Transforming Administration Program (TAP)
Human Resources/Payroll Integrated Service Center (HR/P ISC)
Design Input Sessions

Summary of Findings and Recommendations

Executive Summary:

The TAP HR/P ISC planning team, chartered by the Provost, conducted 14 sessions in January through early March, with a broad range staff (approximately 450) to gather input on how best the integrated service center could serve their needs, preferences, priorities and concerns.

Overall there was positive support for such a service center, as noted below in detail. There were also healthy concerns about the University of Washington's (UW) ability to successfully create an integrated service center and provide the level of support needed. Specific issues to address in the development of the service center include: phasing of service levels prior to, during, and after the Workday launch; how the center will manage relationships with Human Resources (HR), Academic Human Resources (AHR) and Payroll business owners, and academic and administrative units; how to create an interface with areas that have centralized HR/P services in their units now; and how to engage faculty so they are aware of the changes when the HR/P Integrated Service Center (HR/P ISC) and then Workday go live.

The planning team will continue to gather stakeholder input and revisit with groups after a draft model is ready for review in May.

Project Background

In coordination with the HR/P Modernization Program and the implementation of Workday, the Provost launched an initiative in January 2016 to create a new Human Resources/Payroll Integrated Service Center to support the UW. This integrated service center will provide a single point of contact for UW employees, staff and faculty to receive timely, consistent and accurate responses not only to their Workday technical questions, but also to their HR, AHR and Payroll related inquiries and transactions.

Additional benefits and objectives of the HR/P ISC include:

- A unified approach to support, training, communication and implementation of ongoing Workday enhancements and other HR, AHR and Payroll policy and practice updates

- Development of a comprehensive knowledge base that will expand the level of accurate information accessible to all UW faculty and staff
- Improved efficiency by ensuring that the right people in the right areas are performing the right steps to optimally serve UW employees
- Cross functional competencies and end-to-end process visibility across HR, AHR and Payroll domains
- Leveraging of existing UW technology – UW Connect Service Management (Service Now) – for HR/Payroll case management, support records, metrics and performance management

Because these benefits focus on administrative efficiency and effectiveness in support of our University, Provost Jerry Baldasty designated this effort as part of the Transforming Administration Program (TAP). It is sponsored by President Ana Mari Cauce, Provost Baldasty and HR/P Lead Executive Sponsor Kelli Trosvig. Leaders advising this initiative are Dave Anderson, Health Sciences Administration; Marie Carter-Dubois, School of Medicine; Dave Eaton, Graduate School; Lisa Graumlich, College of the Environment; Cindy Gregovich, Payroll; Heidi Tilghman, Arts & Sciences; and Curtis Colvin, Medical Centers' Human Resources.

The TAP HR/P ISC planning team includes Ruth Johnston, Planning & Management; Aaron Powell, Karalee Woody, Mary Mulvihill, Leetza Pegg and Ahuvah Reese, UW-IT; Stephen Fulmer and John Kaiser, Huron Consulting; Emily Drevecky, Organizational Excellence; Anne Jozaitis-Hole, UW Medical Centers' Human Resources; and representatives from the HR/P Integrated Change Management team.

Design Process

In accordance with best practices, the first phase of this initiative focused on working with the stakeholders of the HR/P ISC - UW administrators, staff, and faculty - to gather their input on how best the integrated service center could serve their needs, preferences, priorities and concerns. This document provides a summary of the collected input and gives recommendations for the design of the center.

In coordination and in parallel with this effort, the HR/P programs, Building a Cohesive Design (BACD) and Design Integrity Validation (DIVe), will facilitate HR, AHR and Payroll business owners' decisions on standardized policies, processes and procedures (fig 1) to create the model design for the HR/P ISC.

Figure 1: The HR/P ISC Design Process
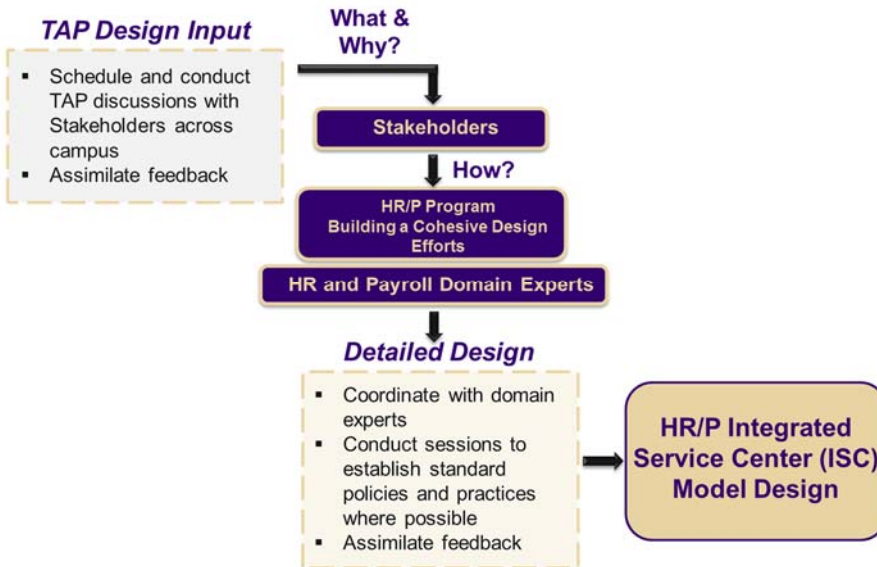
Approach

Sources of Input

The first wave of design input sessions presented an overview of the HR/P ISC and collected suggestions primarily from UW administrators, one of the core user and stakeholder groups for HR, AHR, and Payroll services and processes. A sample copy of the presentation used at these events can be found in Appendix A. The presentation and design input was gathered over a series of fourteen sessions during a six-week time frame from late January through early March of 2016. The Planning Team estimates that the sessions reached a total of about 450 individuals across the university. See Appendix B for a list of meeting dates, audience group, and approximate number of attendees.

Design input directly from the employee population was gathered during an Open Forum hosted at the Husky Union Building on March 2, 2016. Announcements for the Open Forum were posted on UW Today and the Faculty & Staff Insider Pages as well as distributed via the members of the Administrators' Council. A total of 50 people attended the Open Forum. All attendees were non-faculty staff.

Throughout this multi-week input gathering effort, HR, AHR and Payroll business owner leaders were provided regular updates on the progress of the sessions.

Design Input

The facilitated questions used to gather design input were derived from core criteria commonly used to evaluate Human Resources and Payroll Support Services. These questions fall into five categories: Responsiveness, Ease of Use, Access and Reliability, Service and Expertise, and Adoption. Additionally, we asked participants to comment on the overall model and on what they saw as the positives, negatives, and barriers to adoption of an integrated service center. A complete list of the questions used during the design input sessions can be found in Appendix C.

Approach

Design input sessions were 30 to 60 minutes in length depending on the availability of the particular audience group. Group size ranged from 15 to 180 participants. After a brief high-level overview of the objectives of the HR/P ISC, participants had the option of sharing their input verbally while a facilitator captured their thoughts on flip-chart paper or writing their thoughts on either sticky notes or input forms to be collected later. Additionally, attendees were given a link to the project website where they could submit their input and thoughts via a web form. Attendees were encouraged to share the link to the web form with colleagues, faculty and staff in their department or unit. The design input form can be viewed from this link: https://tap.uw.edu/projects/hr-payroll-isc . The Planning Team received thirteen design input submissions via the web form. Many of these were submitted by a group of staff or an administrative team.

Updates were also provided to the Administrators' Council and Board of Deans & Chancellors after much of the data was collected.

Findings

As of March 4, 2016, the Planning Team collected over 1,100 separate design input comments through the design input sessions and the online input form (Fig 2).

Figure 2: Number of input submissions by session audience

Audience	Total # Submissions
HR/P Administrators' Network	354
Open Forum	326
HR Forum*	232
Arts and Sciences Administrators	51
College of Environment Administrators	32
UW Administrators' Council Meeting	30
College of Engineering Administrators	27
School of Medicine HR/P Steering Committee	26
Anonymous Online Input	24
Medical Centers' Operational Leadership	24
HR/P Administrators' Network Follow up	13
Facilities Services HR/P leadership	11
Total Received	**1,150**

* UW Bothell and Tacoma submission included with HR Forum

Overall, there was a positive response to the concept of an integrated service center for Human Resources, Academic Human Resources and Payroll. Stakeholders liked the idea of being able to quickly and easily access the information they need and to receive consistently accurate and timely responses to their questions. Administrators, especially, responded positively to the idea of employees in their departments and units receiving assistance they could trust to be accurate and delivered in a timely manner.

However, stakeholders also voiced concerns. Common responses to the input questions around drawbacks to an integrated service center included doubt that it was possible for the university to successfully "pull off" creating such a center – that the potential for failure is too high if representatives

are unable to handle volumes, acquire knowledge and skill set requirements and adhere to service level agreements. Also, respondents were unsure how representatives at the center would handle the complexity of unique or non-standard practices within individual departments and units.   Additionally, many administrators have developed relationships with HR, AHR and Payroll contacts over time and voiced concern that they would potentially no longer have these resources directly at their disposal. A few administrators shared concerns that they would be unable to best serve their constituencies if staff were bypassing them and accessing the HR/P ISC directly.

Summary of Recommendations from Design Input Sessions

The following stakeholder recommendations or comments are summarized for use by the HR/P DIVe and other staff designing the ISC.

Access and response times: A majority of stakeholders felt that a call option for contacting HR/P ISC representatives was important. Expected response times ranged from immediate for simple inquiries to 24 hours for more complex issues. Very few submissions included expectations of response times greater than 24 hours. Many administrators requested the ability to escalate their ISC requests to receive expedited service for responses and/or transactions. Specific priorities included:

- Establish response-time standards; Expectations range from 4 hours (submit in morning, answer by afternoon) to 24 hours
- Communicate/post ranges for expected response times
- Provide different access (phone, web, email) methods for employees and departmental admin staff (Users should be able to ask questions and get answers directly – via email, chat, text or phone)
- Provide visual tracking of issues or "tickets" that shows progress toward resolution
- Establish escalation plan to address emerging challenges immediately
- Provide priority scale which allows users to highlight urgent issues
- Specify "best call back" time
- Enable submission of requests "on behalf of"
- Assure 24/7 service – at some level
- Provide the same or better level of service than currently receiving
- Assign a single representative to provide assistance throughout response process (from request intake to resolution or appropriate hand-off– potentially through use of assigned staff to specific units)
- Provide multilingual assistance – if possible

Robust website for employee and manager self-service: Many stakeholders communicated that self-service web-based information and accessibility would need to be significantly improved from the current state for employees to utilize this option over either direct contact with the HR/P ISC or going to their HR administrator for help. Specifically, the website should include:

- Easy navigation (only 2-3 clicks to access needed information)
- Abundant information – accurate documented policies and processes – all in one place for all functions (HR, AHR, Payroll) – examples – salary data, job descriptions
- Self-help library of information, knowledge base
- FAQs
- Glossary
- Excellent search capabilities
- Full functionality on all devices (PC, MAC, tablets, smart phones)
- Automated and easy-to-use-forms (pre-populated) with no required fields (no paper)
- Concise video tutorials
- Process flows for all processes
- The website should meet all accessibility requirements and should be updated immediately in response to system, policy, and workflow changes

Services or transactions stakeholders would like to see performed by the ISC: Stakeholders, particularly administrators, were open to having staff at the HR/P ISC take on several functions they felt could be more efficiently managed centrally in order to alleviate administrative burden. The functions listed below reflect unedited submissions by stakeholders (i.e., submissions were not edited based on functions currently performed by UW HR, AHR or Payroll):

- On-boarding: I-9s, UW NetIDs, employee self-service/directory, payroll, Husky card, Procurement and Travel cards, foreign nationals/visas, benefits, time recording (LWOP, FMLA, students, work study, temps, changes to schedules), background checks, separations/retirements. (Note: close to 30% of all input comments mentioned one or more of these onboarding services)
- Merit increase process management
- Shared leave management, leave audits
- Training: on policies and the system
- Communications: changes and software updates, but also in marketing of services (with job aids, magnets, stickers)

More advanced ISC Services to include:

- Family Medical Leave Administration and Medical Leave Management
- Disability services management
- Foreign nationals: employment processing (note: many requested this service since it is complicated and most don't do it often enough to do it well, but some units who do it well want to keep it)

- Academic Student Employees and all student employees
- Assuring Compliance with Union Contracts

Services or transactions stakeholders feel should stay within the departments/units or with business owners: Respondents highlighted several critical functions that they believe should continue to be managed at the local level or should remain in the purview of specific business owners:

- Appointment, Promotion and Tenure (APT) packets
- Performance management
- Unit-specific on-boarding
- UW policy development/interpretation
- Local policies, procedures, processes
- Leave approval
- Academic Student Employees (note: the international academic student employee processes and procedures are complex and few do it frequently, so this may remain in units who do this often)
- More complex background checks for units such as UWPD
- Immigration and employment issues for international students, staff, and faculty

Additionally, stakeholders from large, staff intensive units such as Facilities Services felt many standard onboarding activities should be administered locally.

Requested skill sets for ISC representatives: Stakeholders provided consistent views regarding the skill sets necessary for ISC representatives and ISC's approach to customer service. Specific qualities included:

- Knowledgeable and consistent
- High performers and reliable
- Highly trained with continuous training
- Flexible
- Can see what's needed rather than just what's asked (critical thinking skills); anticipates needs
- See big picture and able to handle the details
- Wants to serve, wants to find a yes answer
- Fast and accurate
- Understands compliance (what's truly required) and alternatives to consider to solve the issue
- Problem solver
- Partnership focused, with campus and with "home" HR, AHR and Payroll offices
- Helps people learn how to use website, not just tell someone to go find it there
- Multilingual, if possible

Views on the ISC Staffing Model:

- Co-located together to facilitate team approach, knowledge of cross functional processes and holistic solutions
- Able to staff up at peak times
- Easy to get to a live person
- Focused on continuous improvement
- Assigned to units as key relationship manager

Barriers to adoption: Stakeholders provided many insights into what they saw as potential barriers to successful roll-out or what could potentially deter staff from accessing the HR/P ISC as envisioned.

- Poor service or experience: inability to deliver on service standards, technical issues, errors and incorrect answers
- Poor web design, too difficult to navigate
- Loss of existing local HR Administrator or other resource who can provide an answer more quickly
- Loss of local control of transactions
- Over-emphasis on self-service: faculty may not feel they have the time to access website or contact center, will want to delegate to others to transact on their behalf
- Lack of transparency, control; difficult to provide feedback, make suggestions or belief that not being heard
- Lack of clear expectation that employees utilize services of HR/P ISC
- No communication and marketing of HR/P ISC
- Too many exceptions, lack of clarity to answers ("up to manager or unit")
- Unit HR/Payroll staff out of the communication loop resulting in diminished ability to support their employees

Additional Recommendations from Benchmarking and Best Practices Evaluation (see Sources, Appendix E)

Governance Structure

- Make decisions about HR/P ISC operations and service via a robust and multi-level governance model which promotes accountability and stakeholder participation and defines integration points for decision-making
- Develop a clearly defined charter of each body in the governance model including roles and responsibilities, membership, operational processes, clearly defined information flow and escalation paths

Service Quality

- Allow for proper lead time to hire and train center representatives prior to opening – 4 months at minimum is recommended
- Develop and maintain Service Level Agreements (SLAs) with campuses and stakeholder department and units
- Support continuous improvement by collecting service and performance data through pulse and quarterly surveys as well as through system reporting

- Create and maintain stakeholder confidence by taking action on feedback and communicating progress. (i.e., "It doesn't do any good if you are saying everything is green when your customers think it is red")

Relationship Management

- Facilitate relationship-building between HR/P ISC representatives and stakeholders by having representatives attend appropriate department and unit meetings, give updates, collect additional insights and information, and take part in HR-related projects and initiatives
- Make HR/P ISC leadership visible to campus; involve leadership in communications and decision-making
- Assign staff/teams to serve a set of campus units to provide expertise in each unit's "uniqueness" and keep the local unit staff informed about inquiries

Recommended Next Steps

Focused planning is needed to determine how to work collaboratively with those campus areas that currently provide some form of centralized or shared services related to HR, AHR and Payroll:

- Medical Centers' HR and Medical Centers' Payroll Services
- UW Bothell and Tacoma
- Arts &Sciences Shared Services
- Facilities Services
- School of Medicine shared payroll initiative
- There may be other units where a "federated" model may be appropriate including Housing and Food Services, Libraries, Graduate School, etc.

No faculty members have participated in the feedback sessions, despite the Open Forum invitation. A presentation to Faculty Senate to share information and collect feedback would be wise as well as through on-going consultation with Faculty Senate leadership and the Board of Deans and Chancellors.

Work to be started immediately, months before opening the HR/P ISC:

1. Policies
    a. Document areas in which HR, AHR and Payroll policies differ across campus, and what will be done automatically by Workday
    b. Engage campus and business owners in identifying areas where standardized policies are desirable and practical and articulate those policies
2. Processes
    a. Identify best practices in shared service center process flows (currently underway)
    b. Identify best practices in shared service center intake and ticketing tools
    c. Reach consensus on/document the scope of the HR/P ISC work
    d. Document practices and process flows that will be standardized and put in one repository
    e. Evaluate current paper forms to better understand which will be replaced by Workday business processes, and which could be made electronic and automate the approval process prior to Workday go-live
    f. Eliminate paper processes where at all possible, especially in AHR

3. Staffing/Governance
   a. Identify best practices in staffing structures for shared services
   b. Identify best practices for management approaches for a shared services operation
   c. Determine the staffing levels necessary for launch vs. the staffing levels necessary for ongoing operations
   d. Identify staff training priorities (actual training modules can be developed later)
   e. Identify best practices in governance models (How large a governance group? Who should be represented? How will needs be communicated to governance group? How will governance group decisions be instituted?)
4. Metrics
   a. Create ways to measure service levels (efficiency, effectiveness, accuracy)
   b. Create ways to measure use and usability of website/online tools
   c. Create ways to measure customer satisfaction
   d. Determine channels for communication of results and return on investment to sponsors, governance group, campus
5. Reach consensus on/document the relationship between HR/P ISC, AHR, HR, and Payroll offices (staffing, training, information flow)

Closing

A tremendous amount of work lies ahead to understand what is needed to support UW staff, faculty and administrators in the HR/P ISC while at the same time determining the service levels, the staffing and the tools necessary to create and sustain the center. The UW community has good reason to question the ability to get this work done in a timely manner so that when Workday goes live the HR/P ISC will be ready to assist. At a minimum, HR/P ISC needs to be prepared to answer Workday-related questions. Planning is needed to finalize the staffing model, secure funding, develop a staffing plan which takes into consideration the required HR/P ISC ramp up work in conjunction with the overall Workday implementation scheduling, ensure the dedicated staff to build the policies and procedures, process flow charts, website, and service options, and determine how the ISC will work with business owners and units with centralized services.

In the next few months, the HR/P ISC planning team will revisit with the feedback groups to gain support for the HR/P ISC model to be developed by the HR/P program staff, refine any assumptions and communicate frequently about progress.

Appendices:

A. Sample Presentation Slide Deck: Note, not all slides were used for all audiences
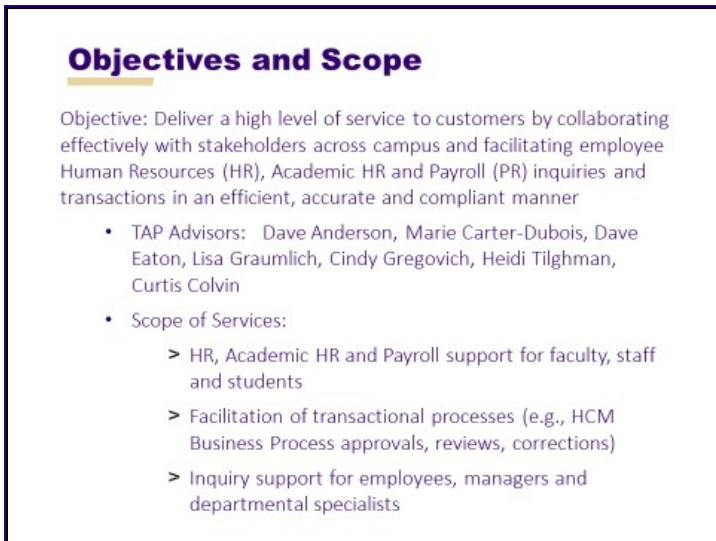
WHY DO WE NEED AN INTEGRATED SERVICE CENTER?

Enhanced Customer Service
- Single point of contact
- Eliminate unnecessary hand-offs
- Build cross functional competencies
- Provide end-to-end insight across the HR, Academic HR, Benefit, and Payroll domains

Improved Efficiency
- Ensure right people/areas engaged in right steps to improve efficiency

Continuous Improvement
- Develop competencies to address existing and emerging requirements

Consistent Use of Technology
- Leverage UW Connect (ServiceNow) service and knowledge management capabilities

HR/Payroll
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WHY NOW?

Incorporate significant enhancements to service delivery model
- Support broader campus transformation

Leverage new cohesive design review and validation process
- Identify and introduce improvements
- Clarify roles and responsibilities

Clearly align cross functional objectives
- Meet a revised deployment date
- Support new model after go-live

HR/Payroll
MODERNIZATION

Our Design Process

TAP Design Input

What & Why?

- Schedule and conduct TAP discussions with Stakeholders across campus
- Assimilate feedback

Stakeholders

How?

HR/P Program
Building a Cohesive Design Efforts

HR and Payroll Domain Experts

Detailed Design

- Coordinate with domain experts
- Conduct sessions to establish standard policies and practices where possible
- Assimilate feedback

HR/P Integrated Service Center (ISC) Model Design

HR/Payroll
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Making it Work for UW

Department Initiators ← Dept. Initiated Transactions

Inquiries:
- ESS
- MSS

Integrated Service Center Concept

Single POC

Faculty, Students & Staff

Tier 0	Tier 1	Tier 2	Tier 3
• User-friendly portal/web site • FAQs • Quick Reference Guides • Convenient contact information	• Employee Self-Service Inquiries (ESS) • Manager Self-Service inquiries (MSS) • Policy, Process and Procedure Inquiries • Basic Workday Guidance	• Escalated Employee/Manager Self-Service Inquiries • Department Specialist Inquiries • Transaction Support: Review & Approve Designated transactions (e.g., Create Requisition, Hire, Change Job, Termination, etc.) • Training and communications for campus	UW IT: • Advanced Workday Support **Expertise Beyond Tier 2** HR, Academic Personnel, Finance: • Most Complex Inquiries • Policy/Plan Design & Clarification

Policy & Procedure FAQs

Cross-Tier Operations

Knowledge Management	Facilities Management	Metrics & Reporting	Support Center Performance Management	Technical Infrastructure	Internal Training & Communications

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High Level Timeline

Sample for illustration purposes

Workday Launch

	T–16 Months	T–10 Months	T–3 Months	T0 Months	T+3 Months
DESIGN					
End-to-End BP "DIVe" Review	Internal				
TAP – Initial Discussions					
Operating Model Design					
TAP - Follow-up Discussions					
Facility/Infrastructure Design					
Staffing Design					
Technology Design					
BUILD					
Operating Model Build					
Staffing Build					
Technology Build					
Facilities/Infrastructure Build					
Org Change Management/Comms					
DEPLOY					
Cutover & Initial Support					
Stabilization Phase					

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ISC Next Steps

- We welcome your continued feedback and ideas for the HR/P ISC. Stay updated on the project and submit your input at:
  https://tap.uw.edu/projects/hr-payroll-isc

- We will be meeting with a variety of groups across campus during the month of February and early March to gather feedback and information and update on our findings
  - ✓ Admin Council
  - ✓ Arts and Sciences Admins
  - • Engineering Admins
  - • College on the Environment
  - • HSA Admins
  - • HR Forum
  - ✓ HR/P Admin Network
  - ✓ UW Medical Centers
  - ✓ School of Medicine
  - • BODC
  - • Open Forum – March 2, 2:30-3:30, HUB 332

- Please use the link above if you have any questions or comments about this effort or if you believe an additional group should be added to this feedback phase

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Additional Information and Background on Integrated Service Center

HR/Payroll
MODERNIZATION

HR/P Integrated Service Center
Other University Examples

University	Status	Description
U of Wisconsin System	Mature	The UW Service Center (UWSC) provides payroll and benefits support to the 27 institutions that make up the UW system
University of California System	In Progress	Approximately 100 UC HR/Payroll processes have been standardized system-wide. The UCPath Center is being implemented to centralize associated transactional activities.
University of Kansas	In Progress	Implementing a shared service framework to reorganize designated HR, Finance and Research Administration transaction-based activities. The focus is on delivering an improved level of service through a well-trained team equipped with the right tools
University of Tennessee	Mature	UT-Service Centers have been implemented to provide HR services in three tiers. The goal is to increase effectiveness, streamline delivery of services, and automate processes and procedures
University of Texas – Austin	In Progress	Initiated implementation of shared services across HR/Payroll, Finance/Procurement, Information Technology (IT) and Customer Services
University of Vermont	Mature	Administrative Business Service Center (ABSC) serves 11 academic units and 16 administrative units in managing purchasing, reimbursement, finance and human resources transactional needs

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HR/P Integrated Service Center
UW Connect Service Management

Intake and resolution of requests with the HR/P Integrated Service Center will be facilitated via UW Connect

UW connect
service management

Overview:
> UW Connect is the UW brand for ServiceNow, a leader in the Service Management industry
> Currently used by UW-IT, Foster School of Business IT, and Intercollegiate Athletics IT
> Includes a Human Resources/ Payroll Case Management Application for managing customer service and support

Capabilities include:
> Centralized management of support records
> Metrics and reporting (e.g., avg response and resolution times)
> Ability to validate accuracy and timeliness of responses
> Customer Satisfaction Surveys
> Web based intake forms

HR/Payroll
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B. List of Meetings: Audience, Dates and Approximate Attendance
Approximately 450 total - includes individuals who attended more than one meeting

Audience	Date	Approximate Attendance
Administrators' Council	January 27, 2016	38
Medical Centers' WMS Operational Leadership	January 28, 2016	15
HR/P Administrators' Network	February 4, 2016	180
School of Medicine HR/P Steering Committee	February 8, 2016	8
Arts and Sciences Administrators	February 12, 2016	50
College of the Environment Administrators	February 16, 2016	10
HR Administrators' Forum	February 25, 2016	50
UW Bothell and UW Tacoma Administrators	February 25, 2016	15
Administrators' Council Follow-up	February 25, 2016	25
Open Forum for all Employees	March 2, 2016	50
Board of Deans & Chancellors Update	March 2, 2016	25
HR/P Administrators' Network Follow-up	March 3, 2016	140
College of Engineering Administrators	March 3, 2016	15
UW Facilities	March 3, 2016	2

Additionally, attendees were given the option of providing their department or unit when submitting input. The following departments and units provided this information:

HR Forum
- Academic HR
- Applied Physics Laboratory
- Bioengineering, Microbiology, Surgery/ Anesthesiology and Pain Medicine
- Campus HR, UTemp
- College of Engineering
- Facilities
- Housing and Food Services

- HR Administrators' Forum Management
- Planning and Management
- School of Law/ HR
- School of Medicine/ Dean's AAC and Laboratory Medicine
- UW Bothell HR
- UW Tacoma HR

HR/P Admin Network
- Arts and Sciences
- Athletics
- Branch Campus
- Capital Planning and Development- UW Real Estate (CPD-UWRE)
- Chemical Engineering
- College of Engineering
- Counseling Center- Student Life
- Electrical Engineering
- Engineering
- Facilities Services
- Global HR,
- Graduate School
- Housing and Food Services
- I-Tech/ Global Health
- Libraries
- Planning and Management
- School of Environment and Forest Sciences

Open Forum
- Anesthesiology-UWMC/ HMC
- Arts and Sciences, Dance
- Benefits, AHR
- Clinical Medicine Department
- Genome Sciences
- HR, AHR, Payroll
- Pediatrics
- Sciences/ Labs
- STC
- Urology
- UW-IT
- Undergraduate Academic Affairs
- Claim Services
- Linguistics
- Office of Research
- Housing and Food Services Financial Management

C. Input Subjects and Questions

Responsiveness:

> What are your expectations for response times – range of acceptable time from initial inquiry/contact to a response?

> What will give you confidence that the answer is accurate, compliant and consistent with what another person might receive?

Ease of Use:

> What processes/functions do you and your staff currently perform that you would prefer were done by HR, AHR or Payroll staff within the Integrated Service Center (to alleviate the administrative burden)?

> What processes/functions do you and your staff currently perform that you believe must continue to be performed within your department/unit? (Example processes or functions include: campus onboarding, I-9 verification, leave administration, foreign nationals/visas, performance management…)

Access:

> How do you see yourself accessing this model: primarily self-service – looking up information via web based information, using the intake/email form, calling directly, other?

> How do you see the different employee types in your department/unit accessing this model? What do you see as most critical for ensuring access and ease of use for all employees?

Overall Model:

> What do you see as the benefits of an integrated service model?

> What do you see as the negatives or areas of concern with an integrated service model?

Expertise:

> What areas of expertise/skill sets within HR, AHR and Payroll do you feel are the most critical to your department or unit?

Adoption:

> What do you see as the potential barriers for you and the employees in your department or unit in using the Integrated Service Center?

> What ideas do you have for making the model as helpful for employees in your department or unit to utilize as possible?

D. Response Topic Totals by Audience

Audience	Services with Local Control - Outside ISC	Desired Services within ISC	Ensure Robust Website	Input re: Access and Response Time	Would like Phone or In person Assistance	Ticketing and Ability to reference or track Requests	Ability to Escalate or Signal Urgency	Input re: Staffing Model	Request Single Point of Contact, 1:1 Service	Input re: Desired Skill Sets or Reps	Other Requests
HRP Admin 2/04/16	32	141	44	81	29	6	18	27	9	10	12
Open Forum	19	61	19	39	11	6	8	42	0	15	8
HR Forum	26	52	31	32	10	1	12	35	3	11	1
Arts and Sciences	5	3	5	15	10	15	12	6	1	3	8
College of Enviro Admin	0	2	5	3	2	1	1	6	2	4	3
UW Admin Council	5	8	1	4	2	0	2	5	0	0	1
Medical Centers Operational Leadership	1	5	1	2	0	2	1	4	1	6	1
College of Engineering	1	4	1	5	3	0	1	4	0	3	1
Anonymous Online	4	3	2	6	0	0	0	4	1	1	1
SoM HR/P Steering	1	3	4	8	0	0	1	4	0	1	0
HR/P Admin Network	6	1	1	1	0	0	0	3	0	1	0
Facilities	3	2	0	5	0	0	0	0	0	0	0
Total by Topic	**103**	**285**	**114**	**201**	**67**	**31**	**56**	**140**	**17**	**55**	**36**

* Input submissions could be tallied in more than one category. Comments regarding the benefits, drawbacks and general questions about the HR/P ISC are not included in this tally.

Audience	Services with Local Control - Outside ISC	Desired Services within ISC	Ensure Robust Website	Input re: Access and Response Time	Would like Phone or In person Assistance	Ticketing and Ability to reference or track Requests	Ability to Escalate or Signal Urgency	Input re: Staffing Model	Request Single Point of Contact, 1:1 Service	Input re: Desired Skill Sets or Reps	Other Requests
HRP Admin 2/04/16	8%	34%	11%	20%	7%	1%	4%	7%	2%	2%	3%
Open Forum	8%	27%	8%	17%	5%	3%	4%	18%	0%	7%	4%
HR Forum	12%	24%	14%	15%	5%	0%	6%	16%	1%	5%	0%
Arts and Sciences Admins Mtg	6%	4%	6%	18%	12%	18%	14%	7%	1%	4%	10%
College of Enviro Admin Mtg	0%	7%	17%	10%	7%	3%	3%	21%	7%	14%	10%
UW Admin Council Meeting	18%	29%	4%	14%	7%	0%	7%	18%	0%	0%	4%
Medical Centers Operational Leadership	4%	21%	4%	8%	0%	8%	4%	17%	4%	25%	4%
College of Engineering Admins	4%	17%	4%	22%	13%	0%	4%	17%	0%	13%	4%
Anonymous Online Input	18%	14%	9%	27%	0%	0%	0%	18%	5%	5%	5%
SoM HR/P Steering Committee	5%	14%	18%	36%	0%	0%	5%	18%	0%	5%	0%
HR/P Admin Network follow-up	46%	8%	8%	8%	0%	0%	0%	23%	0%	8%	0%
Facilities	30%	20%	0%	50%	0%	0%	0%	0%	0%	0%	0%

		Indicates topic area with largest percetage of input for each audience group		

**Complete listings of all raw input data can be found on the [TAP HR/P ISC website](#).

E. Selected Resources Used for Benchmarking and Best Practices

"The High Efficiency HR Department: Strategies for Increasing HR Staff Productivity and Capacity for Strategic, Cross-Campus Support" *Education Advisory Board*. 2015.

"Shared Services: Finding the Right Fit for Higher Ed" Huron Education. 2015.

"Human Resources Transformation in Public Sector Organizations" International Public Management Association for Human Resources. June, 2006.