Transforming HR Service Delivery

TO: Deans, Directors and Department Heads
HR Facilitators

FROM: Brenda Richardson Malone, Vice Chancellor for Human Resources

The Office of Human Resources has been working actively with our ITS and campus partners to prepare for the implementation of the new PeopleSoft HR/Payroll system as part of the ConnectCarolina project. As you may have heard, the HR/Payroll portion of ConnectCarolina will go live in January 2014 in conjunction with the PeopleSoft financial system. This allows us a relatively short amount of time to plan and implement the necessary business process changes to make this go-live successful.

As part of this effort, we in OHR are taking a deep look at how we can best use this opportunity to transform HR service delivery. This effort is critical, both to meet the requirements of the more complex PeopleSoft system, and to ensure that our entire campus community receives outstanding HR service from OHR and also from our school/division HR personnel. Over the last few years, the Chancellor’s commitment to pursuing opportunities to maximize the effectiveness and efficiency of our operations, along with the Carolina Counts initiatives, have provided additional motivation to take full advantage of this occasion.

In considering this unique opportunity to achieve transformational change, we believe that it is essential to focus our efforts not only on how service is delivered, but also on who delivers it. Accordingly, we are taking a fresh look at the current HR Facilitator model to determine its viability going forward. Our intention is to ensure that school/division HR staff will have the requisite skills and knowledge to effectively deliver HR services, and also to ensure that schools and divisions fully understand that they are responsible and accountable for the services provided.

We have communicated this intention to the Deans and Vice Chancellors, and recently discussed it in depth with the HR leads in each school and division so that they can continue the conversation with their Dean or Vice Chancellor. In brief, our plan is to consolidate HR services within the schools and major University divisions. This plan will allow us to maintain a decentralized approach to HR service delivery -- but one that is less broadly distributed within units than currently exists. Such a model will provide a more responsive, effective and consistent approach to providing services at the school/division level, as well as ensure consistent compliance with applicable laws, regulations and policies across the University. In addition, the implementation of PeopleSoft will require that we change our business practices regarding system access. PeopleSoft is a much more robust system; however, it is highly complex and does not offer the checks and balances of our current legacy HR systems. A substantial level of training, knowledge and consistent system use will be necessary for user accuracy and success. Therefore, we will limit the number of campus users who will have full access to originate complex HR actions in PeopleSoft. Each school and division has been given a maximum allocation of users based on transaction volume. Within that allocation, schools and divisions will have flexibility to consider the organizational design that most appropriately meets their needs for effective and efficient service delivery. There is also a defined set of simple, high-volume transactions that does not fall under this new plan, and may be handled by individuals outside the allocation as determined by school/division leadership.

Many of you may wonder what this means for HR service delivery in your unit. It is too early to provide an exact answer at this time. The HR leads in each school and division, in conjunction with their Dean/Vice Chancellor and OHR, are currently exploring the available options. Each HR lead has recently been asked to draft an initial implementation proposal for their unit. Once submitted, they will then engage with OHR on how best to make this transition.
Over the next several months, we will continue to work with the HR leads in each school and division to implement this important initiative and we will stay in close contact with the Deans and Vice Chancellors throughout the process. Please understand that this is a work in progress – which has just begun – and all of the details about how this new service delivery model will be implemented in your unit may take some time to be worked out and communicated. We ask for your patience as that process gets under way. Until such time that unit plans are finalized and firm effective dates for the transition are communicated, schools and divisions will maintain their current processes for providing HR service delivery.

This is an extremely important undertaking for the University and we appreciate your support and engagement as we move forward. Thank you.

cc: Holden Thorp
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HR Administrative Advisory Committee members
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