Aligning HR Resources in a Siloed Environment

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Structural Challenges

- **HR Service Providers** - supporting 40,000 full-time and part-time employees on an annual basis
  - Centers of Expertise – 150 staff in 24 HR functional areas
  - School/Division HR Support
    - 36 HR Partners, 316 HR support staff (177 FTE)
    - 34 Faculty Partners

- **Reporting Lines**
  - Administration – Human Resources (Administration, HR Service Center, Benefits, Center for Work and Family Life, Compensation, Employee Engagement and Communications, Talent Acquisition, Learning, Disability Accommodations, HR Information Systems, HR Analytics)
  - Finance – Payroll Services, Health Plans, Fringe Benefit Accounting, Information Technology Services
  - Legal Affairs and Professionalism - Employment Law and Litigation, Professionalism and Ethics, Ethics and Compliance, Audit Services
  - Provost – Faculty Affairs, Campus Wellness, Ombuds, Threat Assessment, Support and Advocacy
  - School/Division Deans and Vice Presidents – Local HR Partners and Support Staff
Silo Evolution

- Creating Synergy – Alignment of Expertise in Central Services
- Local Investment – Prioritizing Unique Requirements
  - Schools
    - Teaching
    - Research
    - Student Services
  - Administrative Units
    - Administrative Support
    - Service
    - Retail
  - Medical Enterprise
- Different Service Perspectives
  - Faculty
  - Staff
  - Research Assistants, Teaching Assistants
  - Student Workers
  - Postdoctoral Scholars
Striking a Balance

- **Central Centers of Expertise**
  - Broad-based HR strategic objectives, guiding principles, tactics, plan/program design
  - Special expertise
  - Economies of scale
  - Consistency of advice and resolution
  - Institutional priorities – consistent handling of high value and high risk matters

- **Local HR Support**
  - Tailored to invest in supporting unique objectives and priorities
  - Leverage in depth knowledge of the discipline/business and workforce
  - Readily available, trusted partner
Keys to Breaking Down Barriers

- Common vision and service standards - focus on employee experience
- Information exchange – regular and robust
- Shared data sets and platforms – using the same playbook
- Professional standards – on-going, consistent, cross-trained
- Clarify accountability – avoid duplicative efforts