



**College and University Professional
Association for Human Resources**

Strategic HR

The Driver for Positive Change on Campus

Monday, October 21th – 1:30-2:30pm

Presented by:

Dr. Paul N. Friga, *UNC-CH and ABC Insights®*

Linc Butler, *UNC-CH*





Dr. Paul N. Friga - *pnf@unc.edu*

- Clinical Associate Professor of Strategy, UNC Kenan-Flagler School of Business;
- Chief Strategy Officer and Co-Founder, ABC Insights (Academic Benchmarking Consortium) – abc-insights.com
- Paul earned a B.S. degree in Management and Accounting from St. Francis University (served on Board of Trustees) and an MBA and Ph.D. from the UNC-Chapel Hill, Kenan-Flagler Business School



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- Associate Vice Chancellor of Human Resources, UNC Chapel Hill
- Linc provides day-to-day leadership for and management of the Office of Human Resources to ensure the full range of human resources services are delivered in a timely and client-focused manner to the University community
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**Situation:
Transforming HR in
Higher Education**



**Case Study: HR
Improvement At
UNC**



**Discussion: How
can you make HR
more efficient?**





What are the major challenges you're facing in Human Resources?



How prepared do you feel to make HR more efficient and effective?

Very Prepared, Somewhat Prepared, Not Prepared

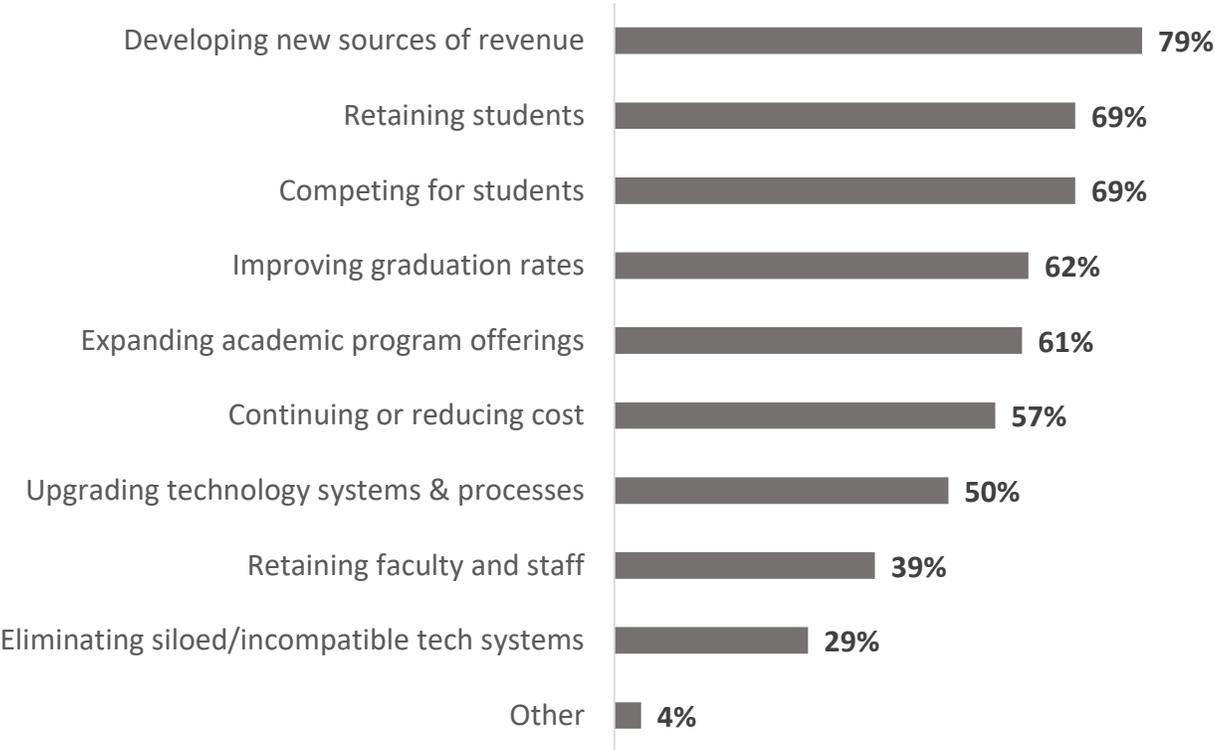


What degree of change in HR would you seek on your campus?

High, Medium, Low



Top Institutional Challenges According to Academic Leaders



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There are quite a few HR Transformation Efforts underway – here are just a few samples



Wisconsin University

- Modernizing administrative processes and technology
- Major Title and Compensation Study Underway - Reorganizing over 1,800 unique titles and job descriptions
- Benchmarking salaries to ensure market based competitiveness
- Utilizing ABC insights to compare levels of HR investment

Florida State University

- Board level priority to increase efficiency and effectiveness on campus
- Leader in Continuous Improvement efforts in administrative services
- Over \$250M in savings since 2014 – reinvested in core academic mission
- Using ABC Insights to track progress, levels of centralization, and benchmarking of areas (e.g. IT)

Missouri University

- System driven effort to identify administrative efficiencies and streamline operations
- Focus on HR, Finance, IT, Facilities, and Finance
- After assessment, deep dive in changing processes and identifying savings to cover significant decreases in state funding – over \$50M
- Planning to use ABC Insights data to assist in identification & tracking of efficiency efforts

Transforming HR

Case Study: UNC

Group Discussion



ABC Insights®

ABC Insights® is the premier benchmarking platform for finance executives within higher education, designed to allow members to easily perform comparative analyses against peer institutions and to share best practices.

Mission

To improve decision-making in higher education by providing reliable benchmarking data and insights

Vision

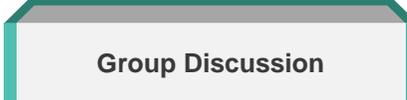
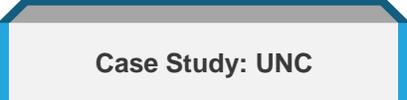
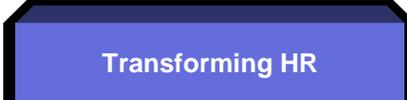
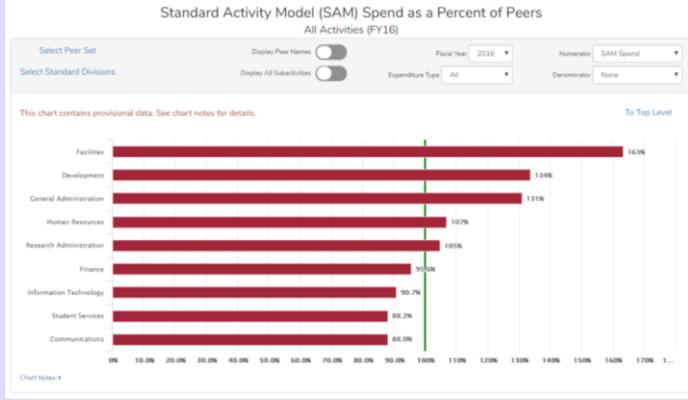
To become the industry standard by improving university performance

ABC INSIGHTS® METHODOLOGY

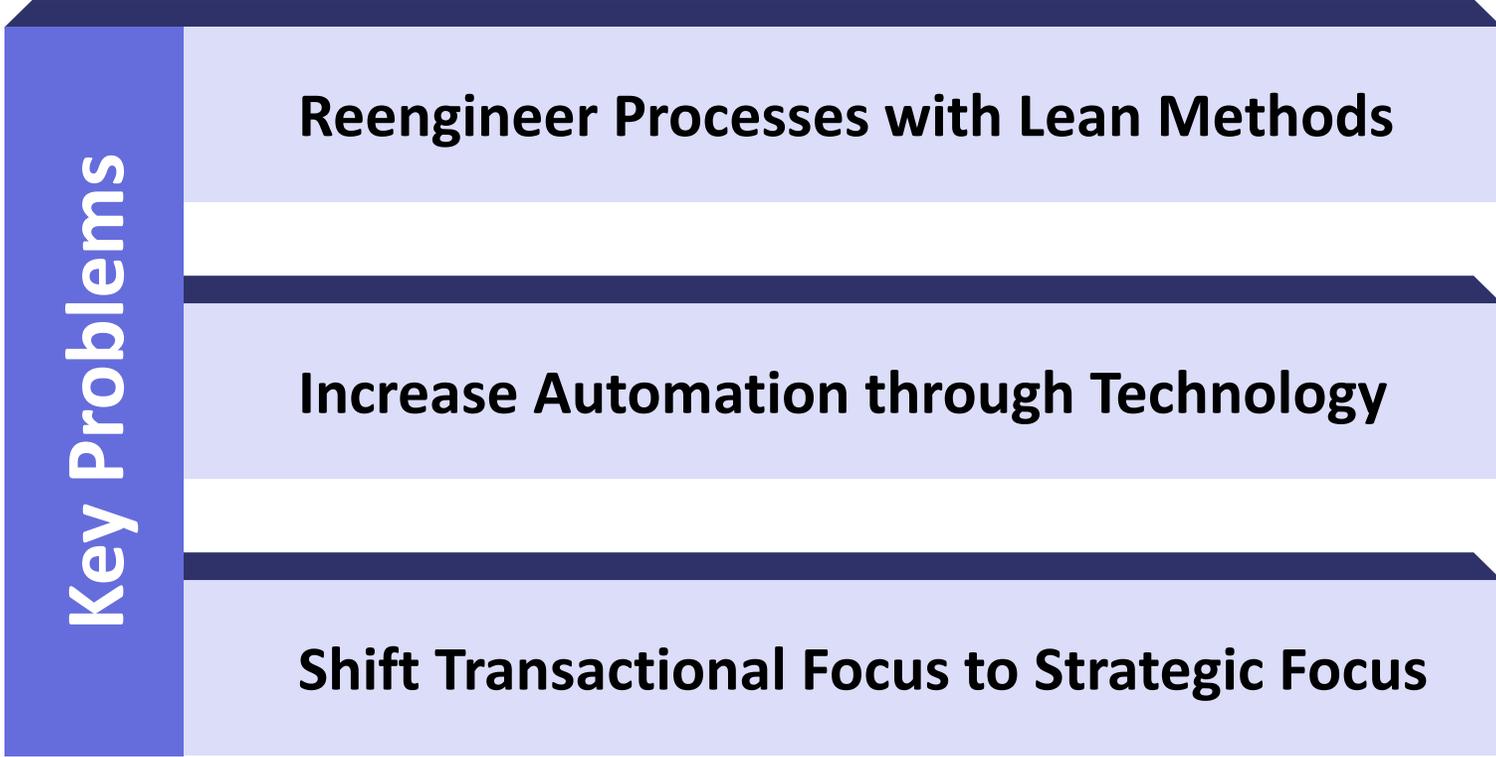


ABC Insights® – Standard Activity Model (SAM)

ABC analyzes and organizes our member universities administrative labor expenses into a standardized and consistent model called our SAM or Standard Activity Model.



We are seeing several “Strategic HR” priorities at universities in the consortium



Transforming HR

Case Study: UNC

Group Discussion

Top 20 Publics that currently use Lean

- #1 UC Los Angeles – Medical School
UC Berkeley (Unranked)
- #3 University of Virginia
- #4 University of Michigan
- #5 UNC Chapel Hill – Medical School
- #8 Georgia Tech
- #10 UC Davis
- #12 UC San Diego
- #13 University of Illinois
- #15 UW Madison
- #17 Purdue University
- #17 Ohio State University
- #20 University of Washington
- #20 Pennsylvania State University

- 53% use Lean as the main continuous improvement strategy
- 60% established a small office or function with dedicated staff
- 67% administer training as needed for those involved in projects
- 60% have applied Lean to administrative functions initially

Who Else is Using Lean?



Recruiting HR Software	Administrative HR Software	HCM HR Software
Recruitment Marketing Applicant Tracking System Candidate Sourcing Referral Program	Personnel Tracking Employee Scheduling Payroll Benefits	Onboarding & Offboarding Employee Performance Employee Engagement Learning Management

How to Increase Adoption

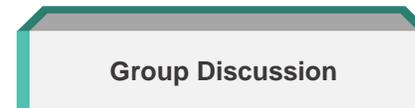
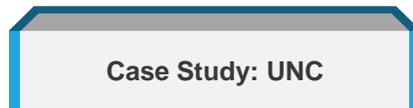
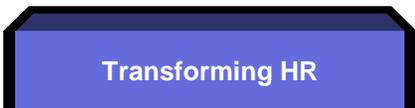
- Replace automation with design.
- Work with consumer technology.
- Deliver an amazing user experience
- Make it personal

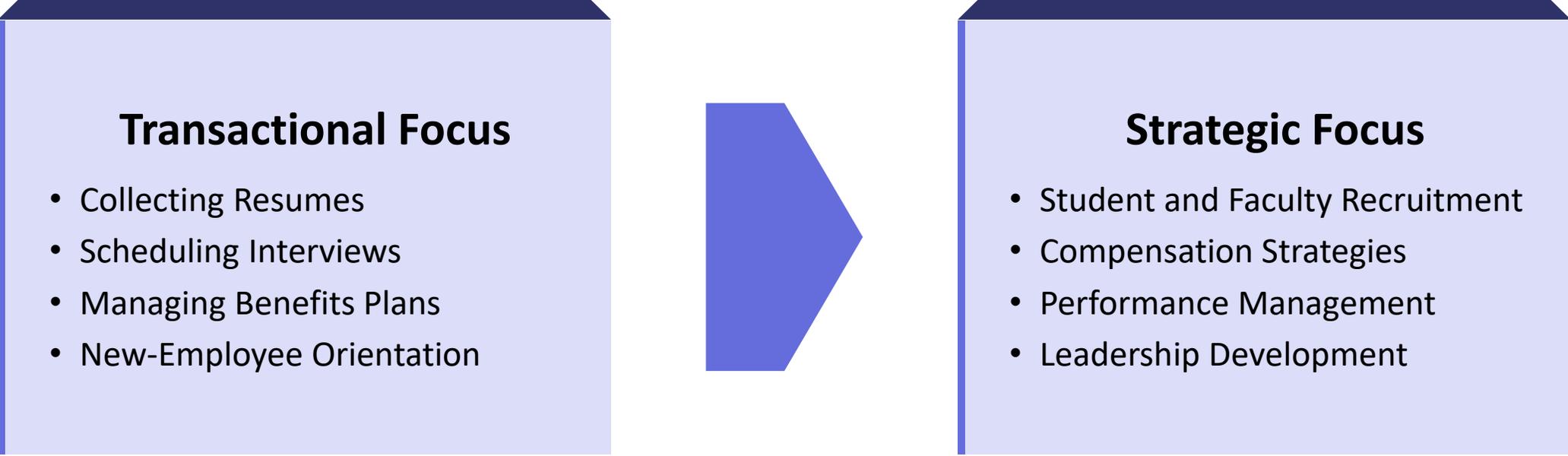
According to the McKinsey Industry Digitization Index, education ranks 14th of 22 industry sectors when it comes to digitization.

- CUPA-HR

Many organizations struggle to achieve widespread adoption of HR systems, let alone the level of engagement associated with popular consumer technology. This is exacerbated in higher education, where distributed leadership models can make it challenging to successfully implement institution-wide systems.

- "The Digitization of Higher Education: Charting the Cause" EDUCAUSE





Work is changing and it's easy for people to get stale. We can't do what we need to do with a workforce hired 20 years ago using the systems and tools from 20 years ago."

- Amy Donahue, VP of Academic Operations, University of Connecticut



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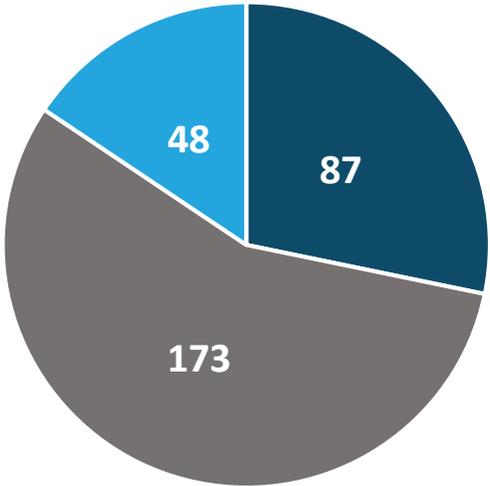
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FTEs

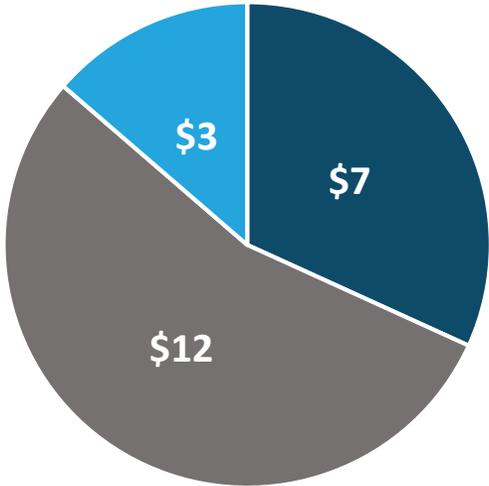
309 total



- Centralized
- Decentralized
- Shared Services

Spend

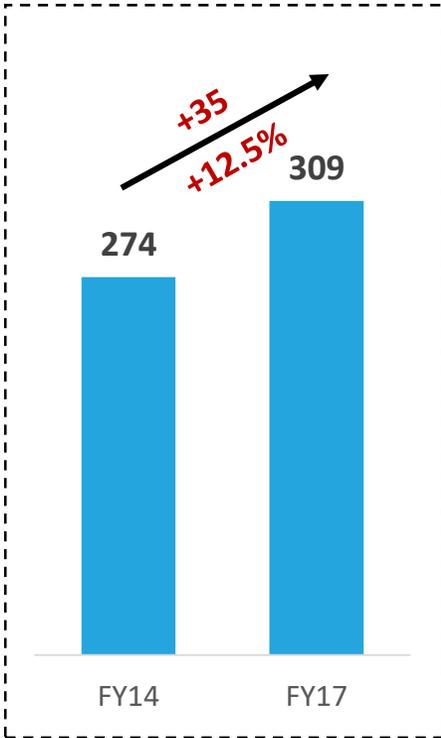
\$22M



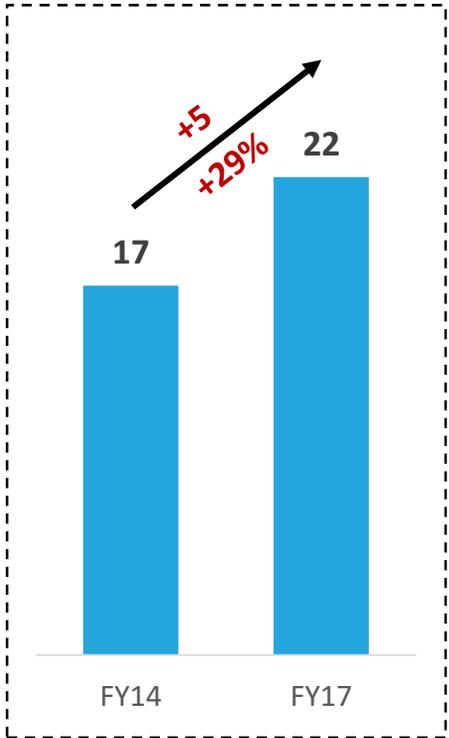
- Centralized
- Decentralized
- Shared Services

Growth

FTEs

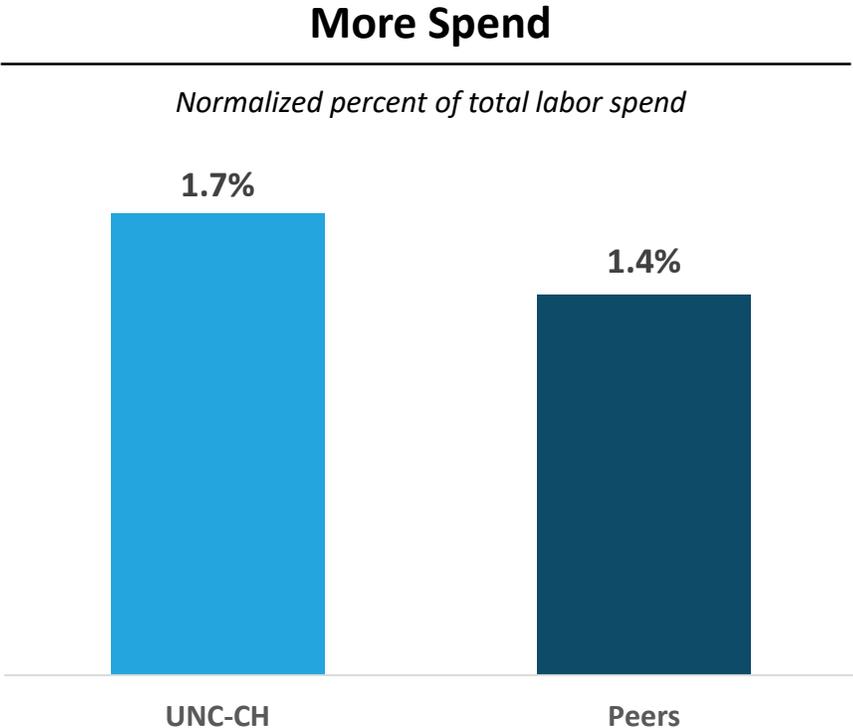
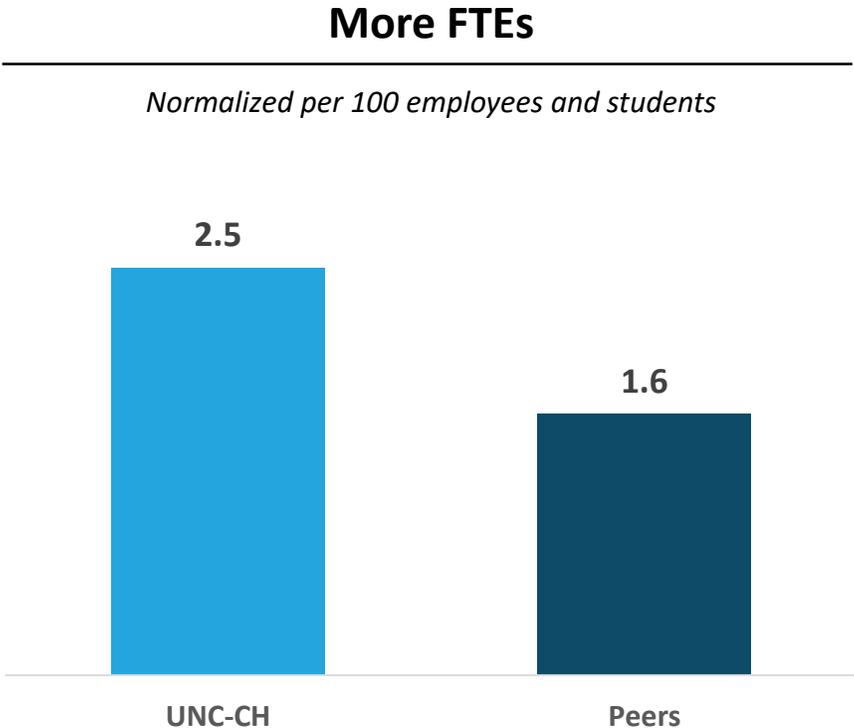


Spend





Human Resources Investment



Source: ABC Insights; UNC 2017 and peers data



Hiring time – Pilot, Cohort 1 and Cohort 2 units - 5/31/19
Average days from posting to offer accepted



Since implementation of new strategies, the Pilot, Cohort 1, and Cohort 2 schools and units have **reduced hiring time by 50%** from an average of 82 days to 41 days.

Situation

- Human resources had too many people with inconsistent job functions across campus
- Too many HR employees without standardized roles led to higher error rates

Complication

- Inconsistency led to inefficiencies in hiring, actions performed, and cost of HR function
- Budget constraints and desire for excellence put pressure on HR function to change

Resolution

- Adopting PeopleSoft helped standardize processes and requires fewer deeply knowledgeable officers
- Streamline and standardize processes



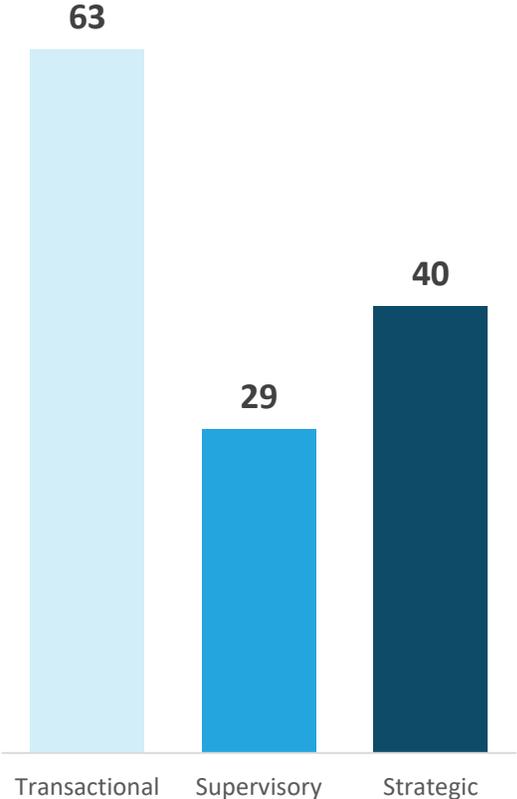
Benefit Derived by Enterprises from Existing HRMS



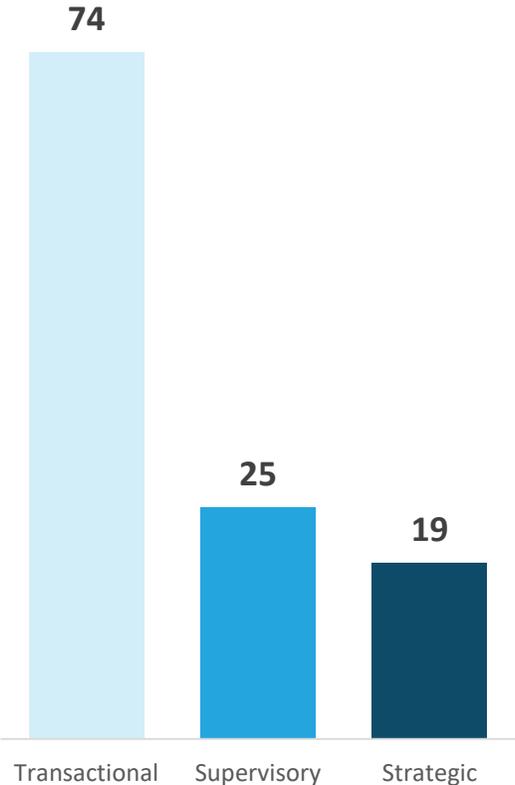
Focus Area 3: Shift from Transaction to Strategic



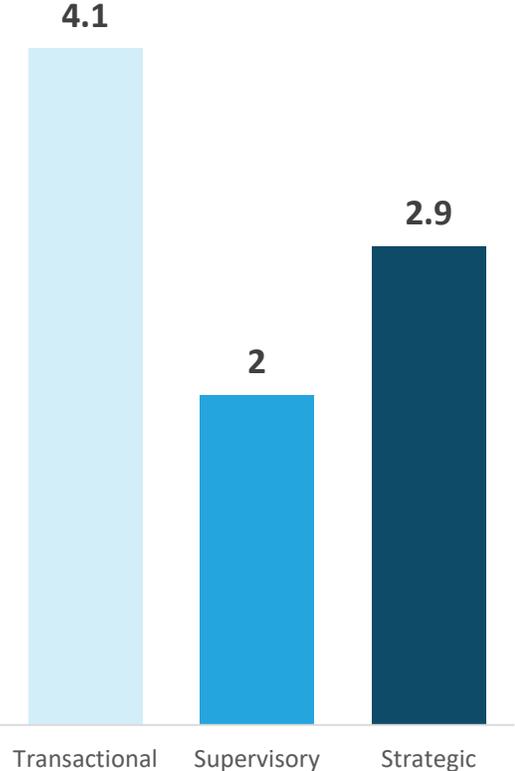
Number of Unique Titles



Number of FTEs (Total=118)



Salary in Millions (Total=9M)



Source: ABC Insights; UNC 2017 data

Transforming HR

Case Study: UNC

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How challenging have you found implementing new HR strategies?

Low, Moderate, High



What strategies have worked the best? What would you like to try?

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Thank you! - Please complete the online evaluation form for this session.
CUPA-HR will email session evaluations to you today.



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