Committee: Human Resources Committee  Date of Meeting: January 19, 2010

Agenda Item: Human Resources Planning and Infrastructure

☐ Proposed Policy Change  ☐ Approvals Required by Policy  ☐ Other Approvals  ☐ Monitoring

☐ Information

Cite policy requirement, or explain why item is on the Board agenda:
To inform the Board of Trustees about the completion of the Human Resources Process and Application Assessment

Scheduled Presenter(s):
Lori Lamb, Vice Chancellor for Human Resources
Rob Etten, Insight Solutions
Heather Kidd, Office of the Chancellor Human Resources

Outline of Key Points:
Key findings and recommendations from the project

Background Information:
Vice Chancellor Lamb contracted with Insight Solutions to conduct a current-state assessment of business processes and supporting applications within the Human Resources Division. The goals were to:

• Gain an understanding of the current high level business processes in the Human Resources organization and the current level of IT application support related to those processes.
• Identify potential opportunities to redesign business processes where appropriate to improve the efficiency and effectiveness of the HR organization.
• Gather and correlate baseline information on the applications, their age, technology, ability to be integrated, functional quality, technical quality, funding and support model.
• Identify any current or future plans for additional technology/applications within the Human Resources organization to understand implications for business process support, integration with the application architecture and the IT organization support model.
Introduction
Objective: Conduct a current-state assessment of HR business processes and supporting applications:

- Gain an understanding of the current high level business processes in the Human Resources organization and the current level of IT application support related to those processes.
- Identify potential opportunities to redesign business processes where appropriate to improve the efficiency and effectiveness of the HR organization.
- Gather and correlate baseline information on the applications, their age, technology, ability to be integrated, functional quality, technical quality, funding and support model.
- Identify any current or future plans for additional technology/applications within the Human Resources organization to understand implications for business process support, integration with the application architecture and the IT organization support model.

Approach

- Conducted a limited number of business strategy interviews
- Developed a current state business process model, leveraging existing materials as appropriate
- Identified areas where redesigning the business processes would have the largest impact
- Created an HR IT application inventory
- Assessed the applications for functional and technical value
- Developed conclusions and recommendations, including both quick hits and longer term initiatives

Summary – Observations and Business Risks

Organizational strengths

- The collective HR team is dedicated, competent and hard-working
• Campus and OOC/System personnel have expressed a strong desire to be more consistent and
do things ‘the right way’

• HR System leadership and campus participants on this project are equally eager to begin
implementing change that focuses on building campus HR capacity

• HR management and staff willing to go to great lengths to process transactions and ‘get the
business done’
  – Perform manual work-arounds
  – Manually track items not captured in the application

Barriers to organizational efficiency and effectiveness
• Many processes are manual and time consuming, and can vary among campuses
• Use of multiple applications that are not integrated with each other
• Use of redundant systems for the same function (Resumix, NEOGOV)
• Union contracts are complicated and difficult to implement in SCUPPS
  – 11 different contracts / plans and complexity of contract implementation does not
    always receive sufficient consideration during bargaining sessions
• HR team members are becoming acclimated to inefficiencies and may have stopped
  identifying additional modifications that would be beneficial
• Differing perceptions on how much training is sufficient in specific areas
  – Some OOC staff believe ‘enough’ training has been delivered
  – Campuses desire additional detailed training
    • Specific business process areas
    • Documentation not always available or easy to access
  – This barrier creates a reliance on colleagues or the help desk, rather than building
    campus HR capacity
• Pending retirement / loss of key personnel – insufficient knowledge transfer and training has
  occurred
• Complexity of transactions, business processes and supporting applications have resulted in
  errors and financial penalties
• Current business processing is not sustainable over the long term given anticipated budget
  and resource constraints
• Perception that expertise and ownership of processes exists with System HR division rather
  than with campus HR
• Additional IT support is required
  – Lack of IT development resources dedicated solely for HR needs
Unable to get key modifications implemented, and backlog of requests continues to grow.

Requests for new software are unmet.

Lack of IT involvement in application selection / development has resulted in issues with integration and reporting.

Note: With new HR and IT leadership in place, improvements have already been noted, but significant work remains.

**Gaps Identified**

- Lack of standardized, clearly defined processes
- Lack of an established, consistent training program for HR employees
- Lack of a consistent on-boarding process for all employees
- Lack of a defined succession planning process
- Labor Relations lacks a tool to support their business processes
- Some other business processes also have no supporting applications
  - Performance management
  - Learning management
  - Succession planning
  - Employee on-boarding
  - Employee off-boarding/exiting
- No group or individual responsible for broad communication across the entire HR team
- Additional IT support is required
- Lack of ability to produce or modify complete, accurate and timely reports
- Lack of an integrated Human Resources Information System (HRIS)
- Seven HR applications are ‘stand-alone’
  - College Faulty Salary and Credentialing System
  - Actuate
  - Legal Files
  - Right Now Technology
  - Job Opportunities
  - NEOGOV
  - Power Objects

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Short-term Recommendations

Organizational

1. Designate a lead within Labor Relations to professionalize record keeping, allowing staff to focus on core work

2. As retirements or transitions occur, update position descriptions to capture the evolution of the business and document the actual work being performed – this may or may not reflect the original role and description

Process

1. Identify one individual to continue developing (or improving) and maintaining detailed documentation for each key business process

2. Assign an individual or group responsibility for designing the highest priority business processes

3. Add an audit function to review transaction processing, identify errors and causes, and enforce process compliance

4. Continue the work of the team responsible for developing a succession planning process

5. Define and require a single consistent, comprehensive on-boarding process

Application

1. Meet with ITS Chief Operating Officer to discuss need for additional dedicated IT support for OOC HR

2. Continue to work with ITS on a single list of application priorities

3. Evaluate opportunities for greatest impact from integration of stand-alone systems, and prioritize integration efforts

4. Prioritize the following areas for new application support, based on business need
   a. Performance management
   b. Learning management
   c. Succession planning
   d. Employee on-boarding
   e. Employee off-boarding/exiting

5. Ensure Legal Files (grievance tracking system) implementation continues to receive priority focus from IT

6. Define and communicate a fixed set of reports to support each business process
   a. Determine feasibility of extracting data from stand-alone applications into the MnSCU data warehouse and building reports integrating data across applications
7. Begin transferring knowledge to alleviate bottleneck for critical SCUPPS reporting changes

8. Develop a ‘single sign-on’ for HR applications to eliminate the need for logging in multiple times to different applications (currently in process)

**Training**
1. Continue to develop comprehensive documentation and training
2. Design and implement a formal cross training program. Begin to ‘distribute the expertise’. Focus on key subject matter experts first
3. Formally assess HR skills on all campuses in the key business areas, identify gaps and conduct detailed training.
4. Provide training for using the new standardized set of process reports, with real-life situations and scenarios on how and when to use the reports

**Communication**
1. Identify an individual or group to assume overall responsibility for communication across the entire HR team
2. Develop and implement a communication plan
3. Establish and communicate expectations for succession planning

**Longer term recommendations**

**Organizational**
1. Explore regional centralization for data gathering and entry
   a. Review and standardize processes across all regional centers

**Process**
1. Develop a comprehensive reporting strategy
2. Develop a formal process for employee exiting process - capturing reasons for departure
3. Explore updating the Personnel Classification Series to better reflect current needs - impacting our ability to hire the correct people

**Application**
1. Develop a strategy to realize a true integrated HRIS solution for MnSCU HR that would:
   a. Reduce redundant entry
   b. Strengthen controls to minimize errors
   c. Improve reporting and data confidence
   d. Eliminate redundant systems
2. Develop reporting standards for future application development / implementation

3. Begin to capture/log historical Labor Relations documentation for easier access. Incorporate imaging/document scanning functionality

4. Implement an appropriate tool to support succession planning activities and reporting

**Training**

1. Designate an individual to lead the design of an ‘HR Academy’ to build campus HR capacity by providing detailed training to staff in business procedures and tools

**Conclusions**

- Current economic environment, state revenues, and budget pressures dictate funding will continue to shrink
- ‘Doing more with less’ is no longer feasible - but unlikely additional staff will be brought on board
- Dramatic gains in efficiency must be achieved
  - The only way to ensure accurate and consistent data is to:
    - Develop and provide frequent, detailed training on standardized processes
    - Require adherence to standardized processes
    - Apply appropriate controls at data entry
    - Perform frequent and thorough audit function
    - Measure and report results
  - Must maximize opportunities to regionalize/centralize processes, while remaining cognizant of campus autonomy
- Focus on building campus HR capacity and ownership of processes
- Distribute and broadly share expertise
- Almost all participants have expressed a willingness to work toward developing a ‘single way’ of doing things
- Receptivity markedly improved in the last few years
  - Must begin implementing soon
- Capitalize on momentum and contributions of working groups
  - Must achieve an appropriate level of IT support
- More dedicated resources to:
  - Reduce backlogs
  - Improve structure and effectiveness of reports
  - Address needed changes to applications to improve efficiencies
  - Work more closely with HR to develop standards for future application selection and development
• As progress is made, we must communicate and celebrate our accomplishments and achievements

• “Tell everyone what we’ve done”
  • Take credit for the completion of this assessment (along with the Strategic Plan)
  • View the overall effort as a series of small successes - it is critical to demonstrate visible wins early on

What happens if we don’t take action?
• Employee morale will be negatively impacted – view their efforts and participation in this assessment as a ‘waste of time’
• Issues will remain unresolved
• Increased number of errors / data entry mistakes
• Financial penalties will rise, perhaps dramatically
• Turnover in HR will continue to increase
• HR will continue to experience the ‘high cost’ of these inefficiencies and redundancies
• We ultimately risk not being able to perform basic HR functions, and the value of HR will be questioned

Proposed Next Steps
• Incorporate these results and align with the Strategic Planning recommendations
• Review, confirm and prioritize
  – Quick hit ideas from working groups
  – Near-term recommendations
• Develop an implementation plan
• Vice Chancellor for HR to communicate that key processes, supporting reports, and applications will be standardized in the very near future
  – Pilot, assess, adjust and roll-out
  – Will continue to collaborate with campuses, but adherence will be required
• Continue to expand HR Online Help – make this the repository for all process and training documentation
• Develop a governance process to oversee and coordinate future modifications to processes, applications, and reports
  – Also review all future proposed new applications (regardless if packaged or custom development)
As the Best Practices Working Group formulates their role in HR, this task seems appropriate for them to address

- Determine the steps required to implement an integrated HRIS solution for MnSCU HR
  - Research nationwide best practices for HRIS among comparable higher education systems
  - Perform a detailed cost-benefit/return-on-investment (ROI) analysis of integrating current applications, versus implementing a packaged HRIS solution
  - Leverage current ITS efforts to analyze the ‘complete cost’ of supporting ISRS
  - Identify other alternatives which may or may not include a comprehensive HRIS solution

Impacts of integrating existing applications may include:
- Potential Benefits
  - Leverages customization in existing applications
  - Processes automatically become simplified and standardized
  - Minimal retraining of existing users
  - Reduces redundant data entry
  - Greatly improves reporting ability
- Potential Drawbacks
  - Will require multiples interfaces – time consuming and potentially expensive to design, develop, test and implement
  - Complete integration may still not be possible
  - Future applications will also need to be integrated

Impacts of a packaged HRIS solution may include:
- Potential Benefits
  - Simplifies and improves consistency of business processes
  - Reporting is greatly simplified
  - Highly integrated
- Potential Drawbacks
  - Expensive and time consuming to implement
  - Anticipate significant challenges with data conversion
  - Complexity of extracting just the HR functionality from ISRS – may require converting all of ISRS
  - Complexity of implementing bargaining unit contracts and plans
  - Perceived loss of customization and flexibility

Date presented to the Board: January 19, 2010