



HR2020 Survey Results Workshop

Brainstorming Summary

December 2015

Overview

Input generated from 25 groups of HR Professionals across all campuses of Indiana University. All input is laid out from most frequently to least frequently.

What's Important?

What does the data confirm?

- HR and Customers (14)
 - Both groups (HR and Customer) have same priorities, and feel similarly about what is most important (Recruiting, Benefits, Compensation, Communication, Time and Attendance, Talent Management, and Training)
 - Customer values HR
 - HR and customers level of importance tracks closely for most categories
 - HR view is consistent with Customer view throughout most of the data
 - Parallel between HR and needs of customers
 - There is a disconnect between what is seen as important, and if/when customer needs are met
 - What the customer sees as important are the things that touch them directly
- HR has awareness into their own shortcomings (8)
 - Compensation concerns
 - Employee Relations is undervalued and/or misunderstood
 - Need greater focus on Training and Development
 - Several shortcomings in various areas = Room for improvement
- Communication and Benefits (7)
 - Customer service
 - Competitive benefits
 - Expectations – few surprises
 - No blind spots
 - Very important functions, and both are needed for change
 - We have a high expectation of ourselves
- All HR activities are important (5)
 - We are doing OK or better
 - The work we do is important to organization
 - General agreement

Gaps?

- Compensation (15)
 - Lags in Compensation
 - Processes, practices, philosophy
 - Lack of understanding
 - Policy-fiscal, HR, Affirmative Action
 - Importance of compensation
 - Understanding

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- HR Strategy and Planning (11)
 - Customers might not see the value – no clear impact to them
 - Maybe customer doesn't see direct impact?
 - The perception of importance between HR and customers is different with HR Strategy and Planning
 - Largest gap in importance
 - Most important areas have biggest gaps
 - HR feels it's more important, customer may not understand the complexity, all customers have different needs
 - Strategic Planning
- Employment and Recruitment (7)
 - Used as tool for retention and recruitment
 - Quality of hires (applicant pool)
 - Strategy, tools, funding
- Talent Management (6)
 - Path for faculty – not for staff
- Training (6)
 - Education
 - Individual activities between customer and HR
- Understaffed/No Resources (5)
 - Understaffed in some areas
 - Lack of resources (Bench marking software \$\$)
 - Not meeting needs in most categories
 - Get in our own way (policy best practice)
- Employee/Labor Relations (4)
 - Labor Relations was the only category where customers felt the importance was greater than HR's assessment of Labor Relations importance.
- Certain populations data missed (3)
 - Gaps in data
 - Not serving population in the top 3
- Communication (2)
 - Packing, Translating, and Disseminating communications from HR at campus and local levels

5 Most Important:

- Communication (11)
 - E-communications and publications
 - Employee communication and publication
 - Programs and policies (understanding)
- Benefits (9)
 - Benefits Administration
 - Designing Benefits Programs
- Compensation (9)
 - Total rewards

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- Employment and Recruiting (7)
- Time and Attendance (7)
- Talent Management (6)
- Employee/Labor Relations (4)
- Organizational Development (2)
- HR Info Systems
- Processes
- Strategy and Planning

5 Least Important:

- Employee/Labor Relations (10)
 - Maybe unfamiliarity with unions, or perhaps a disciplinary connotation?
- Organizational Development (9)
 - It is least important because it may not be applicable to everyone
 - Ties with HR Info Systems
- HR Strategy and Planning (7)
- Employment and Recruiting (6)
- HR Info Systems (6)
 - Lack of understanding for what this is
 - Ties with Organizational Development
- Training (6)
- Compensation
- Talent Management
- Technology

Where is the Effort?

What does the data confirm?

- HR Effort and Customer Needs (17)
 - We are not sending our efforts to best match customer needs
 - Things ranked important aren't given enough effort
 - With the exception of Employee Relations, we are not meeting customer needs
 - A lot of time is spent on Employee Recruiting, Employment, and Talent Management, but we are not meeting customer needs
 - Time spent on Employment/Recruiting Benefits
 - Devoting a lot of time to Employment and Talent Management
 - We are not spending as much time on Core duties/responsibilities
 - Spending a lot of time with employee/labor relations, customer doesn't feel that area is very important... Would time be better spent elsewhere? Or is it a function of understanding?
 - We are not meeting customer needs, even with high effort
 - Lack of education about processes
 - Low satisfaction
 - Using a lot of effort towards functions that don't impact customers

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- Non-HR Activities (9)
 - A lot of time/effort spent on non-HR activities
 - Time spend on tasks that doesn't match customer importance
- Scarce resources in HR (8)
 - A person is doing too many jobs and not being able to focus on a select few
 - HR needs more resources to meet customer need
 - HR needs to better allocate current resources to match customer needs
 - Lacking resources
 - Lots of HR people doing other things too
 - Not many FTEs, but a lot of people doing each function
 - So many people have to touch each process – not efficient
- Compensation (6)
- Employment/Recruiting (5)
 - LOTS of time/effort spent on Employment/Recruiting function, but still very fragmented
 - The most time/effort is spent in Employment and Recruiting function
 - Recruiting is important, and we do spend a lot of time there (comparatively to other areas)
- Fragmentation (3)
 - Inefficient functions

What are the gaps/opportunities?

- Compensation (13)
 - There is no Talent Management if we can't fix Compensation
 - If Compensation processes for internal candidates is improved, we would not have to spend so much time on the Recruitment process
 - Coming up short and it is very important, still not spending a lot of time on it
 - Relatively high effort, not meeting needs
 - Centralize processing/transactions
 - For being considered important, Compensation does not have enough time spent
 - Strategy, policy, talent management
 - Fiscal, HR strategy not aligned
 - Internal/external equity in recruiting and compensation
 - Developing compensation strategy and programs
- Communication (11)
 - Important, but little effort
 - Low effort, not meeting needs
 - Consistent, university-wide structured, documented conversations about performance
 - Communication more centralized
 - Has one of the largest gaps
- Training (9)
 - Better training
 - Cross training for different peaks of the year
 - HR Processes and Professional Development
 - Low effort, not meeting needs

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- Committees for hiring take up a lot of time (many jobs require a committee to hire), but aren't efficient (8)
 - Committees don't know guidelines – what is the standard?
 - Hiring process is unclear at every stage
 - Because of so many touchpoints, no one truly understands the process from beginning to end – too many people – redundant
 - People are constantly recreating the wheel
- Talent Management (8)
 - Has one of the largest gaps
 - We are coming up short and it is very important, still not spending a lot of time on it
 - Needs more resources to cover gap
 - There is no Talent Management if we can't fix Compensation
- Recruiting/Employment (7)
 - Even with most time spent on Recruitment, still not meeting customer needs
 - Has one of the largest gaps
 - High effort, not meeting needs
 - Internal/external equity in recruiting and compensation
 - Lots of effort, but still not meeting customer need
- How to reallocate non-HR activities to spend more time in areas customers think are important (5)
 - HR functions management and others move to the other side where it could be more useful
 - More staff
 - Not enough FTEs for almost every HR function (very lean)
 - Rearrange duties
- Organizational Development (3)
 - Low effort, not meeting needs:
- Employee/Labor Relations (2)
 - Relatively high effort, meets customer needs
- Better use of Technology
- Triage
- Who has bird's eye view or ownership of process/bucket?

What is Meeting the Needs?

What does the data confirm?

- Customer Service/Integrity (11)
 - Customers value relationships built by HR, strong customer service
 - Where we think we are meeting needs – customer agrees
 - Insight: the HR team is strong
 - Responsiveness
 - Both groups (customers/HR) agree where the needs are/are not being met
 - Trend is the same
 - Both groups are aligned
 - Want to do more than the customer needs
- Employment and Recruiting (8)
 - Meeting customer needs somewhat
 - Most time/effort is spent with Employment and Recruiting, but customer needs are not met
- Benefits (5)
 - Benefits and systems are meeting the needs
 - Competitive
 - Self-service technology for benefits
- Compensation (5)
 - Budget/Supervisors/Classification
 - Employees are dissatisfied with Compensation
 - HR and customer both agree that, Compensation and Talent Management offer great opportunities
- Employee/Labor Relations (5)
 - ER is meeting the needs of the customer
 - More service and guidance than requested, Re: Employee Relations – positive impact
- Room for Improvement/Opportunities (5)
 - HR and customer highly aligned in most areas
 - There are gaps/room for improvement – gaps aren't huge
 - We have a good view of where the opportunities are
 - We're in agreement with customers on what we already know
- HR thinks we are meeting needs more than customers think we are (4)
 - High important, lower meets need (customers)
 - Not meeting customer needs in many areas
 - Pretty close to HR meeting customer needs
- Time and Attendance (4)
 - Meeting customer needs
 - Time does not equal effectiveness

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What are the gaps?

- Compensation (9)
- Unclear decision trees/unclear Roles lead to rework (7)
 - Who does HR? People not working to their license
 - Clarify of roles CHR/UHR/AA/FA/EO (who does what)
- Talent Management (6)
- Benefits (5)
- Employee/Labor Relations (5)
 - Employee Relations needs met is higher than importance – do we need to educate customers on Employee Relations?
- Training (5)
- Communication (4)
- Employment and Recruiting (4)
- Organizational Development (3)
- Duplication/fragmentation (2)
 - Dept HR functioning as Campus HR
- Career Development
- Needs vs. expectations
- Onboarding

Highest 5:

- Employee/Labor Relations (9)
- HR Info System (9)
- Benefits (8)
- Time and Attendance (8)
- Communication (5)
- HR Strategy and Planning (3)
- Training (2)
- Employment/Recruiting
- Organizational Development
- Talent Management

Lowest 5:

- Compensation (10)
- Employment and Recruiting (9)
- Organizational Development (9)
- Talent Management (9)
- HR Strategy and Planning (5)
- Communication (4)
- Training (3)
- Benefits
- Employee/Labor Relations
- HR Info Systems

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What's the View on HR Attributes?

What does the data confirm?

- High integrity; we/HR does the right thing (13)
 - HR people are the best people on Earth
- Relevant – HR is needed (10)
 - Appreciation the relevance of what HR/we do and the individual doing the work
 - Customers value relationships with HR
- Employee/Labor Relations (7)
 - Give benefit of doubt when we can – integrity, sensitivity, and proactiveness
 - Well thought out decisions
- Room for improvement/opportunity (7)
 - We fall short on benchmarking norms, have opportunities to improve
 - Focus group feedback aligns with the data
- Easy to work with (5)
- High performance, even without a lot of staff/resources (3)

What are the gaps?

- Business acumen (7)
- Change assistance (7)
- Being proactive (7)
 - Always “putting out fires”
 - Clear vision
 - Doing vs. planning
 - Proactiveness, change assistance, and business acumen links to focus group feedback regarding lack of resources may be linked to/support this
 - So many long standing employees that improvement opportunities are sometimes not discovered for years
- Benchmark Norms (3)
- Partnership (3)

Greatest Agreement:

- Integrity (10)
- Easy to work with (7)
 - Flexible and Proactive
- Relevant (6)
- Partnerships (4)
 - Sometimes rely on past answer instead of working with customers
 - We need to be more strategic and have more partnerships
- Change assistance/continuous improvement suffer because we aren't supporting HR staff in this area

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Greatest Disagreement:

- Proactive (9)
 - Different perceptions between HR and Customer
- Business Acumen (6)
- Change Assistance (3)
- Partnership (3)
- Easy to work with
- Projects stymied because “x” will never allow “y”

Top 3 Recommended Actions

Note: Responses listed from most to least frequent within each group’s Top 3

Top Recommended Actions and Issues Addressed

- Add more Staff/Resources to campus HR/Central HR Offices
 - Address processes around Employment/Recruiting to streamline and make more efficient (currently high resources are not meeting needs and focus group feedback supports the need for change)
 - Hire more people to better meet needs
 - Less error
 - More responsive
 - More strategic
 - Proactive vs. Reactive
 - Retention staff/faculty
 - Trendsetters
- Communication
 - Educate small units, come together collectively, around topics and tasks, meeting more often (Communication)
 - Increase collaboration between key constituent groups
 - Increases transparency and creates a consistent approach University-wide
 - One top HR website with campus/department drop downs as needed
 - Orientation and Onboarding to cover the basics – face to face/personal – not only online
 - Collaboration with other key players will be key to addressing customer concerns (Beneficial, Compensation, Employment and Recruiting of Faculty)
 - Review, rethink compensation, and Communication (comp recruitment, retention, and engagement)

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- Compensation
 - Market total comp!, more than just \$\$, eliminate duplication, clarify roles/accountability (Compensation)
 - Compensation – to help avoid turnover so you aren't doing multiple tasks that aren't your main focus
 - Compensation – review processes to allow for more flexibility/autonomy/efficiency AND provide education and training to demystify processes and tools (effort not meeting needs and focus group feedback supports the need for change)
 - Develop a compensation philosophy and policy that is tied to market and is competitive
 - Communicate and train
 - Partner with finance rather than being adversaries
 - Evaluate processes from a lean perspective and make changes
 - Compensation Systems (internal/external equity)
 - Classification/Compensation, more transparent, Consistent, Evaluated, Reviewed, Flexible, and Competitive (Compensation and Classification)
 - Promotion and bonuses (for current staff)
 - Market range differences among campuses
 - Disparity between external and internal compensation options
 - Retention
 - Moral
 - Review, rethink compensation, and Communication (comp recruitment, retention, and engagement)
 - Reward for Merit
 - Education/transparency
 - Progressive with market
- Develop Career Path/Success Planning for Staff/HR Professionals, etc.
 - Career Development, Talent Management, and Employee Engagement issues addressed
 - Mentoring
 - HR development opportunities and Develop career path/development plan (talent management career paths and development)
 - Succession planning and search process does not incentive internal promotion (External hires favored over internal hires)
 - Succession planning and career pathing/development plans. Cross training, more training programs, etc. (Not enough career development)
- Encourage Retention
 - Develop a plan – Steps to achieve next salary step in grade, and identify poor performers
 - Skills/Interest
 - Understand current workforce
- Identify why people leave
 - Exit interviews
 - Turnover analysis
 - Costs of turnover
- Organizational Development
 - Hard and soft skill development

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- Outside Recruiting
 - Assess processes
 - Remove/Reduce Redundancy/Road Block
 - Job-Related Assessments
 - Emphasize Total Compensation
- Policy, Design, Administration, and Communication of Compensation
 - Pay equalities
 - Not competitive
 - Retention
 - Fiscal and HR Policies
- Provide educational resources and opportunities to be effective in your position
 - Learning management
 - Professional management
 - Improve operational efficiencies to reduce amount of FTE spent by HR on non-essential HR functions, activities, as well as HR function management (Training, Talent Management, HR Info Systems, and Organizational Development)
- Pull all HR processes back to the campus HR, and Resource Allocation for Improved Customer Service
 - Helps address Strategic Planning, Partnership, and Proactive issues
 - Less touches, establish overall best practices, documentation university-wide (Efficiency and Effectiveness)
 - Onboarding/Orientation
 - Be bold – change where needed
 - Improve overall ability to be successful and support overall business needs/meets strategic needs of the University
 - HR reports to the President (not finance)
 - Identify and review key processes to increase efficiencies and reduce redundancies (fragmentation)
 - RC Directors have hard line of reporting to AVP – Dotted line locally
 - HR Service Center model
 - Process improvement and activity – learn, RIE (Will addresses issues with silos, multiple touches/approvals, decisions being made in vacuum, lack of proactiveness)
 - Develop more “how to” resources for website (Ex: how to write a job description)
 - Develop a business partner model for RCs that can’t support a FT HR practitioner
 - Knowledge Base – experts are intentional/develop 10 specialties, underlined with simple processes, SOPs, RCHs, HR Development, and Continuing Professor Education
 - HR needs a seat at the short term and long term Strategy Table (top down support)
 - Vision, Mission, Values
 - Less confusion for customer
 - Consistency
 - Role clarity
 - Elimination of non-HR EE’s doing HR tasks
 - Streamline Communication
 - EE’s more apt to read communications

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- Revamp the Hiring Cycle
 - Would solve efficiency, employment and recruiting issues much faster
- Standardization
 - Policies, procedures, training (or hiring)
 - Efficiency of approval process
 - HR FTE allocated equitably (units have enough HR support)
 - HR FTE compensation standardized
- Talent Management
 - As part of talent management, implement performance/management and skill assessment system and policies (no consistent system/process exist today and talent management was identified as a high area of need)
 - Design effective recruitment, hiring, onboarding, professional development, and succession planning process (Gaps in customer perceptions of importance and meeting needs in employment and recruitment and talent management)
- Training
 - Need more T&OD staff/training to meet customer needs
 - Supervisor training
 - Process/procedure/policy/regulations/compliance
 - Communicate!
 - Training opportunities and open up higher level training to more staff/faculty
 - eLearning
 - Greater utilization and promotion of the offered classes
- Transparency and Consistency
 - Consistent approach to all HR activities
 - Define vision and mission for HR – Strat Planning (Role clarity within HR)
 - Define roles at ALL levels (campus, departments, etc.)
 - Increase communication, create consistent practices, and decrease confusion and frustration
 - Performance management systems – feedback on a regular basis
 - Would solve consistency, communication, and duplication issues

What are Insights/Population?
(Executives, Faculty, Exempt, and Non-Exempt)

Data Confirms?

- Executive
 - Compensation strategies not meeting customer needs (large %)
 - No one is surprised that executives don't find HR to be strategic
- Exempt
 - Compensation is a problem
 - How the bands are used
 - Internal hires
 - Understanding processes

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- Faculty
 - Care about compensation dearly
 - HR has integrity
 - HR is not proactive
 - Managing Retirement Benefits is most important
 - Seems they feel we are not meeting needs on Compensation OR Strategic HR needs
- Non-Exempt
 - Compensation
 - Programs and Policies, very high importance
 - Turnover
 - Vision and Direction – they don't feel like part of the strategic plan? They don't feel like a part of the future, perhaps undervalued, insignificant
 - Wants us HR to be more proactive
 - Wants HR to communicate vision, direction, policies, and programs

Gaps?

- Executives
 - Business Acumen
 - Compensation/Benefits strategy
 - Easy to work with
 - Flexible
 - Integrity
 - Orientation and Onboarding
 - Proactiveness
 - Relevance
 - Talent Management
- Exempt
 - Addressing poor performance
 - We are not meeting the need of vision/direction and organizational performance
- Faculty
 - Developing Compensation Programs/Strategies is very important, but not meeting customer needs
 - Managing Retirement Benefits (#1) based on importance
 - This block of ten, comp, and strategic
- Non-Exempt
 - Compensation programs
 - Do they not understand turnover analysis?
 - Orientation and Onboarding
 - Proactiveness
 - Partnership
 - Responsiveness

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Highest 5?

- Executive
 - Easy to work with
 - Flexibility
 - Integrity
 - Relevance
 - “We know your work is important and we trust you, but we’d like you to do more faster”
- Exempt
 - Fiscal/HR restrictions
 - Internal movement is hard
 - Lack of understanding of our compensation structure
- Faculty
 - Administering Compensation
 - Designing Compensation
 - Org Change – Managing
 - Programs and Policies
 - Retirement

Lowest 5?

- Executive
 - Change Assistance
 - Proactiveness
- Exempt
 - Communication
 - Organizational Development
 - Training
- Faculty
 - Culture and Values
 - Develop Compensation Strategy
 - Supporting Mentoring Programs
 - Turnover Analysis
 - Workforce Planning
- Non-Exempt
 - Business Acumen
 - Change Assistance
 - Partnerships
 - Proactiveness

Unique Needs:

- Executive
 - Managing the careers of others as well as their own
 - Strategic Leadership needs
 - Want expedited resolutions – would expect a much higher level of proactiveness from HR

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- Faculty
 - Business acumen and strategic activity from HR
 - Disconnect between authority and management
 - Not as aware of policies/procedures as compared to other customer groups
 - Support of research, academic, and creative needs
 - They want strategic and HR infrastructure so they can interpret and customize to their own needs.
 - They want the higher level information
 - Very individualized needs
- Exempt
 - Compensation in RCM environment
 - This group wants a career path
 - They want to stay and achieve
 - They want to be able to get best people and deal with poor performers
- Non-Exempt
 - Designing Leadership and Development Programs
 - Mentoring
 - Needs Communication, (re: Programs, Policies, Vision, Direction)
 - Talent Management Orientation/Onboarding
 - To train managers (HR needs to)
 - To build partnerships

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When I think about HR2020, one HOPE I have is...

- We come together as a group to work as a team to help our customers
- Grows/Changes IU
- We implement changes we discussed
- I get to keep the work I enjoy doing
- All of HR will have proper training
- Unnecessary steps an historical data entry can be eliminated
- For the reorganization to recognize the hard work that some don't get credit for
- For the front desk to be just the front desk, allowing employment coordinators to do their real job
- Hope this makes us better and we are compensated for our quality of work and service we provide
- Better and more feedback from the management; feedback
- All this work pays off and HR becomes a model department for the university
- To better meet customer needs and increase compensation
- We continue to receive the message that our input is valuable and we are all moving forward together
- Change; I want it to work
- That HR at IU will develop, grow, unify and learn from one another to better ourselves as a whole
- For a smooth transition
- Efficiency improves, communication improves
- HR is less transactional and becomes a business partner; more efficient
- Better alignment of HR philosophy and strategy
- Change will continue to include broad input
- My work is appreciated by both HR and customers and is needed as time goes on
- I am able to contribute in the best way possible
- Better guidance for an organization that has only one person with the HR function for the entire RC
- People will enjoy working with HR
- This process will provide some consistency in HR practices
- Better reclassification per job responsibilities and compensation
- To support all IU employees with more professional career development
- Is that this activity would impact change and help us as an organization
- That as a 7th floor citizen I will feel more connected with all of HR
- I will be better supported in my attempts to serve my constituents and that our policies will support that work rather than hinder it
- That HR continues to lead the university requires to fully support from our clients
- Provide me the development I need to continue to be successful in my position
- This becomes a reality by 2020
- IU becomes an HR leader in the world of higher education and beyond
- That we can all increase the amount of meaningful work that we are doing
- That change comes about through HR2020, allowing me to be more engaged and more proud of the work we do
- I could talk to my boss about how I feel what is happening in our department and that she will listen and not make me feel small for my feelings
- We all communicate clearly and make the necessary changes and not be afraid to do so.

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- That IU opens up to other employment populations
- We are regarded as key leaders at IU
- Progress toward a connected IU community working toward shared goals
- To gain partners in this process
- To gain knowledge and experience from each other
- We are able to be transparent when we ask for input
- We are able to listen to what everyone has to say
- Actualize what we know is possible and truly be known for impact
- Our numbers go up in the next survey, indicating we have heard from our constituents and adapted
- Streamlined processes
- That individual units will be empowered to meet the needs and goals of their constituents
- Better more efficient processes
- This is huge success
- Implement the change in the timeline noted
- That there will be a better understanding of HR's role and its' values in the work environment
- Have my work, knowledge and contributions be valued and rewarded
- HR becomes a valued and strategic partner at IU and that things really happen as planned
- HR effectiveness will improve to our customers
- HR professionals will have the opportunity for professional development
- Positive energy
- Areas identified as needs are addressed positively and productively to successful resolutions
- Focus more on strategic topics less admin processes
- Engaged and collaborative HR professionals working to improve programs
- Organized and proactive collaborative centralization
- Streamline and centralize
- Grow and develop individually as much as the HR community grows through HR2020
- Our plan actually helps solve most of the problems and issues within the university
- It allows more open communication, being on the same page, and being consistent
- Hiring more staff (IUPIU) to support our customers
- True innovation
- That I actually have the staff I need to make positive changes
- That IU can develop a plan to recruit retain and reward top talent
- People see a difference
- We will add resources and make changes
- The product of all the collaboration will be to make IU one and not one with regional campuses
- That IU will do more to recognize the talent that they have that silos will break down and function more as a community that embraces its employees with a hierarchical mindset
- Culture of constant revolution
- HR professional will become viewed as highly skilled strategic business partners who add institutional value
- Resources will not be limited to make the changes effective
- Moral improvement
- Less silos

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- Received well
- HR perceived in a better light
- To have a more unified HR across IU
- HR is a respected partner to both leaders and employees
- That HR is seen as a driver of organizational effectiveness
- Clear resolve survey outcomes promoting positivity collaboration community and personnel development
- Ability to reward merit increases
- More equity and easier streamlined processes
- Process improvement
- Personally to have more opportunities to be involved in more areas of HR
- To be more efficient and provide greater opportunities for personal and professional growth
- Success
- To streamline the university; hire and retention process allowing all employees access to growth and improvement
- HR becomes a more esteemed and necessary/relevant via CHRO model and trickle down to campuses and RCS
- That processes will become easy to access and easy to find
- Positive change will happen
- A well defined and streamlined across campus HR unit that can be leaned on at all levels raising the way people view HR
- Collaboration with HR reps before deciding on changes and the impact of those changes
- Change will be effective for the betterment of the university
- That we are supportive of each other through the journey and the we keep negative talks at bay
- We can work together as one team
- Consistent policies and practices
- Our hope is an innovative progressive transformation
- That it will be recognized that I have and will continue to contribute more than the stereotype of what my position says, aka my position needs reclassification and I hope this is recognized
- More unified staff
- We are successful with the opportunities ahead
- Become a model HR collaborative for the other university through identifying best practices
- Positive change resulting in a more effective work force
- Better communication
- More planning
- We can recruit and retain talent and motivated staff who find meaningful positive experiences
- System wide improvement will actually occur in the next 12 months
- Standardized processes and procedures for the HR community
- True transparency in all HR functions
- We will have more communication collaboration cohesiveness and clarity
- To learn more and become a knowledge base for customers
- Someone sought out for answers and assistance
- All are receptive to changes

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- Accept constructive and positive feedback
- We work more collaboratively on an objective goal
- Greater campus wide top-down understanding of the tremendous value that a high function HR delivery brings at IU
- That I have the opportunity to grow as a consultant to do less transitional work
- We will be able implement all the great ideas we have generated
- Better environment
- To be able to compensate fairly
- That we can build a collaborative HR community that works together to improve service to our customers
- That smaller units with less robust HR support will have the opportunity to catch up to larger orgs
- That I said something to encourage an HR professional who is discouraged
- More university wide focus
- Eliminate or reduce bureaucracy
- Clear, satisfactory and beneficial direction of IU HR
- Help from employee base to reform
- For more cohesive relationships with all customers
- For a more cohesive relationship with all partners
- I will feel connected and valued and know it
- More collaboration between UHRS/campus/RCHR
- Maybe reporting lines from RCHR to campus or UHR
- Create value to all of my customers
- That this exercise will make all things HR better
- Obtainable leadership at the IUPUI campus and to move some of the much needed process and initiatives
- That intent behind the HR 2020 is successful in the elevating the impact HR can have at IU
- Relevant change that increases HR's ability to positively impact the organization
- Hope
- To come up with an effective vision and mission for HR at IU

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When I think about HR2020, one FEAR I have is...

- Change won't take place in all places it is needed
- Non-central HR folks will fall away from participating in our growth and movement forward
- That with technology and closing the gaps that some of my work will be eliminated
- That people won't like the change
- Staff reduction
- We don't practice change due to "change is hard" mentality
- Do not want to see any major position changes or job description changes
- My function as I know it today may change
- I will be responsible for more work that I do not enjoy
- We will get stuck preserving "sacred cows" or by personalities and politics and be unable to implement meaningful change
- Loosing touch with my customers because too much job sharing going on
- Not able to meet customer needs due to lack of staff and resources
- HR will try to do too much
- To better do talent management, we need an HRIS system and tools to support our efforts. I fear that the cost of these systems may be too high
- Increased processes that aren't important
- One fear I have is that we will do nothing to grow, improve, develop the talent and systems we have.
- No change
- That nothing will change as a result of all this work
- That change may be harder than I believe
- Drastic change that takes away from doing the job
- We will lose top talent due to poor inconsistent practices
- HR will continue being the bad guys/policy police
- That nothing will change
- No fear
- The process will take years to accomplish
- A fear is that some HR employees may end up loosing their jobs
- It goes no place and we don't get the buy-in from others
- Less productivity and no change to current process or practices
- That changes won't happen, or will take too long
- Centralization of HR functions
- Loss of communication
- That we won't be able to break out of cumbersome processes. Too stuck to change
- Higher expectations with no or minimal efficiency gain and/resources
- That we get into this process and then nothing changes
- RC model poses too many variables for efficiency/consistency
- My fear is that politics/personalities, and territories will prevent us from implementing the best changes/solutions
- RIFs for staff inaction
- That nothing will change
- It will be too costly to the university to make needed improvements and fulfill goals

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- The university procedures get ‘bogged down/mired’ in rules and regs, stifling the employee’s growth and improvement
- That the “best” solutions “soon” enough won’t occur—and that certain leaders seeking “power” won’t do what’s right
- Lack of staffing resources to re-establish or re-invent a high performing HR standard for world class delivery
- A lot of work and planning will have been for nothing
- That staff may not land in an ideal/desired role due to perceived “need” to be in their current role
- None
- Loss of department autonomy
- Reprisals from being absent from my desk to come to this meeting (boss/co-workers upset I was not available today)
- RC HR professionals won’t be included in UHRS and campus HR initiatives
- My work will continue to be transactional and will become stagnant in my job
- That senior leadership /executives do not value institutional HR efforts/investments
- Making sweeping changes that don’t have any real impact
- No change
- Hidden agendas and bureaucracy will compromise the full potential of this effort
- My job will be phased out or centralized
- Reluctant to change
- Negativity towards implementation of change
- Losing grip on how I currently yearn to learn because of the stagnant, process driven environment
- That very little will really change for the better
- Chaos
- We don’t suffer consequences of the data from survey as we were with the Benchmark Project
- A lot of work will go into this and little to nothing will get changed
- We will get bogged down and not produce results that are meaningful
- Nothing will change; this will lose steam. Nothing changes
- People not thinking big picture worrying about self and their self-interest
- One fear I have is we won’t manage up and let senior executives know the necessary changes that have to be made
- Clients continue to see a disconnect between expectations and reality
- Upper administration will not support the recommended changes
- That this initiative will be dropped and no change will occur
- That all of this activity will result in no significant change
- This may not be supported by executive leadership
- That things will be so different I wont fit in anymore
- That nothing will change
- Direction
- Leaders will not buy in and/or be apathetic and resistant to change. This work gets lost in the IU vortex
- Expectations not met
- One size fit all approach will result for all campuses regardless of some important unnamed differences in the HR systems

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- Perceived in an incorrect way by our customers
- What's not being said– President, BOT agenda to “trim the fat” continue to do more work for less money
- Change in job duties and possible “de-motion” feeling
- No fears
- Failure to deliver improved service; failure to grow and develop as HR professional at IU
- This was just an exercise
- That change won't be embraced by all or will be too broad, or not far reaching enough
- This was just an exercise
- That the process will be drawn out
- Job cuts instead of adding more which is needed
- Staff become discouraged with changes and don't feel encouraged in their positions
- Unification of process becomes Bloomington centric
- We'll make all these grand plans and they won't actually happen
- That things might remain the same
- Lack of non-HR commitment
- Complexity of project is too large to be sustained
- Not enough change
- Exclusion
- Negativity vented at any HR area when change is difficult for people
- One fear I have is never feeling valued/appreciated for work achieved/accomplished
- That this initiative will not reach fruition, like many failed initiatives or promises of change
- The results from the survey will place me in an area that interests me less than the position I am in
- That we'll put all this time and energy into the process with no real, positive change...but, I don't really believe that will happen
- No changes; no results; no collaboration; lost of jobs
- No change
- This has all been just talk and no action or change will happen
- No collaboration with HR reps on the impact of changes before changes are made
- Causing chaos if the change is not well thought out; not spending enough time thinking about the changes
- Change will not happen; things will stay the same
- That some populations will be left out of IU family
- There will be no significant changes as a result of HR 2020
- Nothing will change
- It doesn't become one fear. One Univ
- Buy-in from financial folks on changes needed (compensation)
- Reluctant to change
- A lukewarm/tepid change biggest fear; No change
- That the new HR structure will seek to centralize power more, rather than share it across a vital and effective network of partners
- Many hours of work will lead to little meaningful change
- We won't improve

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- No clear vision on mission or no buy-in from higher ups
- That we will not see results that will benefit the HR professional
- We miss something (i.e. put changes into effect and don't include everything/everybody)
- That we won't get buy-in or cooperation from other units that can stand in the way of real change
- Negativity about change and misunderstanding
- Not be utilized in the best way possible