HR Town Hall
Welcome
October 10, 2018
Welcome

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
Managing Partner, Elizabeth M King Consulting

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
Why We’re Transforming

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

RISK REDUCTION
We will reduce operational, security, compliance, and financial risk across the organization
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
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.

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.
1. HR Expert Panel
2. HR Transformation: Service Delivery
3. Break
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6. Wrap-up
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

THEN

NOW

Neocase
workday
Cornerstone
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

- 630 Team Members
- 34 Robots
- 16 Applications

24/7 Operational Capabilities
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 Lamatrice-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

**STEP 1**
- ✓ Orientation to leading practice HR Service Delivery model
- ✓ Identification of future state owners for HR activities
- ✓ Initial shaping of future state HR roles

**Outcomes**

<table>
<thead>
<tr>
<th>Audience</th>
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<tbody>
<tr>
<td>• HRSD Advisory Team</td>
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<tr>
<td>• Process Owners</td>
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<tr>
<td>• HR Service Center/Unit</td>
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<tr>
<td>Representatives</td>
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<td>• Enterprise Project HR</td>
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<td>Leads</td>
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**STEP 2**
- • Review proposed future state HR roles
- • Verify structure and activities associated to HR roles

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>• Step 1 Participants</td>
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<tr>
<td>• HR Subject Matter Experts</td>
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<td>• HR Community Representatives</td>
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**STEP 3**
- • Confirmation of future state roles
- • Solicit additional feedback of future state roles and teams
- • Validation of measures of success

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<tr>
<td>• Step 1 and 2 Participants</td>
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<tr>
<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
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
Customer Advocates
Performing Transactions
Future State HR Service Delivery Model

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

Proposed Teams

Tier 1
HR Solutions

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

Tier 3
Total Rewards
Employee Relations
Talent Management
Payroll

Proposed
Teams
Future State HR Service Delivery Model

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

**HR CUSTOMERS**

- SENIOR LEADERS, VPs, DEANS, DIRECTORS
- MANAGERS & SUPERVISORS
- EXTERNAL E.G. APPLICANTS
- EMPLOYEES

**HR CUSTOMER TOUCH POINTS**

- HR LEADERSHIP
  - Setting the Strategy
- HR STRATEGIC PARTNERS
  - Advancing business priorities

**HR FUNCTIONAL EXPERTISE**

- HR CENTERS OF EXPERTISE
  - Architecting the Solution
- HR SERVICES TEAM
  - “the engine of HR”
- Employee/Manager Self-Service Portal

**STRATEGIC TALENT MANAGEMENT & HR EXPERTISE**

- HR LEADERSHIP
- HR STRATEGIC PARTNERS
Recruit to Hire Example

Trina, Service Enablement

- Analyze current workforce demographics to help inform the workforce plan.

Jane, HR Center of Expertise

- 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.

Ludwig, HR Strategic Partner

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

Tonya & Caleb, HR Services Team

- **Recruiter:** Manages candidate and hiring manager relationships. Drives end to end recruiting process, interacting with other HR teams as appropriate.
- **Recruiting & Onboarding Associate:** Provides administrative support to the recruiting process, such as new hire paperwork, background checks, and pre-boarding logistics.
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

**Where We Are: HR Townhall**
- Detailed Org Design Sessions
- Activity Baseline Survey
- Forecast Volume/Effort
- Current State Diagnostic
- Classify HR roles

**HR Organizational Design**
- Socialize Org Structure
- Create Career Progression Plans
- Conduct Workforce Planning and Transition Workforce
- Facilitate business process pilots

**HR Communications & Stakeholder Engagement**
- Conduct Impact Analysis
- Define, Develop & Deliver Training

**HR Change Management**
- Launch university and medical center wide Communications Campaign

**Where Services Go-Live**
- HR Communications & Stakeholder Engagement
- Launch university and medical center wide Communications Campaign

<table>
<thead>
<tr>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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<tbody>
<tr>
<td><strong>Where We Are: HR Townhall</strong></td>
<td><strong>HR Services Go-Live</strong></td>
<td><strong>HR Services Go-Live</strong></td>
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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
Team Activity Debrief

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

- Self-Service Portal
- HR Centers of Expertise
- HR Services Team
- HR Strategic Partners
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
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What We Need From You

• Share your feedback
• Contribute to the transformation initiatives
• Complete the Activity Baseline Survey
Additional Resources

HR Transformation Resources:

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

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