Transforming HR

Financial Administrator Development Program

May 10, 2013

2013-2016

MICHIGAN STATE UNIVERSITY Human Resources
Overview

- Challenges for Human Resources
- Bolder by Design, Six Imperatives
- 2013 HR Strategic Direction
- My Vision for MSU Human Resources
- Current Service Delivery Model
- Proposed Service Delivery Model
- Expected Transformation Results
Challenges for Human Resources
Historical Challenges for Human Resources

- Lack of a comprehensive HR vision
- Transactional focus
- Reputation as inaccessible, inconsistent and non-responsive
- Dated, traditional role of HR
- Decisions not aligned with university imperatives
- Adversarial Labor Relations
- Lack of procedural discipline
- Insufficient competencies and skills in key areas
Bolder by Design

Six Imperatives
Bolder by Design Six Imperatives

- Enhance the student experience
- Enrich community, economic, and family life
- Expand international reach
- Increase research opportunities
- Strengthen stewardship
- Advance our culture of high performance
Decide:

- What we are going to start doing?
- What are we going to continue doing?
- What are we going to stop doing?
Focus on:

How HR will add value to the university

How HR will provide the university with information and tools that guide fact-based decisions

Defining the services that will be delivered through the HR function

Developing an HR service delivery model that reflects today’s realities

2013–2016

HR Strategic Direction
My Vision of the MSU
Human Resources Department
A collaborative and transformative unit of dedicated professionals who hold themselves accountable for advancing the MSU mission, by pursuing our vision, living our values, aligning our practices and services with the university goals and executing our strategy. By 2016 the department will be:

1. capable of meeting the needs of a workforce with shifting demographics, rapidly changing technology, and cost-containment while effectively managing talent, improving leadership development and institutionalizing university culture;

2. staffed by HR employees with proficient and relevant competencies and skills who will provide credible and responsive HR customer service; and

3. recognized for its creativity, pioneering innovations, and groundbreaking originality in the tradition of land-grant universities.
HR Mission Statement

“Our mission is to support the University’s strategic imperatives by anticipating and meeting the needs of a changing community through high-quality, innovative services designed to advance our culture of high performance.”
HR Team Defines High Performance

- Productive
- Cost effective
- High quality
- Excellence
- Flexible/adaptive
- Efficient
- Collaborative
- Best in class
- Exceptional
Human Resources Core Values

Accountability

Effective Communication

Inclusion/Input

Recognition

Service
Human Resources Core Values

Accountability:

We hold ourselves and each other accountable to be committed to our mission/roles and to deliver exceptional performance results and professional behavior.

Accountability

Effective Communication

Inclusion/Input

Recognition

Service
Effective Communication

We share information openly by establishing two-way communication methods and by communicating respectfully and frequently with customers, peers, supervisors, and leaders.
Human Resources Core Values

- Accountability
- Effective Communication

Inclusion/Input

- Recognition
- Service

Inclusion/Input

We involve and empower each other in problem solving and decision making; we treat people in a manner that they feel valued, respected and appreciated; we share the common understanding that everyone’s thoughts and ideas are welcomed.
Human Resources Core Values

- Accountability
- Effective Communication
- Inclusion/Input

Recognition

We consistently acknowledge each other for our work, accomplishments and the demonstration of behaviors that align with our mission.

- Service
Human Resources Core Values

Accountability
Effective Communication
Inclusion/Input
Recognition

Service
We provide exceptional service by delivering responsive, high quality, accessible and innovative customer service with integrity, excellence and compassion.
Current Service Delivery Model
Difficult to know who to call

Shuffle from person to person

Information differs based on who responds to inquiry

Response time is too long

Website is not user friendly

Resolving an issue can be an unpleasant experience
Proposed Service Delivery Model
Stakeholders

• One phone number
• One email address
• One physical location to contact a person
TIER 0

ESS/MSS – WEB – PHONE – EMAIL
Employees get their own answers
Employees complete their own transactions
One Phone Number
One Email Address
Robust Website

TIER 1

Manage Tiers 0 and 1
Answer Queries
Resolve low-intensity employee relations issues
Generate Data
Case Management

HR OPERATIONS
COMPASS
Personnel Actions
Records Management
Leave Administration
Compensation Administration

CENTERS OF EXPERTISE
Consulting
Program Design
Metrics/Measurement
Compliance
Contract Negotiation/Administration
Project Implementation
Talent Management

DEPARTMENT ADMINISTRATIVE/BUSINESS APPLICATION SUPPORT

PROJECTS
Increased HR value to MSU

Enhanced HR professional skills

Ability to measure impact of HR transformation

Services aligned with MSU imperatives

Increased effectiveness of technology

Improved customer experience