities

Delivering unit HR services

Architecting common solutions

Serving the employee life cycle with core HR services

Ensuring consistent, effective, and efficient service
Creating and Maintaining Strategic Initiatives
Future State HR Service Delivery Model

Focusing on Unit HR Delivery

HR STRATEGIC PARTNERS

HR CENTERS OF EXPERTISE

HR LEADERSHIP

HR SERVICE PARTNER

HR SERVICES TEAM

SERVICE ENABLEMENT
Future State HR Service Delivery Model

Customer Advocates Performing Transactions
Future State HR Service Delivery Model

HR STRATEGIC PARTNERS

HR LEADERSHIP

HR SERVICE PARTNER

HR CENTERS OF EXPERTISE

HR SERVICES TEAM

SERVICE ENABLEMENT

Shared Services to Create Consistency in Delivery
Proposed Centers of Expertise and HR Services

Centers of Expertise
Design policies, strategies and programs for The Ohio State University

HR Services – Specialty Teams
Deliver core HR services to customers

HR Services – Customer Solutions
Serve as the customer’s advocate

Tier 3
Total Rewards
Employee Relations
Talent Management
Payroll

Tier 2
Recruiting and Onboarding
Compensation and Benefits
Employee Administration
Student Employment
Immigration
Payroll

Tier 1
HR Solutions
Future State HR Service Delivery Model

Technology, Tools and Processes to Enable Service Delivery
Proposed HR Future State Interaction Model

**HR CUSTOMERS**

**HR CUSTOMER TOUCH POINTS**

**HR FUNCTIONAL EXPERTISE**

**STRATEGIC TALENT MANAGEMENT & HR EXPERTISE**

- **HR LEADERSHIP**
  - Setting the Strategy

- **HR STRATEGIC PARTNERS**
  - Advancing business priorities

**HR CENTERS OF EXPERTISE**

- **HR CENTERS OF EXPERTISE**
  - Architecting the Solution

**HR SERVICE DELIVERY EXCELLENCE**

- **HR SERVICE PARTNER**
  - Delivering high touch unit HR services

**HR SERVICES TEAM**

- "the engine of HR"

**Employee/Manager Self-Service Portal**

**HR CUSTOMERS**

- **SENIOR LEADERS, VPs, DEANS, DIRECTORS**

- **MANAGERS & SUPERVISORS**

- **EXTERNAL E.G. APPLICANTS**

- **EMPLOYEES**

- **HR CUSTOMER TOUCH POINTS**

- **HR FUNCTIONAL EXPERTISE**

**THE OHIO STATE UNIVERSITY**
Jane, HR Center of Expertise

Collaborates with managers and recruiters during the recruitment and onboarding process.

Talent Management CoE
Develops institution-wide talent strategy and workforce plan.

Thomas, HR Service Partner

Collaborates with managers and recruiters during the recruitment and onboarding process.

Recruiting & Onboarding Associate:
Provides administrative support to the recruiting process, such as new hire paperwork, background checks, and pre-boarding logistics.

Ludwig, HR Strategic Partner

Develops unit-specific talent strategy and workforce plan, leveraging institution-wide plans and resources.

Recruiter: Manages candidate and hiring manager relationships. Drives end to end recruiting process, interacting with other HR teams as appropriate.
ROLE SPOTLIGHT

HR Services: Recruiting & Onboarding Associate

I work directly with new hires to ensure a smooth transition into The Ohio State University.

RESPONSIBILITIES & SKILLS

I work with new hires across the university to answer their questions and ensure they are set up for success on their first day. Some of my responsibilities include:

- Facilitate a smooth transition into the university
- Coach new hires on where/how to view onboarding tasks and completion
- Ensure all onboarding tasks are complete prior to orientation

INTERACTIONS

New Hires  Managers  Recruiters

RESULTS

Personal
I know what my next career move will be. A recruiter and I have a learning roadmap highlighting the experiences I need to gain, connections I need to make, and trainings I need to take to prepare my for success

Tracked
I can view reports in Workday to see all new hires for a particular orientation, and their progress on completing tasks

Standard
I work with our Recruiters to understand nuances of each new hire and ensure I proactively address their questions or concerns (e.g., relocation, benefits)
Future State HR Service Delivery Model

Advancing business priorities

Delivering unit HR services

Architecting common solutions

Serving the employee life cycle with core HR services

Ensuring consistent, effective, and efficient service
CLEAR CAREER PATHS

- **HR work roles** with clear performance expectations
- **Defined career paths** to inform growth and internal mobility opportunities

OPPORTUNITY TO APPLY PROGRESSIVE SKILLSETS

Progressive skills related to the new way of working:
- **Agile mindset**
- **Digital/analytical**

BETTER TOOLS AND CAPABILITIES

- **Automated tasks and workflows** to reduce risk and manual work
- **Reporting and analytic capabilities** to inform conversations and decision making
Example: Career Progression

Jane, Customer Service Associate

I serve as an advocate by listening to the needs of the university community and navigating toward HR solutions. (Tier 1)

Onboarding Associate

I work directly with new hirers to ensure a smooth transition into The Ohio State University. (Tier 2)

Talent Management Specialist

I develop Talent Management, policies, strategies, and programs that translate business priorities into HR services and solutions. (Tier 3)

Recruiter

I work with units and university leadership to determine roles that are needed and source the best candidates. (Tier 2)
HR Service Delivery Roadmap

2018

- Sep
  - Detailed Org Design Sessions
  - Forecast Volume/Effort
  - Current State Diagnostic

2019

- Oct
  - Activity Baseline Survey
  - Socialize Org Structure
  - Conduct Workforce Planning and Transition Workforce

- Nov
  - Baseline Survey
  - Classify HR roles
  - Conduct Impact Analysis

- Dec
  - Survey
  - Conduct Workforce Planning and Transition Workforce
  - Facilitate business process pilots

- Jan
  - Where We Are: HR Townhall

- Feb
  - Forecast Volume/Effort
  - Conduct Workforce Planning and Transition Workforce

- Mar
  - Socialize Org Structure
  - Create Career Progression Plans

- Apr
  - Create Career Progression Plans

2020

- May
  - Conduct Workforce Planning and Transition Workforce

- Jun
  - Facilitate business process pilots

- Jul
  - Facilitate business process pilots

- Aug
  - Facilitate business process pilots

- Sep
  - Facilitate business process pilots

- Oct
  - Facilitate business process pilots

- Nov
  - Facilitate business process pilots

- Dec
  - Facilitate business process pilots

- Jan
  - HR Services Go-Live

- Feb
  - HR Services Go-Live

- Mar
  - HR Services Go-Live

- Apr
  - HR Services Go-Live

HR Communications & Stakeholder Engagement

- Define, Develop & Deliver Training

Launch university and medical center wide Communications Campaign

HR Organizational Design

HR Change Management

THE OHIO STATE UNIVERSITY
Future State HR Service Delivery Model

What questions do you have?
1. Read your role’s unique directions on your card.

2. Make sure you have your supplies.

3. Design your spaghetti tower in 3min.

4. Build the tallest spaghetti tower possible in 5min.
10min Activity

Time to complete activity
Key Takeaways:

• How would you rate your collaboration as a team?
• What role did communication play in your construction?
• What would have happened if a team member was missing?
Live Poll

Please go to menti.com on your phone and enter in access code 465181
Why are we transforming our Service Delivery?

- We want consistent and optimized processes.
- We want to create amazing employee experiences.
- We want to reduce risk across the university.
- All of the above.
Go to www.menti.com and use the code 46 51 81

What is the first level of support of HR Services for all employees?

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When is the HR Services Go-Live Scheduled?

- January 2020
- December 2021
- June 2022
- Next Week
What’s next for HRSD?

- Activity Baseline Survey
- Workday 101
- Completion of Detailed Design Sessions
- Plan for Transition
1. HR Expert Panel
2. HR Transformation: Service Delivery
3. Break
4. Team Visits: Knoxville Delivery Center & Penn State
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What We Need From You

• Share your feedback

• Contribute to the transformation initiatives

• Complete the Activity Baseline Survey
HR Transformation Resources:

HR Transformation website:
https://hr.osu.edu/transformation/

HR Transformation mailbox:
Hr-transformation@osu.edu
Thank you.