

# Human Resources

# The Road to the Bicentennial

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*October 12, 2015*



**INDIANA UNIVERSITY**

UNIVERSITY HUMAN RESOURCES

# President's Call to Action

- **The Bicentennial Strategic Plan's Framework of Excellence...**

*“requires that we recruit and retain experts and professionals in their respective fields. The recruitment and retention of talented staff and the best faculty requires competitive compensation and benefits, positions that are professionally challenging and intellectually rewarding, as well as programs that support an inclusive, family-friendly, and healthy workforce and work environment. It also requires systematic programs of career development and succession planning. The Human Resources Office will be asked to review all these programs for effectiveness and to make recommendations on the need for additional programs.”*

**– President, Michael McRobbie, October 14, 2014**

# The Road to IU's Bicentennial

*AVP HR Hired  
"Listening Tour"*

*HR 5 Year Strategic Plan*

2014-15

2015-16

2016-17

2017-18

2018-19

2020



“If you don’t know where you are going,  
you’ll wind up somewhere else.” - Yogi Berra

# Vision – Creating our own future

We will see...

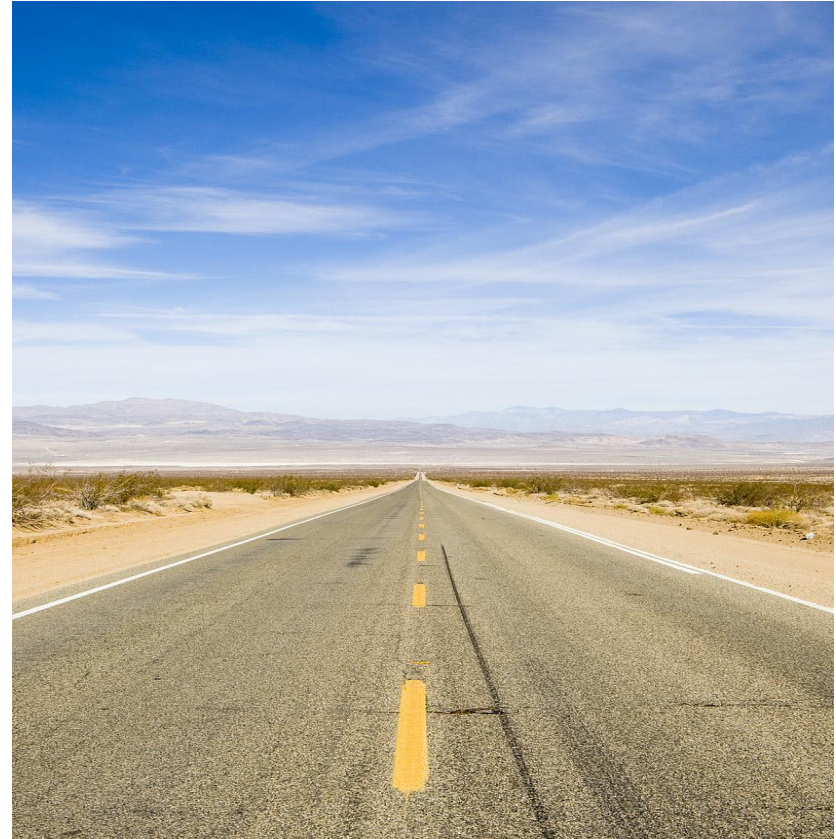
- Teams collaborating
- Increased demand for HR support
- Satisfied customers

We will hear...

- We can't get our work done without HR
- HR is easy to work with
- HR is proactive and innovative

We will feel...

- Energized
- Excited
- Valued



# HR's Strategic Focus



# Listening Tour – What HR is doing well?

- Fair, objective and caring staff
- Strong subject matter expertise
- Good resources/access to information
- Cohesiveness/teamwork
- Information sharing/communication
- Great programs: Health Benefits, Retirement Counseling, Training, Organizational Development

# Listening Tour – What are the gaps & opportunities?

- HR community is siloed and disconnected
- Orientation and onboarding
- Customer service and efficient processes
- Professional development and career growth
- Transparent HR communications
- Reactive vs. proactive/strategic



# Listening Tour – What are the risks of status quo?

- Turnover in HR; loss of people and expertise
- Lack of engagement, low morale, complacency
- Inefficient work processes; poor quality
- HR viewed as an obstacle vs. partner
- Compromised customer service – understaffed
- Lack of time; interrupted tasks
- Lack of trust/teamwork – UHR vs. campuses
- Failure to innovate – latest technology, best practices, etc.

# HR Strategic Priorities

## 1. Collaborative HR Community

- Highly skilled
- Relationship-driven
- Consistent

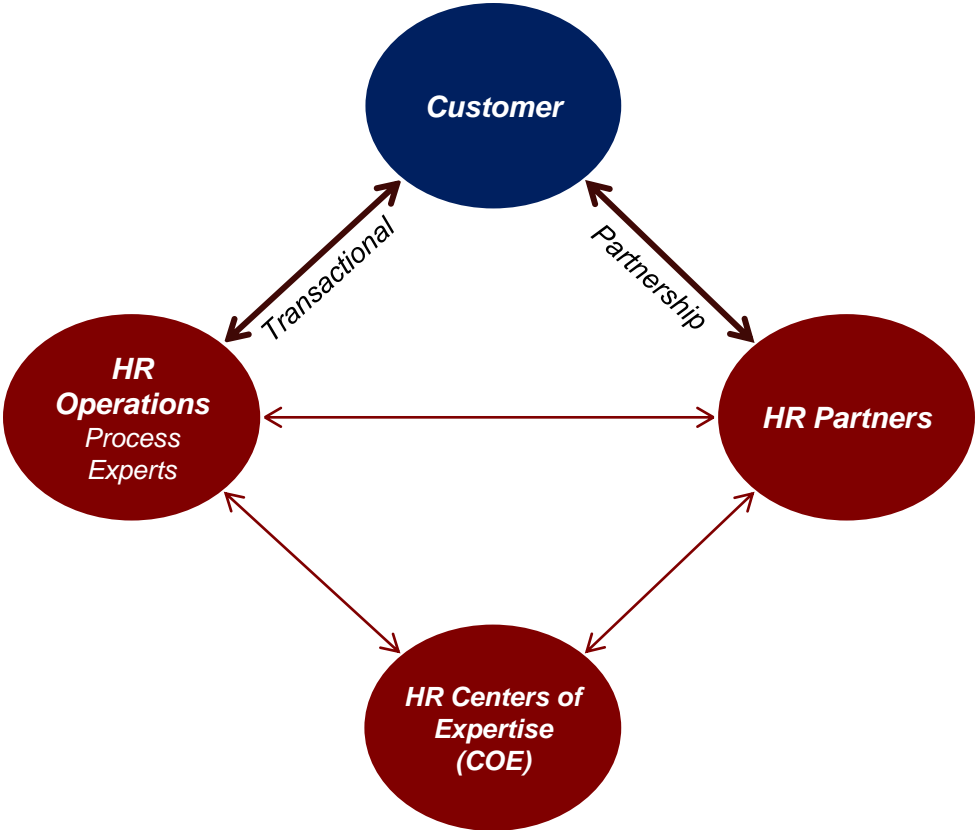
## 2. Customer Service and Process Efficiency

- “That was easy”
- Transparent communication

## 3. Engaged Employees

- Understand what employees need and want
- Orientation
- Talent management

# HR Delivery Model



# HR Function Feedback – 3 Key Activities

## Quantitative Data Collection

### 1. HR Activities Survey

- All individuals providing HR services to customers

### 2. HR Customer Survey

- HR Customers
- HR Team

## Qualitative Data Collection

### 3. Focus Groups

- Customers of HR – staff, faculty, managers, leaders
- HR team

# Surveys

## HR Activities Survey

### Participants

- All individuals providing HR services

### Focus

- What services are you providing?
- How is your time being spent?

### Output

- Allocation of time and resources across the entire HR function.
- Is HR giving enough attention (time and resources) to the things that are most important to customers?

## HR Customer Survey

### Participants

- Representative sample of
  - HR customers
  - HR team

### Focus

- What is most important?
- Are needs being met?

### Output

- Importance of HR services and how well needs are being met.

# Focus Groups

## Participants

- Representative sample of
  - HR customers (Managers, Leaders, and Individual Contributors)
  - HR team

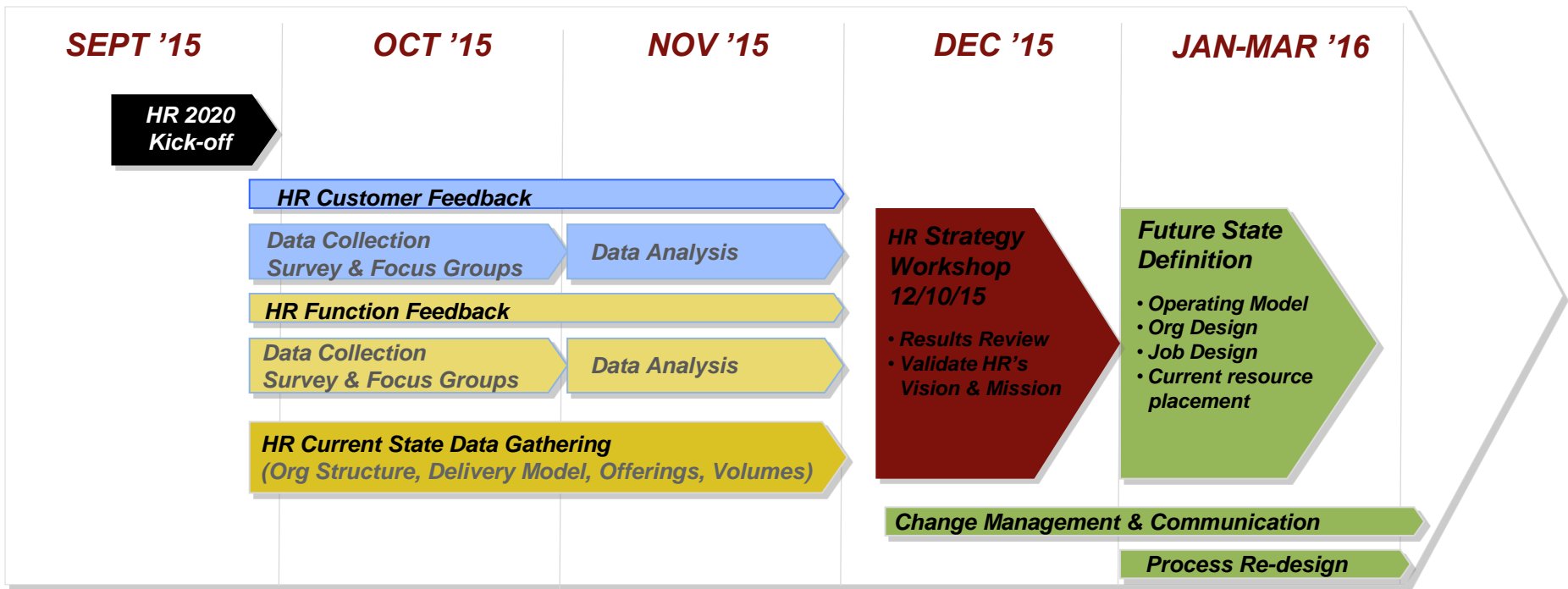
## Focus

- What are the primary services you have received from HR? (Customers only)
- What are the primary services you deliver? (HR only)
- What is HR doing well?
- What can HR do to improve?
- What other suggestions or ideas do you have on how the HR function can better meet your needs?

## Output

- Aggregate data from all groups with examples.

# Timeline (4-6 month look ahead)



# Next Steps

Date	Activity	Participants
October 12	Kickoff Meeting Moot Court Room, Maurer School of Law	All HR Practitioners
October 13-14	Focus Groups	HR Customers and HR Practitioners
October 15 - November 4	Surveys Open	HR Customers and HR Practitioners
November 9-13	Focus Groups	HR Customers and HR Practitioners
December 10	HR Strategy Workshop	All HR Practitioners



# What it IS and IS NOT

IT IS...	IT IS NOT...
<ul style="list-style-type: none"><li>• A new way of working together to serve our customers</li></ul>	<ul style="list-style-type: none"><li>• A cost cutting exercise</li></ul>
<ul style="list-style-type: none"><li>• Realignment of priorities and resources</li></ul>	<ul style="list-style-type: none"><li>• A headcount reduction exercise</li></ul>
<ul style="list-style-type: none"><li>• Leveraging/sharing resources, tools and best practices across all of HR</li></ul>	<ul style="list-style-type: none"><li>• Centralization of all</li></ul>
<ul style="list-style-type: none"><li>• Partnership/collaborative ways of working</li></ul>	<ul style="list-style-type: none"><li>• Elimination of autonomy</li></ul>
<ul style="list-style-type: none"><li>• Elimination of silos/duplicative efforts</li></ul>	<ul style="list-style-type: none"><li>• Limiting innovation or best practice</li></ul>
<ul style="list-style-type: none"><li>• Solutions for the greater good; customization where appropriate</li></ul>	<ul style="list-style-type: none"><li>• One size fits all or customization for one</li></ul>
<ul style="list-style-type: none"><li>• Service delivery options; process efficiency</li></ul>	<ul style="list-style-type: none"><li>• One point of service delivery</li></ul>



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# Questions

Remote participants can email the moderator at [iuhr@iu.edu](mailto:iuhr@iu.edu)

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Thank You