



November 16, 2017

# IU HR Community Meeting

INDIANA UNIVERSITY HUMAN RESOURCES

**Welcome**

# Agenda

9:30 a.m.

## **Welcome**

*John Whelan, AVP, Human Resources*

9:45 a.m.

## **Compensation Redesign at IU**

*Betsy Larson, Director of Compensation, Human Resources*

10:45 a.m.

## **Break**

10:55 a.m.

## **Talent Acquisition Rapid Redesign at IU**

*Tom McMahon, Director of Talent Acquisition, Human Resources*

12:00 p.m.

## **Lunch & Networking**

12:45 p.m.

## **Let's Move!**

*Mary Yoke*

1:00 p.m.

## **HR2020 Updates**

*John Whelan, AVP, Human Resources and HR Directors*

2:00 p.m.

## **Break**

2:15 p.m.

## **Rally HR's Courage to Coach: Getting Results with HR2020**

*Jeff Nally, SHRM-SCP, SPHR*

3:25 p.m.

## **Wrap-up & Adjourn**

*John Whelan, AVP, Human Resources*





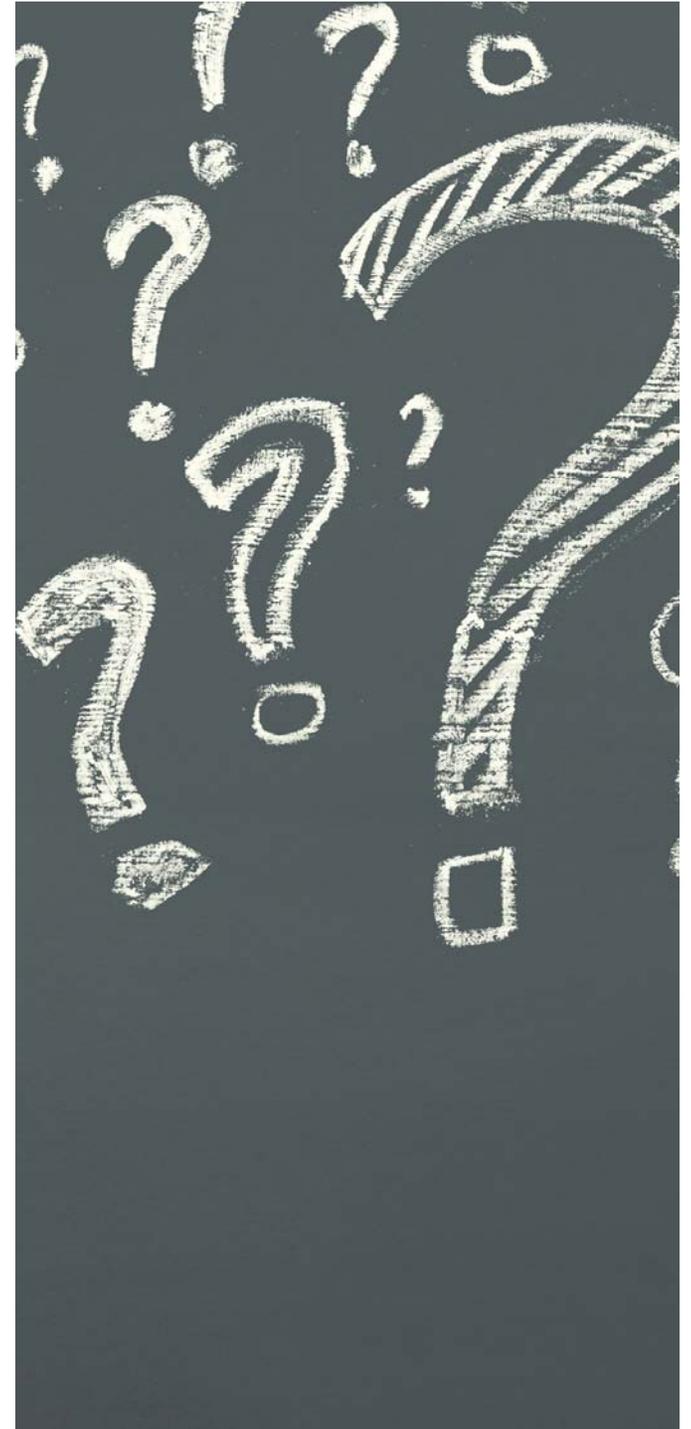
Betsy Larson – Director of Compensation, IU Human Resources

# Compensation Redesign at Indiana University

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# Why Make Changes to Our Current Approach?

- No clear path for employees to see a career
- No overarching philosophy or approach
- Current structure and approach outdated
- Number of job titles excessive & inconsistent
- Lack of flexibility to reward employees
- No link between pay and performance



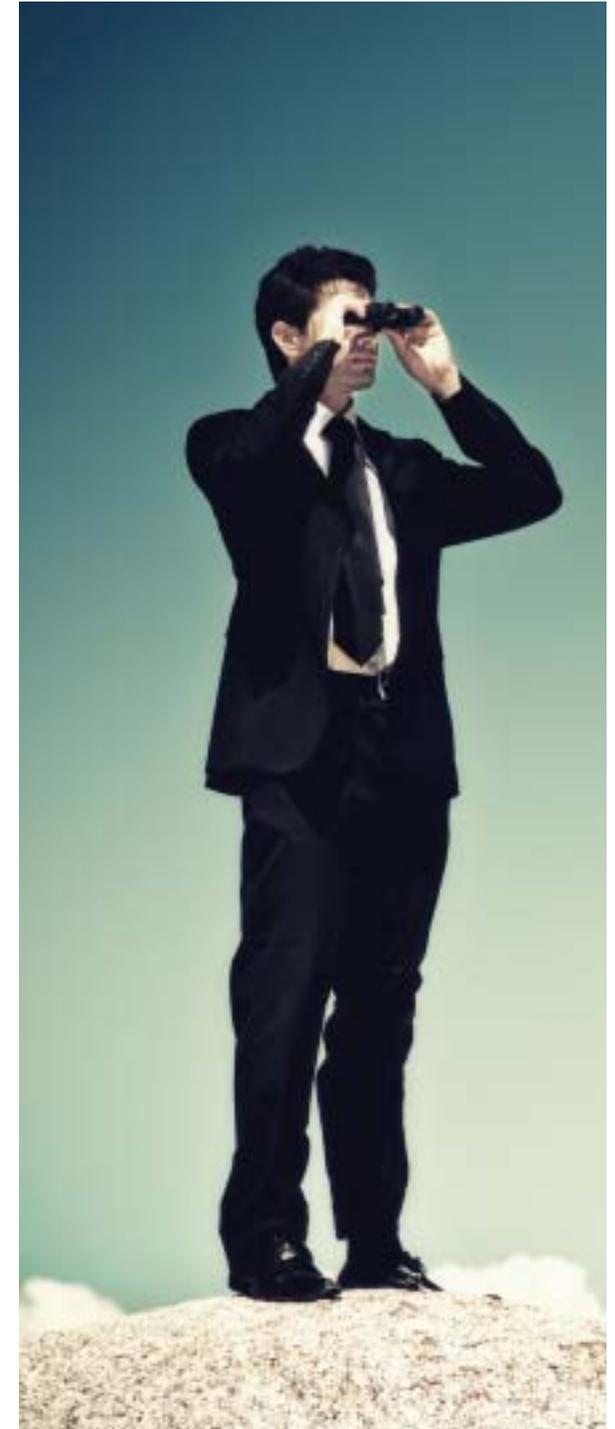
# What are Our Areas of Opportunity?

- ✓ Develop a philosophy and overarching approach
- ✓ Redesign classification structures
- ✓ Change the current Compensation model
- ✓ Review and update Compensation policies and guidelines
- ✓ Create more transparency and tools
- ✓ Develop robust education and communication

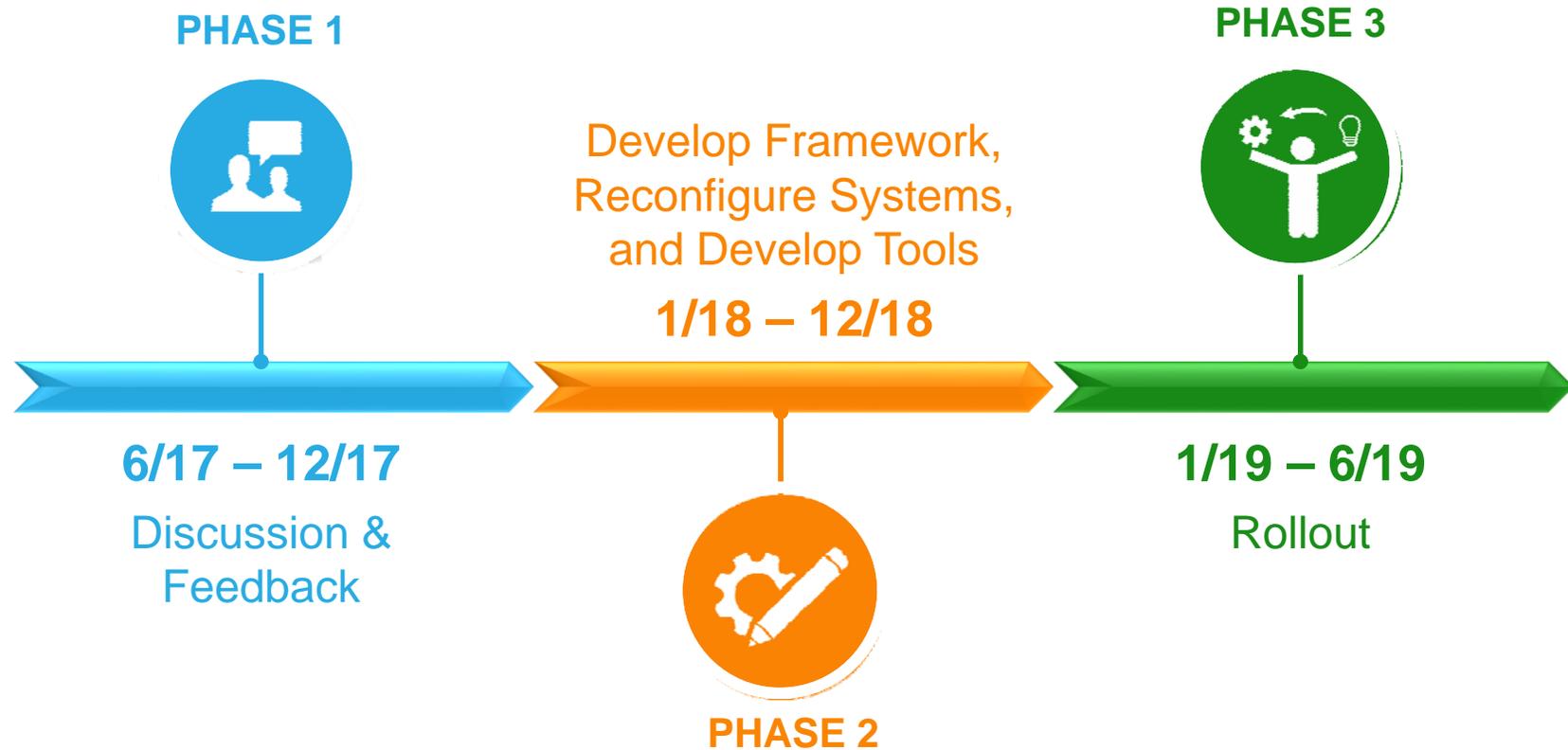


# Future State

- Move to a Total Rewards strategy which robustly describes our employee value proposition
- Create and design a framework which changes the focus from job classification and level to one that:
  - Provides a way for employees to “map out” and think about their career at IU
  - Serves as a central place where both managers and employees can view jobs, levels, market information, and role descriptions



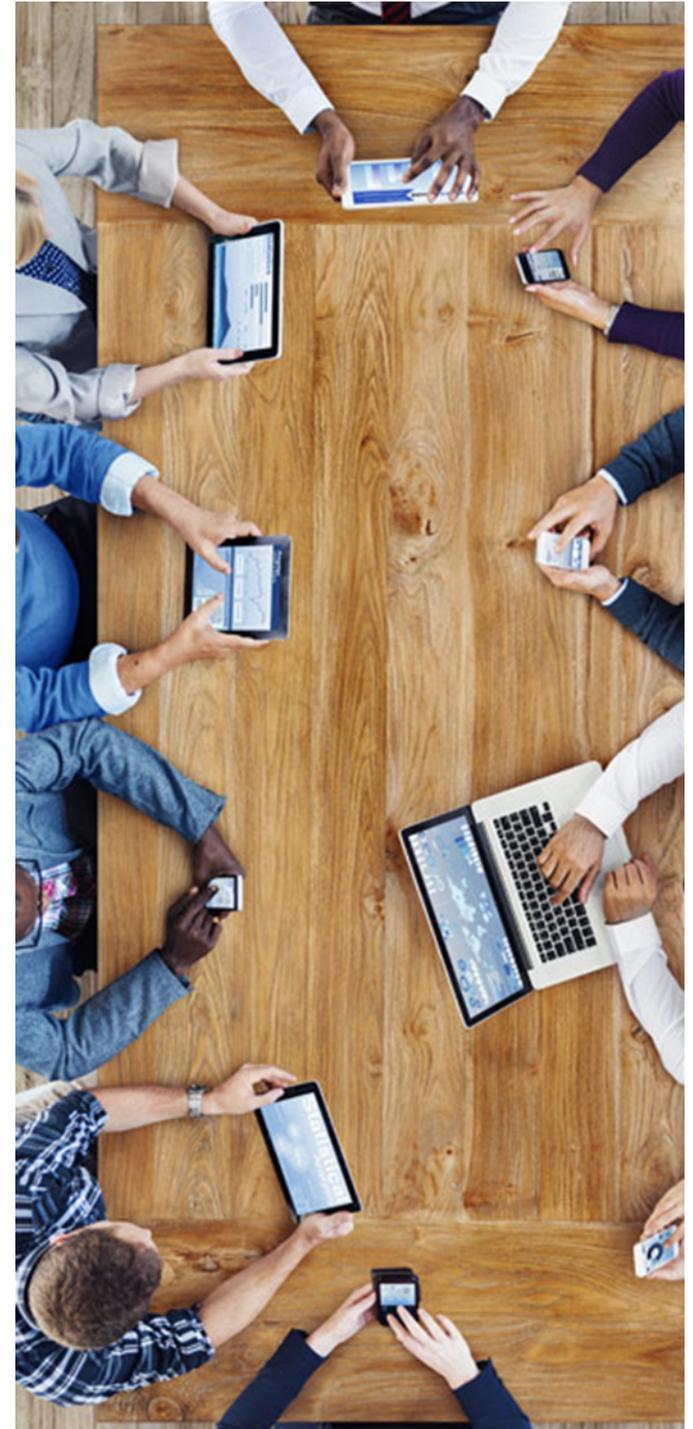
# Timeline



# Feedback

## *Who have we gotten feedback from so far?*

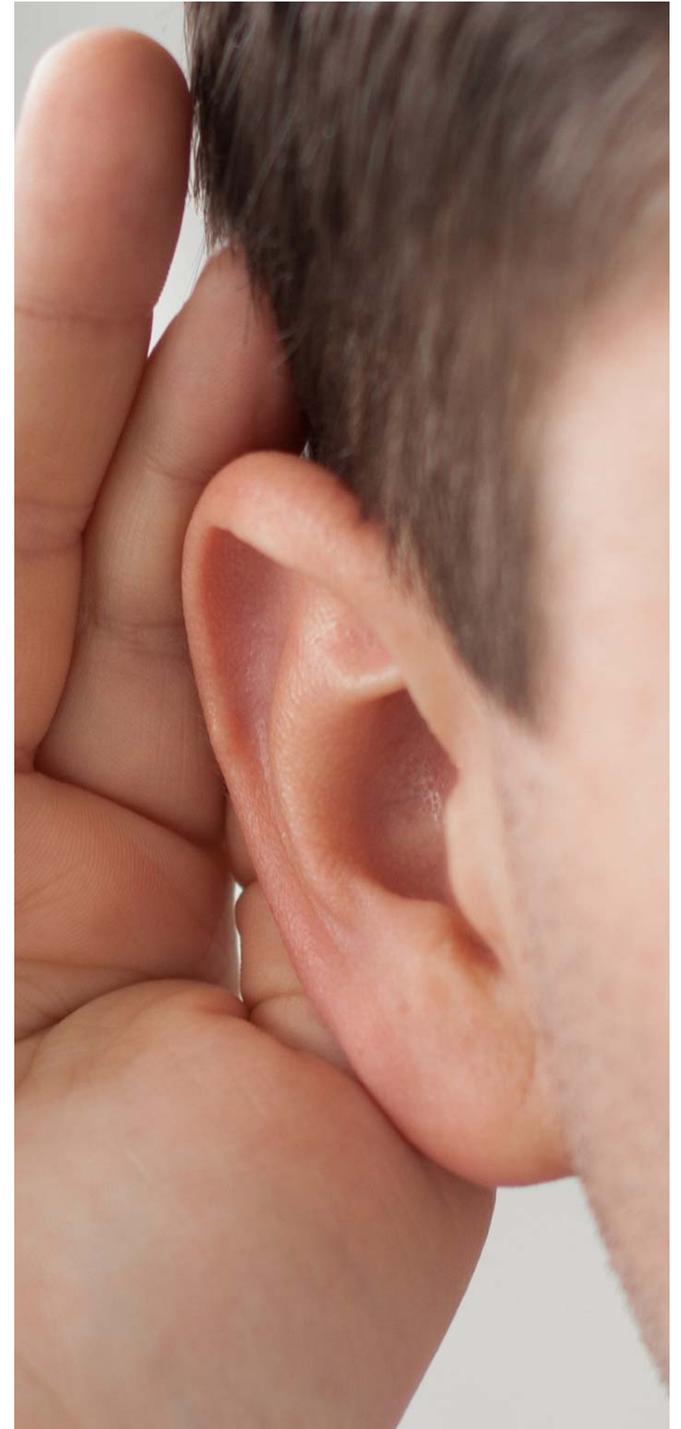
- HR Groups – BL, IUPUI, Med School
- Med School – Vice Chairs
- Fiscal Officers – BL, IUPUI
- College of Arts & Sciences – Dean, Assistant. Dean, Chief of Staff, Chairs and Directors
- Facilities Leadership – BL, IUPUI, Regionals
- Unions – CWA & Law Enforcement
- Regionals – Kokomo
- Other Stakeholders – President McRobbie, Provost Chief of Staff, Libraries Executive Team



# Feedback

## *What are we hearing?*

- Mostly very positive comments around
  - Total Rewards approach
  - Career Framework
- Possible pain points
  - Some concern with funding for gaps
  - Compression with \$15/hr minimum
  - Aggressive timeline

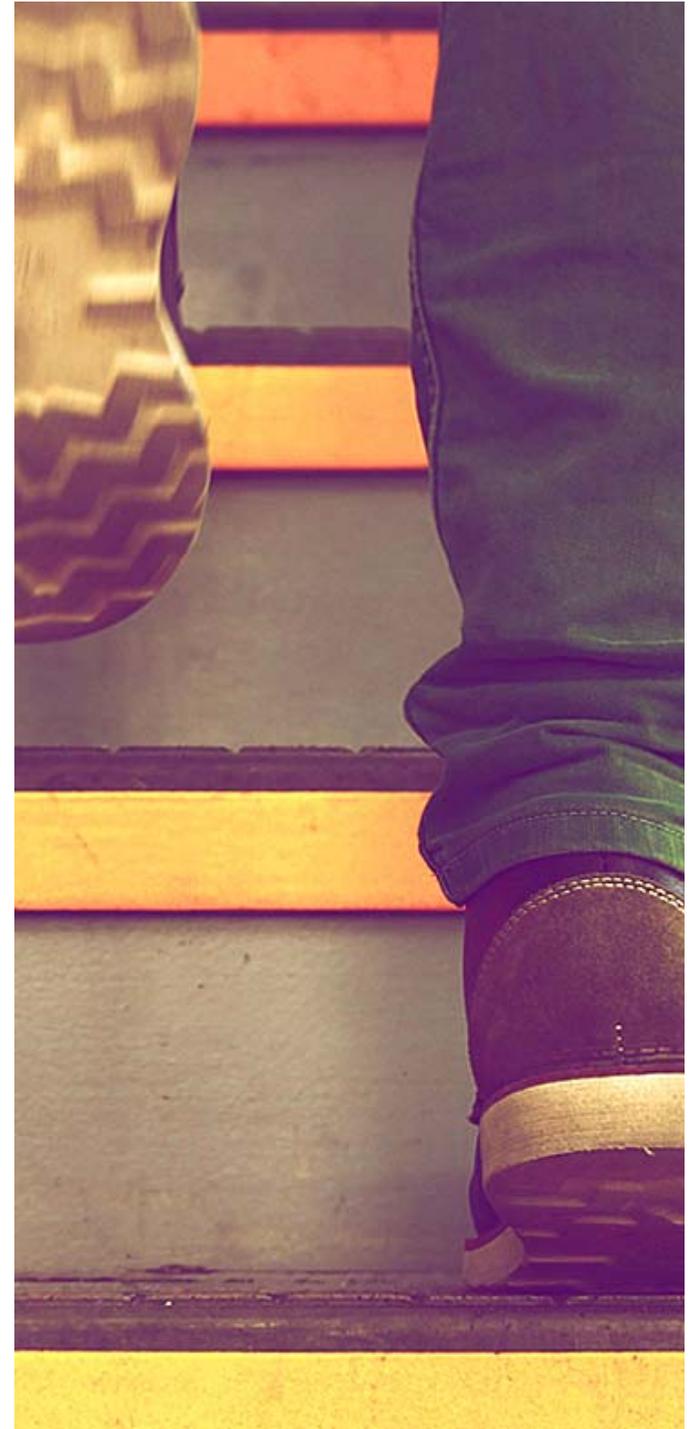


# What are we Working on Now?

- ✓ Our Communication Plan
- ✓ Pilot for Finance
- ✓ Total Rewards Approach
- ✓ Level Guide Buildout
- ✓ Function/Family Job Buildout
- ✓ Role Descriptor Tool
- ✓ Titling Structure
- ✓ Pay/Pricing Approach
- ✓ Survey Needs

# What are our Next Steps?

- Develop process and approach for building framework
- Prepare for employee communication in next 90 days
- Discuss & determine approach for current PAO benefits
- Identify and secure resources needed for project
- Determine approach for introducing and use of competencies in Career Framework



# Questions?



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**Break**



Tom McMahon – Director of Talent Acquisition, IU Human Resources

# Talent Acquisition Rapid Redesign at Indiana University

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# Talent Acquisition Update

1. Reflections on Talent Acquisition Rapid Redesign
2. Background Checks
3. Approvals for Job Postings and Hiring Proposals
4. Competency Based, Behavioral Interviews
5. Diversity Recruiting
6. Service Level Agreements
7. Q & A

# Reflections on Talent Acquisition Rapid Redesign

Focus was on six (6) aspects of the Full Life Cycle of Recruitment

1. Diversity and Inclusion
2. EVP / Branding and Candidate Experience
3. Posting Creation and Approval
4. Recruiting Strategy, Sourcing and Screening
5. Assessment, Selection and Metrics
6. Offers, Background Checks and Onboarding

# Talent Acquisition Update

1. Reflections on Talent Acquisition Rapid Redesign
2. Background Checks

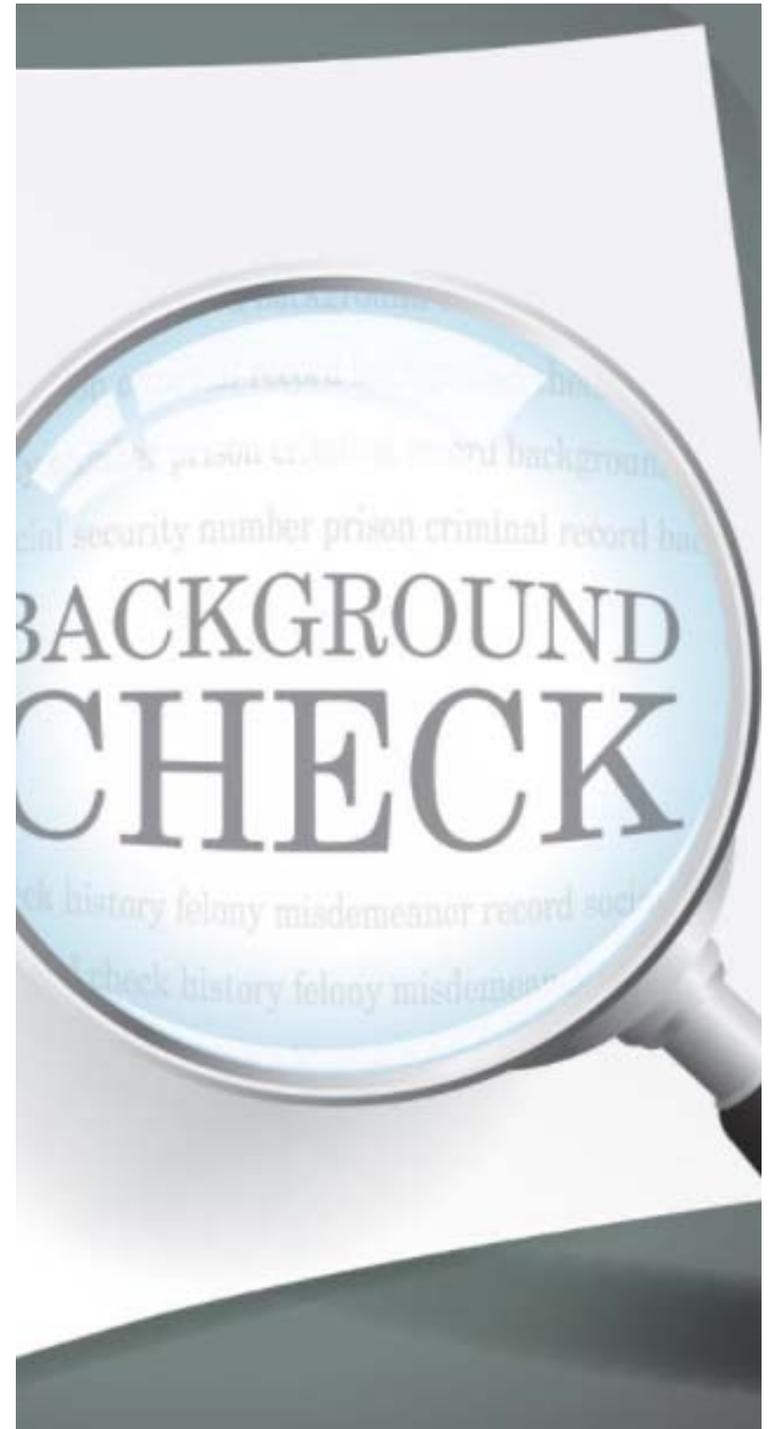
# Background Checks

## Moving to E-Link

- ✓ Data security for candidates
- ✓ No need for paper Consent and Disclosure
- ✓ Candidate still required to list criminal activities

## Pilot program rolled out in October / November

- ✓ Full rollout planned for December
- ✓ Invites for University wide training have already been sent



# Benefits of using E-Link

- ✓ Streamlined adjudication process
- ✓ E-mail push to requestor when adjudications have been completed
- ✓ Starting in March, 2018 – no one starts employment until BG's are completed and / or adjudicated (already the case at IUPUI)
- ✓ Eventually convert to having GIS manage the Pre-Adverse and Adverse Letters (FCRA)



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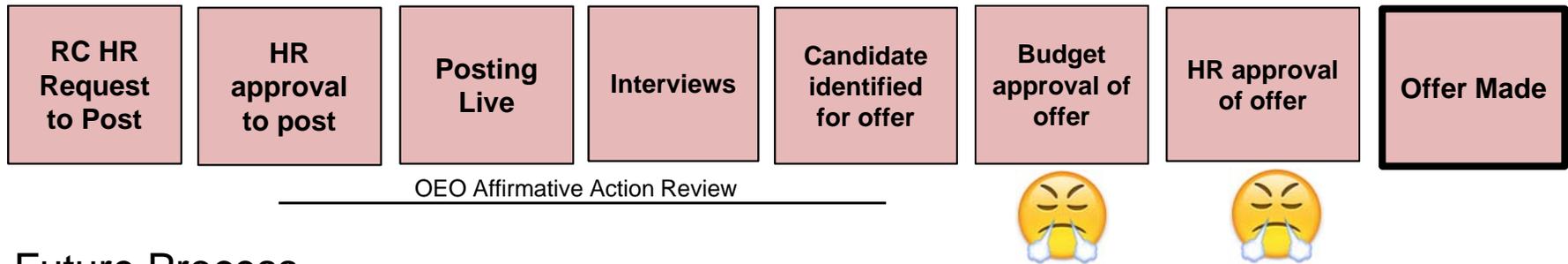
# Paraphrasing Karen Adams

*(Chief of Staff to President McRobbie)*

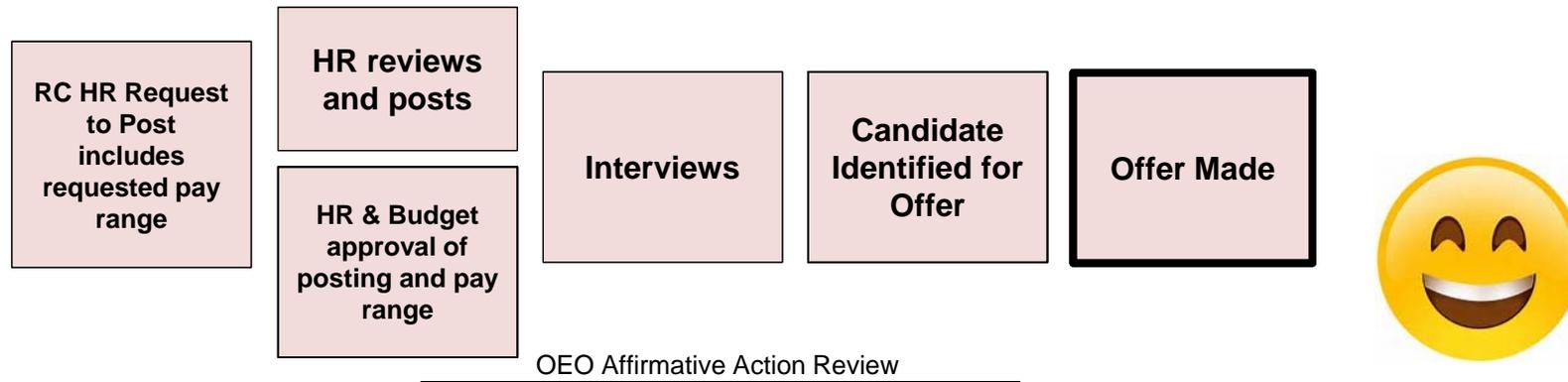
***“If you do nothing other than fix the approvals process, Rapid Redesign is a great success.”***

# Flowchart of Current and Future Processes

## Current Process



## Future Process



# Training that needs to Occur

- HRBP's need to understand the new routing process for approvals
- HRBP's need general Compensation overview on how to review internal equity, to understand what the hiring range should be

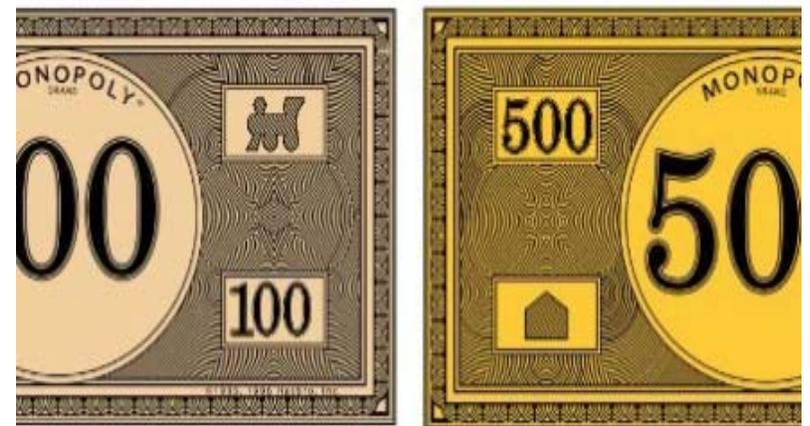
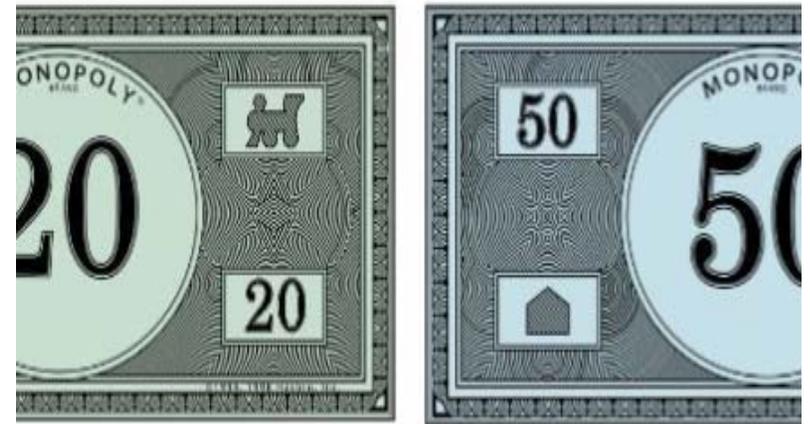
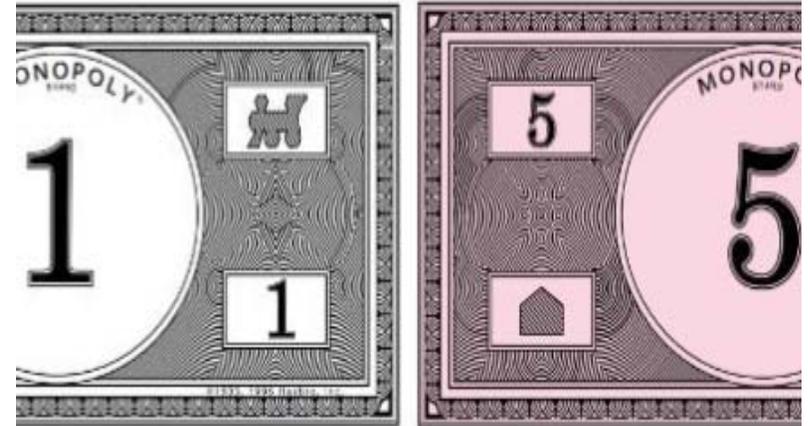
## Note:

*Talent Acquisition Specialists will no longer be reviewing the internal equity when offers are being made, just verifying offer amount is in the agreed upon range*



# Finance Still Controls the Money...

- The Budget Office will be approving hiring ranges on the front end
- They will not be reviewing Hiring Proposals on the back end, other than the ones above the hiring range
- They still have the ability to “freeze” any recruiting
  - ✓ Occurs up to the point an offer will be made
  - ✓ Once an offer has been made, we will honor the offer

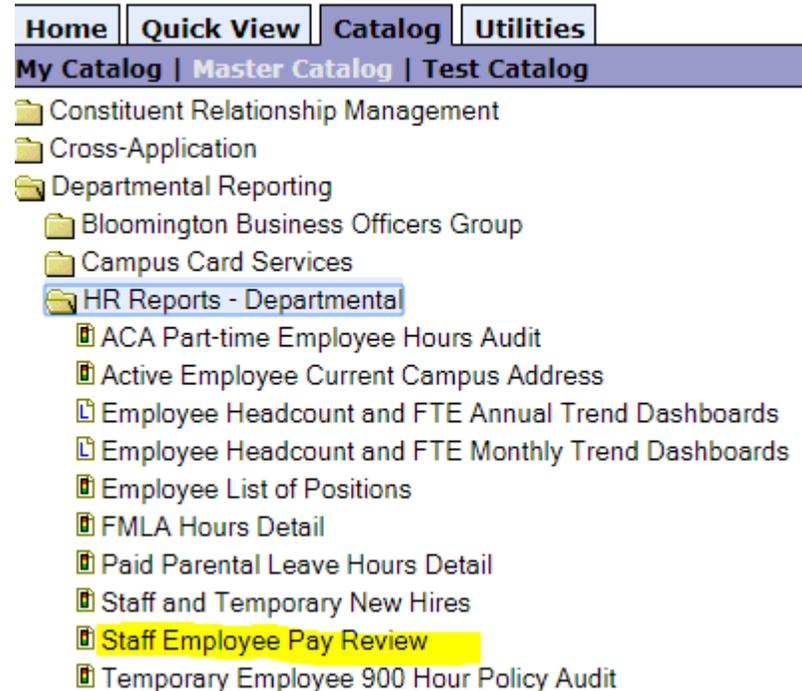


# Rollout is Targeted for January, 2018

- Compensation is finishing the training guidelines
  - ✓ Tweaking the reporting capabilities
  - ✓ Editing the training script
- Talent Acquisition is making adjustments to PeopleAdmin to accommodate new routing features
  - ✓ Requests made of PeopleAdmin to add / change tabs to support the new process
  - ✓ Already testing in the PeopleAdmin Sandbox

# Staff Employee Pay Review Report

- Tool to inform pay decisions and enable a more proactive approach to compensation
- View IU compensation data for like positions university-wide
- Already available in IUIE:  
Master Catalog>Departmental Reporting>HR Reports-Departmental> Staff Employee Pay Review



# Staff Employee Pay Review Report

[Instructions](#)

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Specify Parameter Values to Restrict Output

University ID (Employee ID)	<input type="text"/>	
Position Number	<input type="text"/>	
Employee Status Code	<input type="text" value="A,L,P,S,W"/>	<input type="button" value="Valid Values"/>
Salary Plan Code	<input type="text" value="PAE"/>	<input type="button" value="Valid Values"/>
Salary Grade Code	<input type="text" value="3SA"/>	<input type="button" value="Valid Values"/>
Salary Family	<input type="text"/>	
Salary Level	<input type="text"/>	
Position Type	<input type="text" value="SB,SM"/>	<input type="button" value="Valid Values"/>
Job Code	<input type="text"/>	<input type="button" value="Valid Values"/>
Set ID	<input type="text" value="IUINA"/>	<input type="button" value="Valid Values"/>
Department Level3(RC) Code	<input type="text"/>	<input type="button" value="Valid Values"/>
Department ID	<input type="text"/>	<input type="button" value="Valid Values"/>



# Staff Employee Pay Review Report

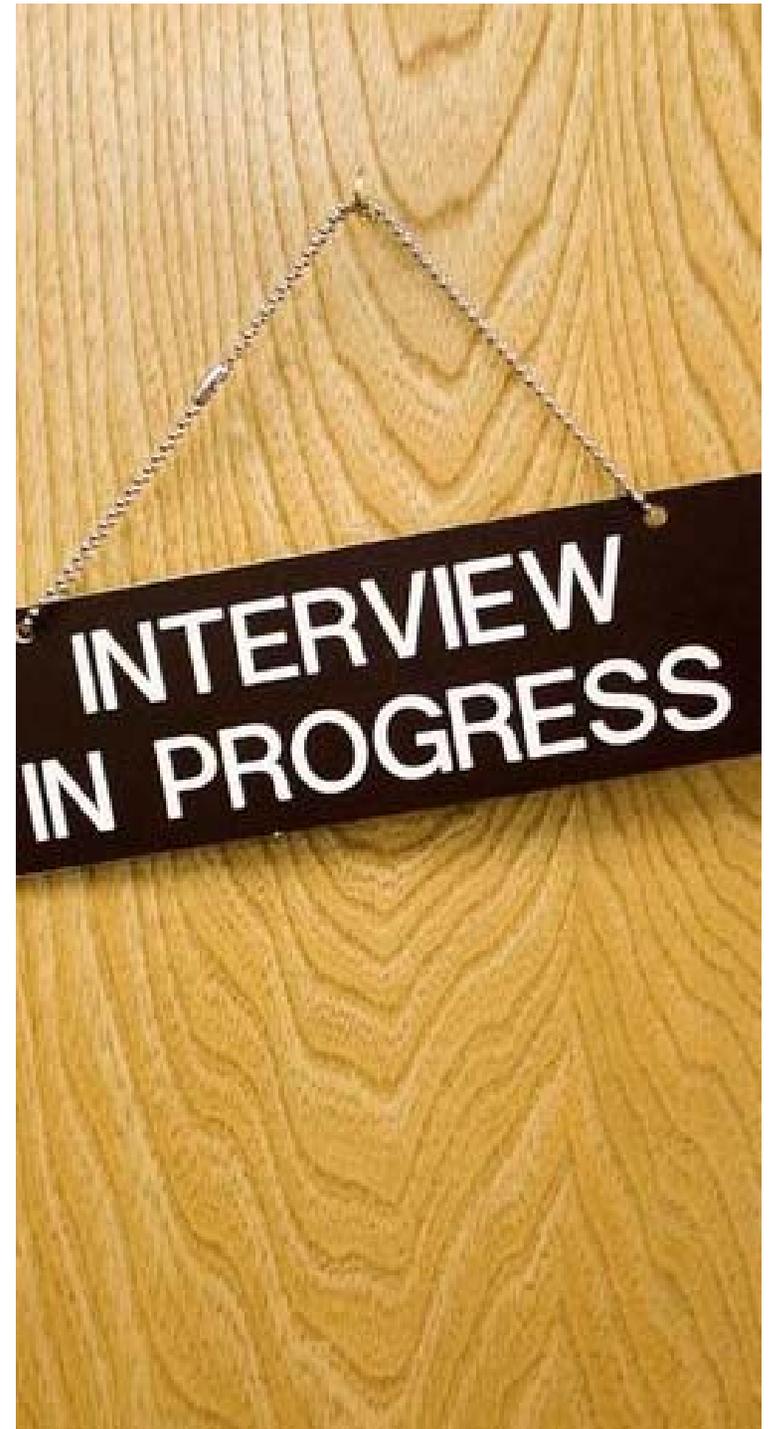
Stay tuned.... Training on best practices and considerations when using the pay review report will roll out to HRBP's in January 2018!

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4. Competency based, behavioral reviews

# Competency / Behavior Based Interviews

- Partnered with Korn-Ferry
- IU to determine key / core competencies
- Competencies will be added to role descriptors
- Individualized, online interview guides can be created
- People will know competencies needed to be successful in a role and can get training on those competencies





	Customer Focus	Timely Decision Making	Managing Diversity	Integrity and Trust	Learning on the Fly	Informing	Peer Relationships	Time Management	Technical Expertise	Total
Interviewer	Rate 1 - 5	Rate 1 - 5	Rate 1 - 5	Rate 1 - 5	Rate 1 - 5	Rate 1 - 5	Rate 1 - 5	Rate 1 - 5	Rate 1 - 5	
Reviewer 1	4	3	3	1	4	3	3	3	5	29.00
Reviewer 2	3	5	3	4	5	4	4	5	5	38.00
Reviewer 3	2	4	4	4	5	3	2	5	4	33.00
Reviewer 4	5	4	5	4	4	4	4	4	3.75	37.75
Reviewer 5	4	3	3	2	3	3.5	3	2	2	25.50
<b>Total</b>	<b>3.60</b>	<b>3.80</b>	<b>3.60</b>	<b>3.00</b>	<b>4.20</b>	<b>3.50</b>	<b>3.20</b>	<b>3.80</b>	<b>3.95</b>	<b>4.08</b>
<b>Rating Scale:</b>	<b>1 - Shows that they do not have the knowledge necessary for this competency</b> <b>2 - Shows that their knowledge and experience is light on this competency</b> <b>3 - Shows a good understanding of this competency</b> <b>4 - Shows a thorough understanding of this competency</b> <b>5 - Shows an exceptional understanding of this competency - Subject Matter Expert</b>									

Overall Scores	Customer Focus	Timely Decision Making	Managing Diversity	Integrity and Trust	Learning on the Fly	Informing	Peer Relationships	Time Management	Technical Expertise	Total
Candidate 1	3.60	3.80	3.60	3.00	4.20	3.50	3.20	3.80	3.95	4.08
Candidate 2	4.60	3.40	3.20	4.60	3.20	3.90	3.60	3.70	3.90	4.26
Candidate 3	4.40	3.80	3.70	4.10	4.30	4.80	3.90	3.70	4.40	4.64
Candidate 4	4.70	4.50	4.30	4.10	4.30	4.30	3.80	4.70	3.80	4.81

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# New Diversity Recruiting Sites

- HigherEd Jobs
- Insight into Diversity
- Higher Education Recruitment Consortium – HERC (coming soon!)



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# Service Level Agreements for Job Postings and Hiring Proposals

- Complaints were coming in regarding turnaround times in Bloomington, to which we responded...
  - ✓ We have 30 – 40 in the queue ahead of you
  - ✓ We are understaffed
  - ✓ We will get to it as quickly as we can
  - ✓ Sorry!
- IUPUI was meeting their commitment
  - ✓ Same day or next business day

# Getting to the Core of What We Do

- Met with the HR Directors in Bloomington in September
- Committed to same day / next business day for both Job Postings and Hiring Proposals
- Agreed to UPS drop off times

Great plan, but how do you get there???



# Changes in What We Do

- Hired an individual to focus on HP's primarily and Postings next
- Eliminated wasted effort wherever possible
  - ✓ Partnered with UITS on the development of Job Postings
  - ✓ Eliminated duplicate checks on E-Docs
  - ✓ Eliminated SSN Validations in BG process
  - ✓ Elimination of Job Extension emails (coming to a town near you soon!)
- Refocused our efforts, assigning Primary, Backup and Secondary backup roles for Bloomington, IUPUI and University wide
- Initiated “heads up” emails to our internal customers

# 28 “Zero’ed Out” Days

October 2017 – Buckets Zero’ed Out  
(starting 10/09/17)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9 SLA Achieved	10 SLA Achieved	11 SLA Achieved	12 SLA Achieved	13 SLA Achieved	14
15	16 SLA Achieved	17 SLA Achieved	18 SLA Achieved	19 SLA Achieved	20 SLA Achieved	21
22	23 SLA Achieved	24 SLA Achieved	25 SLA Achieved	26 SLA Achieved	27 SLA Achieved	28
29	30 SLA Achieved	31 SLA Achieved				

November 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 SLA Achieved	2 SLA Achieved	3 SLA Achieved	4
5	6 SLA Achieved	7 SLA Achieved	8 SLA Achieved	9 SLA Achieved	10 SLA Achieved	11 Veterans Day
12	13 SLA Achieved	14 SLA Achieved	15 SLA Achieved	16	17	18
19	20	21	22	23 Thanksgiving Day	24	25
26	27	28	29	30		



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**PLEASE DON'T**

**ASK QUESTIONS**



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# Lunch & Networking



Mary Yoke

**Let's Move!**

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HR Directors

# HR2020 Updates

# HR2020 Initiative

## Feedback

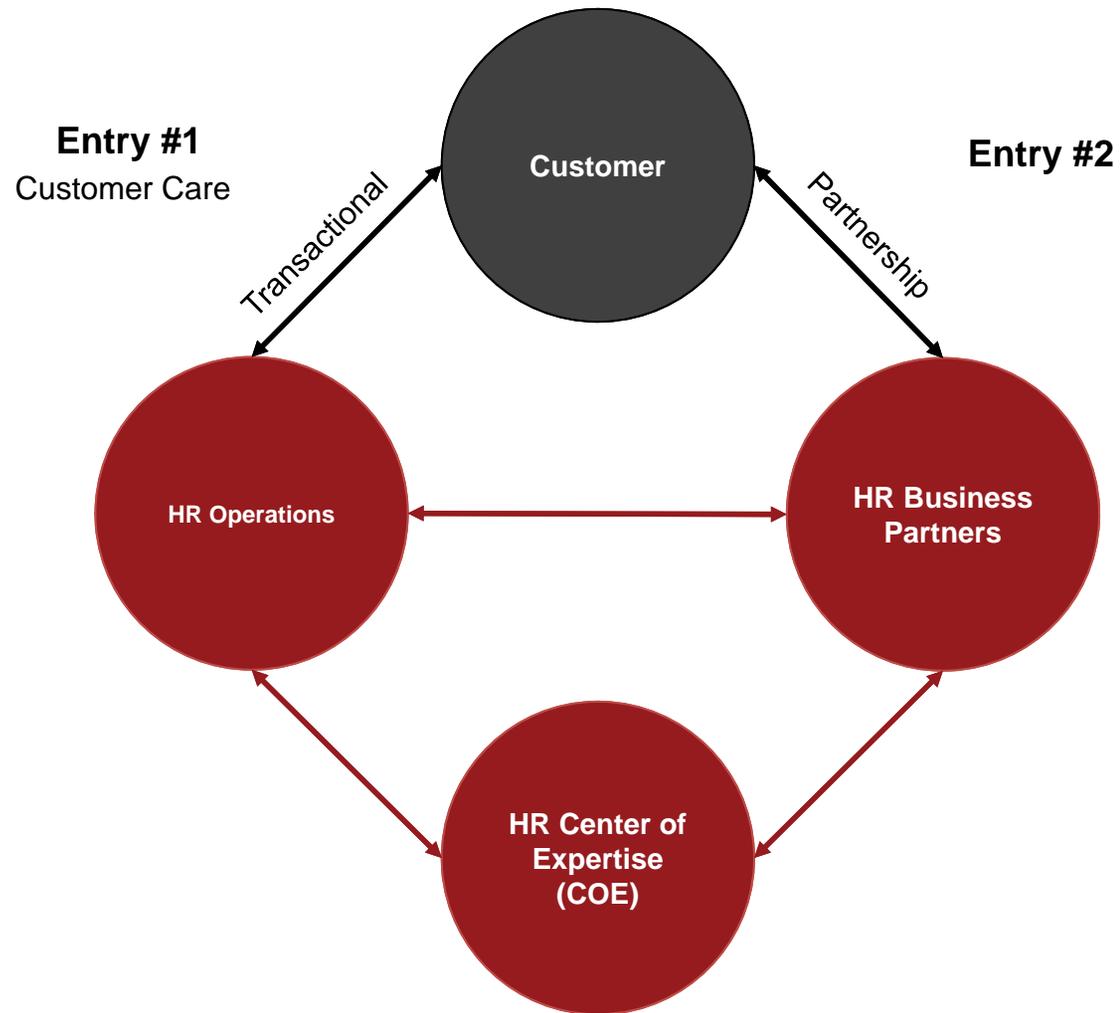
1. *Too many HR silos, too decentralized*
2. *HR is tactical not strategic*
3. *HR has inconsistent, redundant and inefficient transaction processing*

## Goal

*HR must help employees and units be successful and engaged*



# HR Delivery Model



# Top 3 Strategic HR Goals

- 1 Emphasize employee engagement.**
- 2 Improve customer service and process efficiency.**
- 3 Build a collaborative HR community at Indiana University.**



# 2017 HR Priorities

- ✓ Talent Acquisition Redesign
- ✓ Compensation Administration Review
- ✓ Employee Engagement Survey
- ✓ Customer Care Center
  - ✓ New tools – Salesforce Cases, Phone system
  - ✓ askHR Communications Strategy & Branding
- ✓ Metrics
- ✓ New Employee Orientation – Phase 2
- ✓ HR Org Design – Phase 2: HR Business Partners

# Employee Engagement Survey

- Survey Titled “**MyVoice@IU**”
- 2017 Survey Dates: **September 26 – October 10**
- Survey sent to all **Staff employees** hired on or before July 1, 2017
- Plan to administer every 2 years
- Results delivered to university community early 2018

My **VOICE**@IU



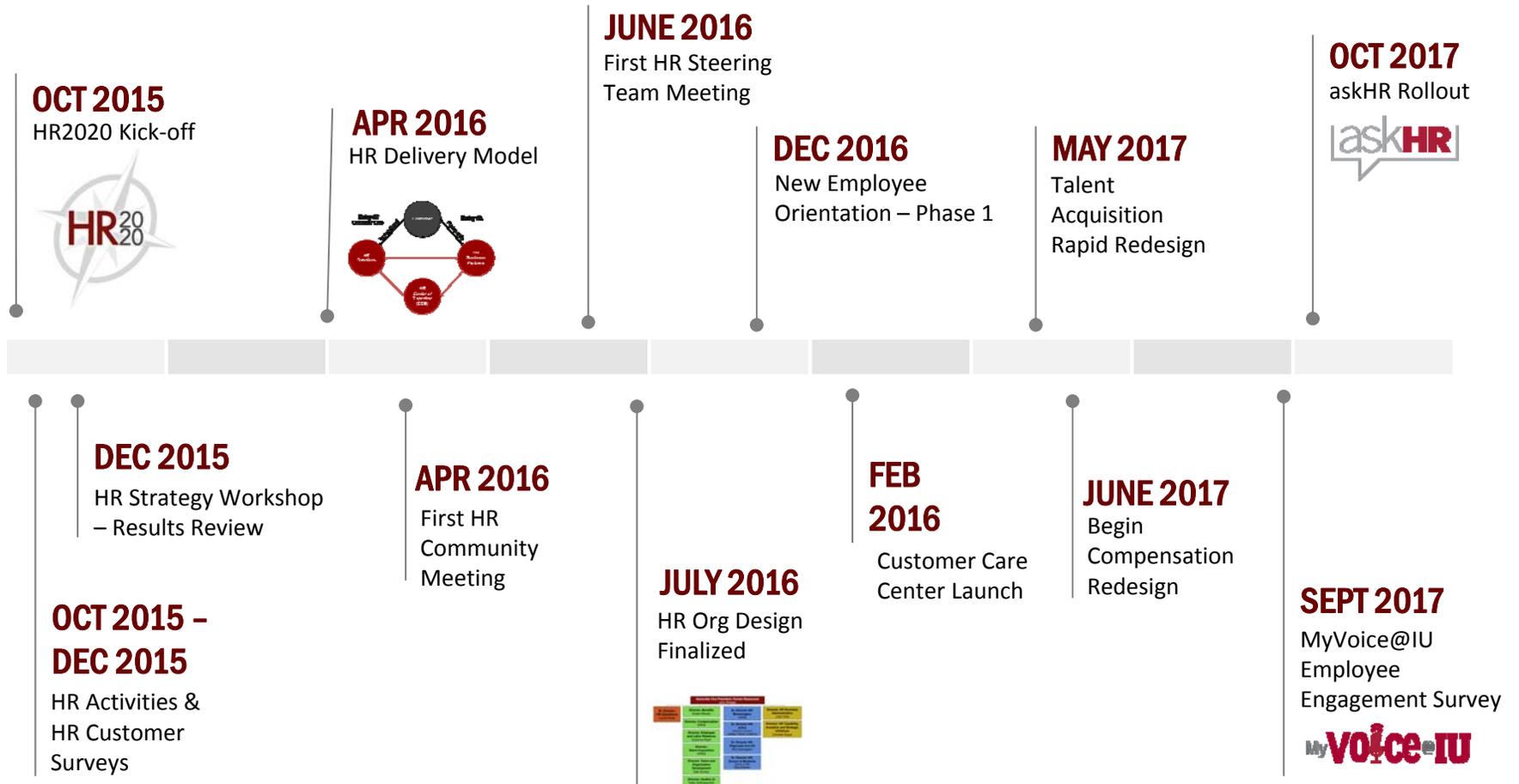
# HR Operations and askHR

- One-stop support for employee customer service university-wide
- Goal is to provide consistent and standard responses to all employees, as well as improve efficiency
- UITS partnership has implemented:
  - ✓ CIC (phone system)
  - ✓ Salesforce (ticketing/case management system)
- Launched askHR Fall 2017



(812) 856-1234 | [askHR@iu.edu](mailto:askHR@iu.edu)

# Accomplishments to Date



# Panel

1. Amy Batule, Manager, Compensation
2. Deb Dunbar, Director, Talent and OD
3. Laura Kress, Sr. Director, HR Operations
4. Tom McMahon, Director, Talent Acquisition



**Break**



Jeff Nally, SHRM-SCP, SPHR

# Rally HR's Courage to Coach: Getting Results with HR2020



John Whelan – Associate Vice President for IU Human Resources

# Wrap-up & Adjourn

# Professional Development Credits

- SHRM
  - Credit Hours: 5
  - Activity ID: 17-V7EFO
  
- HRCI
  - Credit Hours: 3
  - Activity ID: 326210





**Thank You  
For your  
Participation & Feedback!**



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FULLILLING *the* PROMISE