Overview

Human Resource Services Monthly Leadership

• HRS service enhancements since July 2023
• Administrative efficiency project updates
• HR Partner Model
• HR Future State
• How you can help
• Questions & Answers
Thank you

A note from the CHRO

Thank you to the HR team for their dedication and support to enhance our service delivery and develop strategic partnerships that provide transformational HR support to the campus.
Campus concerns

Average time to review employment change requests

<table>
<thead>
<tr>
<th>July 2023 / February 2024</th>
<th>September 2023 / February 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>Staff</td>
</tr>
<tr>
<td>27 Days</td>
<td>13 Days</td>
</tr>
<tr>
<td>Faculty</td>
<td>Faculty</td>
</tr>
<tr>
<td>14 Days</td>
<td>8 Days</td>
</tr>
</tbody>
</table>

NOTE: Time spent in Human Resources decreased from 24 days in September of 2023 to less than 8 days in February 2024.

*The date for faculty shows September as the beginning for analysis since faculty requests begin in earnest at the start of the AY.
## Campus concerns

**Average time to recruit for positions**

*Time to fill from posting to hire*

<table>
<thead>
<tr>
<th></th>
<th>July 2023 / February 2024</th>
<th>February 2023 / February 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff</strong></td>
<td>75 Days</td>
<td>146 Days</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>44 Days</td>
<td>99 Days</td>
</tr>
</tbody>
</table>

*The date for faculty shows year-over-year comparisons. Faculty searches last longer than staff and comparing year over year results can show improvements in the hiring process.*
Northern Illinois University

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HRS Service Enhancements
HRS Enhancements

Communications

Sessions
- 3 Listening Forums
- 5 Supervisor Sessions
- Unit & Governance Meetings

Email
- 54 direct messages
- Use of News Blog
- Pay Advice Notice

Service
- More intentional support
- Advanced follow-up expectations
HRS Enhancements

Operations

Automation
- Kuali Build Forms
- 2 major enhancements to PeopleAdmin

Processing
- Minimal disruptions to student payrolls in Fall 2023.
- Changes to temporary instructor hires.

Collaboration
- Consultant-led efforts to enhance process(es) in HRS.
- Feedback Sessions for stakeholders.

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HRS Enhancements

Service Delivery

**Reporting**
- Enhanced reporting capabilities and response time.

**Recruitment**
- Use of SMEs in the Civil Service Process.
- Change in candidate assessment.
- More Administrative support to searches.

**Partnership**
- Focus on strategic partnerships and organizational agility.

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Administrative Efficiency Project Updates
Payroll solution needs assessment

Current state

• Costly printing of *all* timesheets
• Manual process to scan time sheets to OnBase
• Manual review of all time sheets to:
  – Confirm alignment with university policies/CBA
  – Manual extrapolation of timesheet data to Excel summaries
• Difficulty recruiting/retaining payroll employees
• Disconnected timekeeping system (e.g., three separate time clock vendors).
## Payroll solution needs assessment

### Impact to campus

<table>
<thead>
<tr>
<th></th>
<th>Est. # Actions</th>
<th>Estimated # actions annually handled by Admins</th>
<th>Estimated # actions annually handled by Bus. Mgrs.</th>
<th>Estimated # actions annually handled by Leaders</th>
<th>% Reporting that their unit is involved</th>
<th>% Reporting someone in their office involved</th>
<th>% Respondents involved</th>
<th>% Admins Involved</th>
<th>% Bus. Mgrs. Involved</th>
<th>% Leaders Involved</th>
<th>Total Hrs. Spent</th>
<th>Est. Ave. Time/Action (Routine)</th>
<th>Est. Ave. Time/Action (extra)</th>
<th>Est. % of cases needing extra effort</th>
<th>% Reporting Half or More Needing Extra Effort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly Timesheet Processing</td>
<td>7770</td>
<td>4240</td>
<td>515</td>
<td>2785</td>
<td>89%</td>
<td>97%</td>
<td>76%</td>
<td>80%</td>
<td>67%</td>
<td>72%</td>
<td>2,035</td>
<td>16</td>
<td>17</td>
<td>30%</td>
<td>19%</td>
</tr>
<tr>
<td>Salary Benefit Usage Form Processing</td>
<td>8280</td>
<td>4650</td>
<td>560</td>
<td>2825</td>
<td>93%</td>
<td>97%</td>
<td>92%</td>
<td>80%</td>
<td>83%</td>
<td>85%</td>
<td>1,964</td>
<td>15</td>
<td>18</td>
<td>31%</td>
<td>23%</td>
</tr>
<tr>
<td>Inventory</td>
<td>3450</td>
<td>1550</td>
<td>245</td>
<td>2375</td>
<td>35%</td>
<td>31%</td>
<td>35%</td>
<td>31%</td>
<td>34%</td>
<td>31%</td>
<td>1,240</td>
<td>31</td>
<td>31</td>
<td>41%</td>
<td>22%</td>
</tr>
</tbody>
</table>

2021 Administrative Efficiency Study Survey Results

- Inefficient use of Admin Support time to assist with timekeeping and leave reporting efforts.
- In addition to effort, the campus uses a variety of time clock programs (from manual tracking on a note card to punch clock systems).
Project goals

Goals for implementing a payroll solution

- Alignment with University Goal 6 for resource development and fiscal responsibility
- Alignment with sustainability efforts on campus
- Replace the paper-based processing of timesheets.
- Automate the collection of time records for hourly staff and student employees.
- Replace the paper-based reporting of leaves and absences.
- Automate the collection of leave and absence records
- Automate the leave management connections to payroll.
- Consolidate the time clocks into one central source of time recordation.
- Replace the current SOEEA reporting tool.
**Budget implications**

Annual Cost(s) for UKG Ready

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>UKG Ready Timekeeping</td>
<td>$93,600.00</td>
</tr>
<tr>
<td>UKG Ready Accruals Manager</td>
<td>$15,600.00</td>
</tr>
<tr>
<td>UKG Ready Scheduler</td>
<td>$39,000.00</td>
</tr>
<tr>
<td>UKG Leave Manager</td>
<td>$23,400.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$171,600.00</strong></td>
</tr>
</tbody>
</table>

*+$104,000 Implementation Cost

**Long-term efforts to identify an enterprise tool to replace PeopleSoft include timekeeping and leave management functions.

Identified Cost(s) Savings for NIU (annually)

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing Costs</td>
<td>$58,498.00</td>
</tr>
<tr>
<td>Cost of unused payroll modules in PeopleSoft</td>
<td>$47,052.00</td>
</tr>
<tr>
<td>Payroll related contracts</td>
<td>$17,000.00</td>
</tr>
<tr>
<td>Current Campus Time Clock Solutions</td>
<td>$33,000.00</td>
</tr>
<tr>
<td>Evaluate holding one vacant Payroll position.</td>
<td>$36,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$191,550.00</strong></td>
</tr>
</tbody>
</table>
Human Resource Partners
The HR Partner Model

Reactive → Proactive
Human Resource Partners

Why the HR Partner Model (HRP)

1. **Strategic Alignment**: HRPs serve as strategic advisors to leadership. They understand the organization’s business strategy and align HR initiatives with overall business objectives. This alignment ensures that HR programs contribute directly to the organization’s success.

2. **Efficiency and Effectiveness**: A well-defined HRP model improves efficiency in managing employee performance and effectiveness in developing recruitment and retention strategies. By streamlining processes and communication, HRPs enhance overall organizational performance.

3. **Enhanced Communication**: HRPs facilitate better communication between HR and other departments. They act as bridges, ensuring that HR initiatives are well-understood and integrated. This collaboration fosters a cohesive work environment.

4. **Talent Outcomes and Value**: HRPs focus on talent outcomes and the value they drive. They blend talent, business, and financial experience to identify which talent levers yield the most business value. By influencing important talent decisions, HRPs contribute significantly to organizational success.
What does HRP Model look like?

• One point of contact for all things HR.
• Routine check-ins with supervisors.
• Hyper-care and intentional support for HR matters.
• Point of contact backed by a team of subject matter experts and campus partnerships.
HR Partner Model

- HR Compliance
- Employee Experience
- Communication and Understanding
- Training and Career Development
- Data Analysis & Benchmarking
- Workforce Planning
- Succession Planning

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Future State HRS
### What to expect in 6-9 months

<table>
<thead>
<tr>
<th>Administrative Efficiency</th>
<th>Employee Experience and Support (Goal 1B)</th>
<th>Intentional Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time Keeping &amp; Absence Management</td>
<td>Focus Group to identify key management traits</td>
<td>Administrative Support for Recruitments</td>
</tr>
<tr>
<td>Manager Self-Service Enhancements</td>
<td>Develop focused training</td>
<td>Proactive Support for Organizational/Position Changes</td>
</tr>
<tr>
<td>Targeted Communications for new/rehire employee start</td>
<td>Enhance mentorship and onboarding support</td>
<td>Enhanced management of communications (Ticketing System)</td>
</tr>
<tr>
<td>HR Form Automation</td>
<td>Develop stronger sense of belonging</td>
<td></td>
</tr>
</tbody>
</table>
How you can help
How you can help

Three “Asks” for the NIU leadership team

• Appreciate your team
  – Find ways every day to thank them for their work

• Manager Self Service
  – When launched, please review and report errors/issues right away. Suggest enhancements.

• Be message carriers
  – We noticed in the Great Colleges and Exit Surveys messages need to make it to the front lines.
Thank you!

Questions / Comments / Feedback