

# HR Transformation and ASC Updates

HR Huddle  
April 6, 2022



# Foundational Elements

- Guiding Vision for AdminX
- AdminX, HR Transformation and the ASC
- October 2022 and Beyond

# Administrative Services at Georgia Tech - The Guiding Vision

Set into motion by the Institute Strategic Plan, the ELT established our guiding vision:

## Vision

We envision administrative services structures, processes, and systems that efficiently and effectively enable our students, faculty and staff to maintain a focus on our core mission: **to develop leaders who advance technology and improve the human condition.**

## Key Principles

- Customer Satisfaction
- Data-Informed Decisions
- Administrative Staff Benefits
- Efficient and Effective Processes

# AdminX, HR Transformation, and the ASC

The AdminX initiative will transform the way administrative services are delivered across the Institute, including HR. GTHR is undergoing an organizational and operational transformation in parallel with the launch of HR services in the ASC.

## The new design for GTHR aims to:



Leverage the launch of the ASC as an opportunity to enhance support to Institute leadership on people strategy



Add new roles to address organizational and Institute pain points



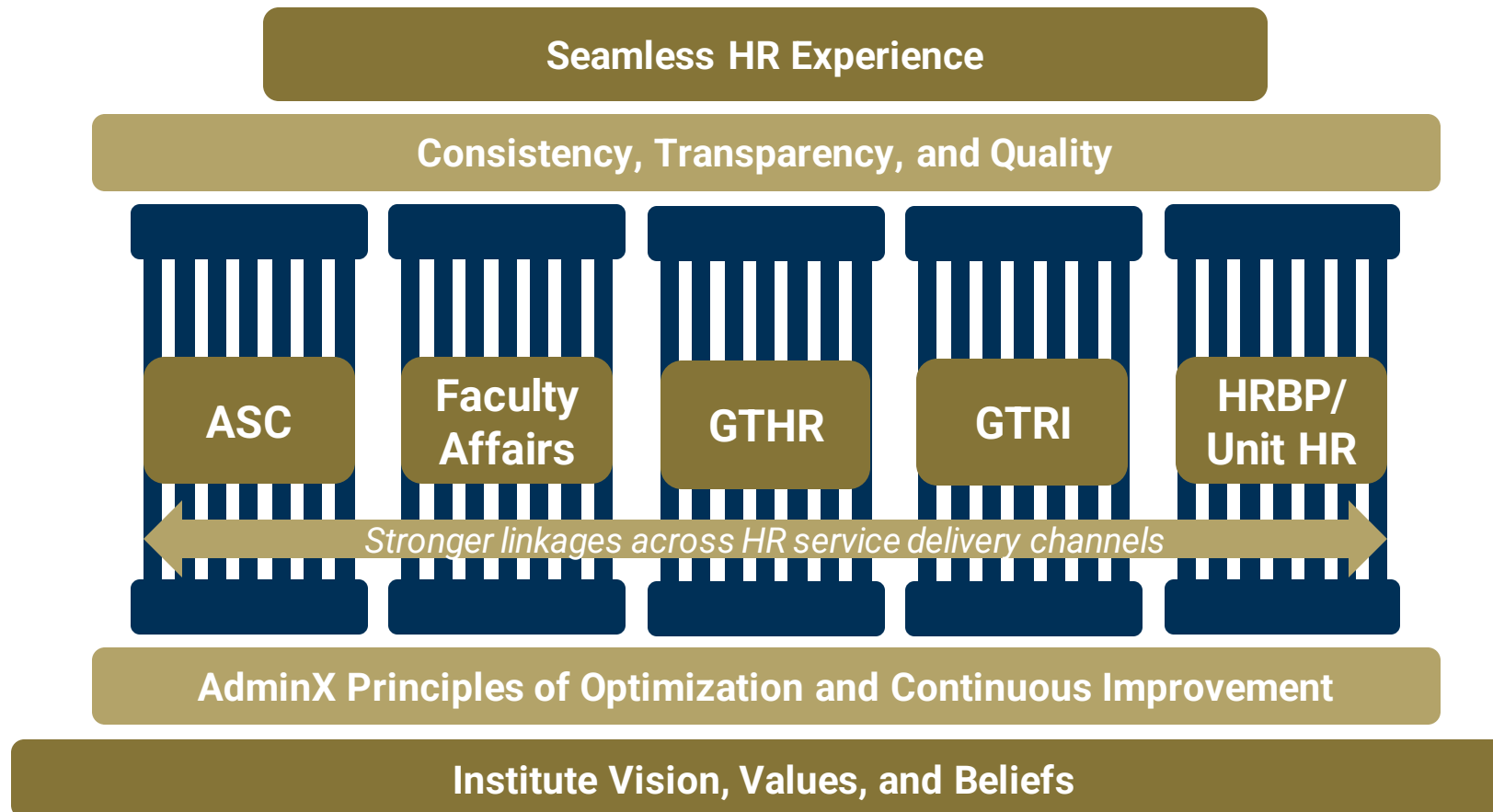
Expand services to the Institute (e.g., recruitment branding, workforce and succession planning, people analytics)



Provide clear career paths for GTHR staff that span GTHR, the ASC, and the broader Institute

# The Future State of HR for Georgia Tech

In the future state, HR services will be delivered to the Institute through multiple channels, all of which will be built upon and governed by the same core foundational components.



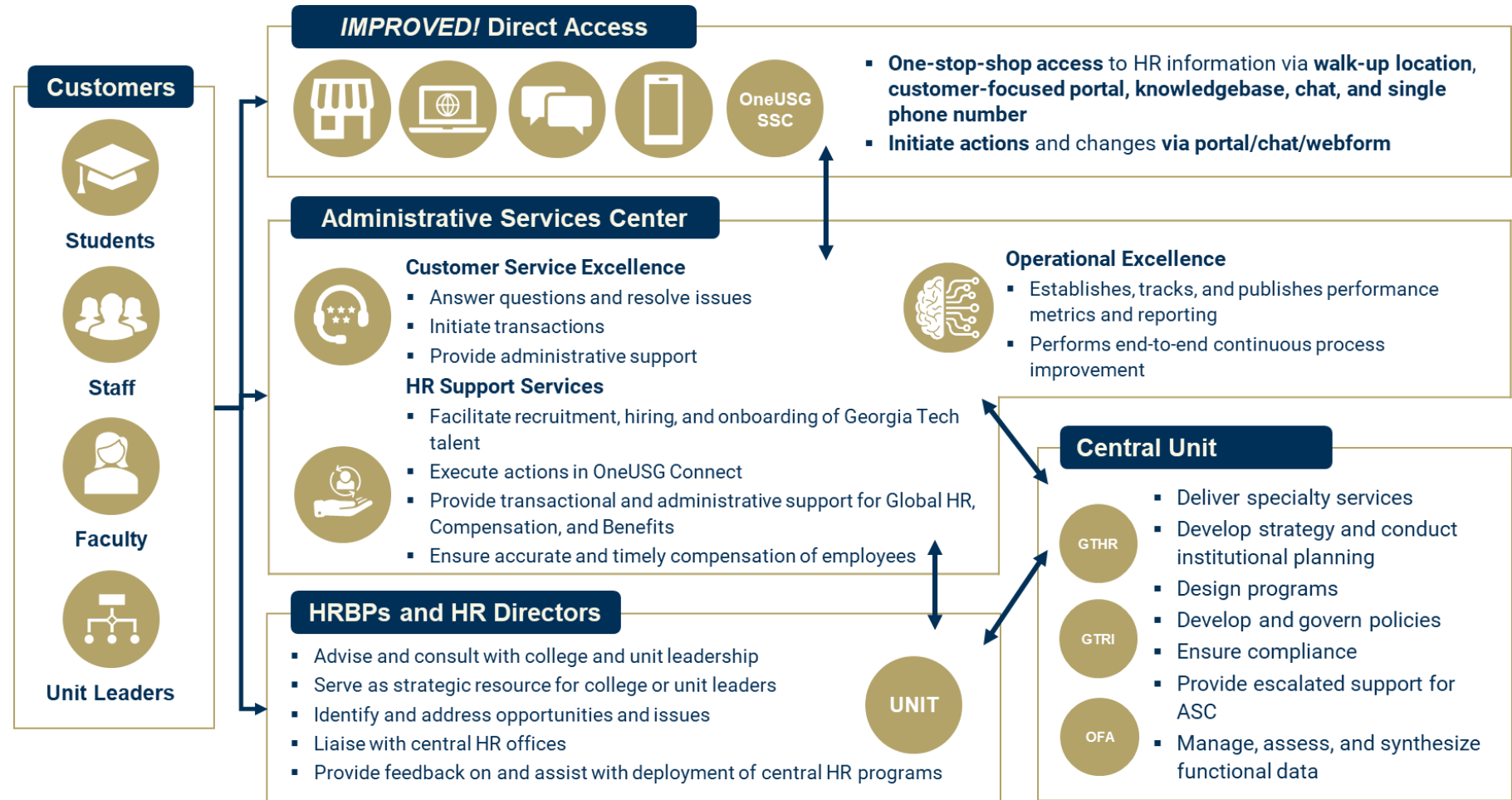
# Organization Overview

- Future State Organization of HR Work Across GTHR, the ASC, and the HRBPs

# The Future State of HR Service Delivery at Georgia Tech

## Benefits of the future HR service delivery model

- Improved customer experience
- Simple access to a single, consistent source of content
- Standard escalation paths and ways of working
- Clearly defined roles and responsibilities for all HR channels and practitioners
- Enhanced advisory and strategic role of the HRBPs/HRD population
- Skill sets and capabilities matched with roles



Interaction pathways and information flows

# The ASC and October 2022

The next step in the evolution of HR service delivery at Georgia Tech begins in October 2022, when the ASC will begin to:



Serve as the “front door” for HR inquiries and transaction initiation, be they performed by the ASC or elsewhere within HR or the USG SSC



Participate in the delivery of HR services across the Institute.

- Hiring
- Foreign National Verification & International Assignment Processing
- Employee Data Management





# ASC HR Support Services Functional Organization

ASC participation in the delivery of HR services will be organized into the three primary areas depicted below.

## ASC HR Support Services

<b>Talent Services</b>	<p><i>Facilitates the recruitment, hiring, and onboarding of talent across at Georgia Tech</i></p> <ul style="list-style-type: none"><li>✓ Sources talent for critical and hard-to-fill roles across the Institute</li><li>✓ Recruits talent for open roles across the Institute</li><li>✓ Performs transactional activities as required throughout the hiring lifecycle</li><li>✓ Supports candidates, hiring managers/committees, faculty affairs, HR practitioners, and current employees</li></ul>
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<b>Workforce, Comp., and Records Admin.</b>	<p><i>Maintains position and organizational data for current and former employees</i></p> <ul style="list-style-type: none"><li>✓ Manages data through the employment lifecycle of staff, faculty, affiliates, and student employees</li><li>✓ Executes compensation administration activities*</li><li>✓ Maintains current and former employee records*</li></ul>
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<b>Payroll Services and Benefits Admin.*</b>	<p><i>Ensures accurate and timely compensation and reimbursement of employees</i></p> <ul style="list-style-type: none"><li>✓ Executes the payroll cycle</li><li>✓ Performs financial reconciliations and monitors compliance</li><li>✓ Manages data associated with employee wages and withholdings, hours worked, attendance, and leave</li><li>✓ Executes benefits administration activities</li></ul>
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This organization of effort benefits stakeholders across the Institute by:

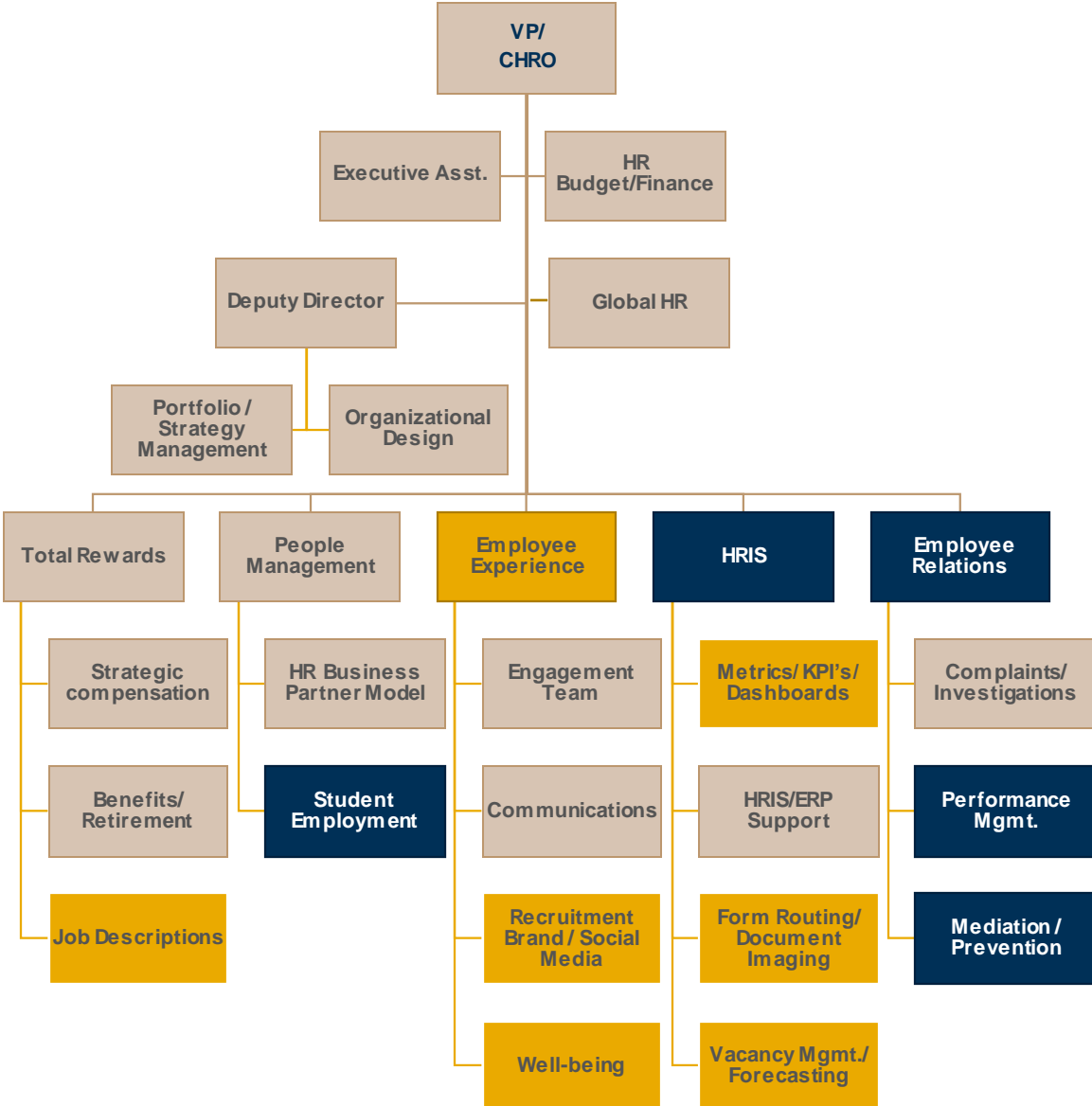
- Introducing new sourcing capabilities within Talent Services
- Streamlining and specializing roles and responsibilities
- Orienting service delivery towards the needs of the customers
- Realigning resources to more effectively balance work

# GTHR Functional Organization of Work

The future state organization of work by functional group in GTHR is depicted below.



# Future State HR Organizational Chart by Function



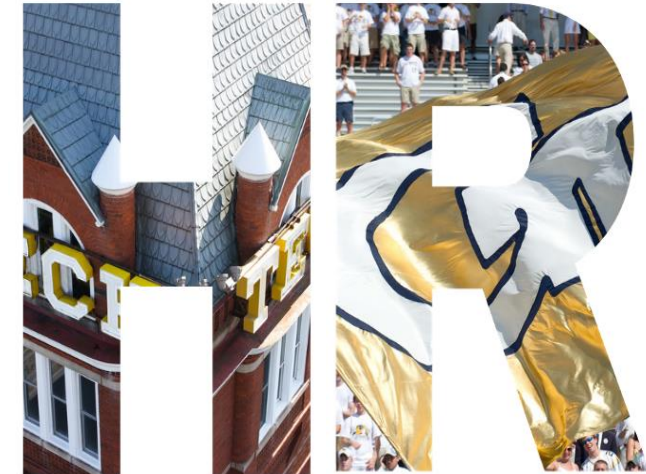
Existing Role/Function

New Role/Function

Repurpose/Change

# What is a Human Resources Business Partner?

- A GTHR staff member **supporting** one or more institute units, divisions or schools.
- This position acts as the HR **strategic partner and advisor** to senior leadership in assigned unit(s).
- In collaboration with leadership and the GTHR, the HRBP is responsible for assessing and anticipating HR-related needs and **developing integrated solutions**.
- The position develops partnerships across HR and the Institute to deliver **value-added** service to management and employees reflective of unit and Institute-wide objectives.
- **Drive** initiatives that progress the assigned unit forward.
- **Advise and counsel**, leadership, staff, and employee population of assigned unit.
- Serves as a **neutral party**; acts with **diplomacy**.
- While guided by compliance, is an **advocate** for simply doing the right thing.



# As we improve core processes, we are also working to build on current HR acumen by **clarifying the HRBP role** around four themes



## Thought leadership

Ensure that HRBPs and HRDs **counsel leaders on HR topics and collaborate broadly across the institute** with Faculty Affairs, EVP units, other HRDs/HRBPs.



## Focus

Transition from **operational support to assessing current needs, developing plans to attract, retain, develop, and promote the right talent** for each unit – including faculty and staff where appropriate in coordination with Faculty Affairs.



## Skills

Define uniform **standards that will enable successful strategic HR leaders** and provide opportunities for **learning and growth** across the Institute.



## Ownership

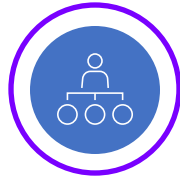
Cultivate an **empowered, solution-oriented mindset that drives HRBPs to proactively identify and resolve issues**, with accountability throughout the process.

# Five categories for key skills and competencies for HR professionals:



## Empower individual success

- Faculty Affairs
- Compensation
- Benefits
- Learning & Development
- Talent Reviews & Succession Planning
- HR Information Systems



## Sustain a strong organization

- Recruiting & Retention
- Workforce Planning
- Organizational Design
- Employee Engagement
- Employee Relations



## Generate and implement creative solutions

- Strategic planning & organizing with a clear vision
- Timely, effective, and persuasive communication
- Action-oriented problem solving
- Execution and organizational influence



## Provide data-driven support

- Business and financial acumen
- Data analytics
- Compliance & risk management; do what's right



## Continuously collaborate & grow

- Relationship-building, community-building
- Growth and curious mindset for continuous learning
- Self-awareness and empathy for others

# Transition and Timeline

- ASC and GTHR Staff Selection Process
- What Are We Still Working Through?



# Guiding Principles for Staff Selection and Internal Workforce Transitions

All ASC and GTHR staff selection and internal workforce transition activities will be based upon the following guiding principles, in alignment with the AdminX vision.



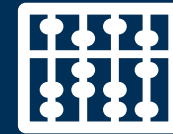
**Focus on excellence**, built upon a foundation of equity, transparency, and objectivity.



**Build a runway** for in-depth discussions and informed decision making on the part of leadership and any impacted populations.



**Minimize disruption** across the Institute and to day-to-day operations to the extent possible.



**Let the data guide**, not dictate, conversations and actions.

# Approaches to ASC and GTHR Staff Selection Processes

The AdminX Executive Sponsor, GTHR and ASC leadership, and the ASC implementation team aligned on the following approaches to ASC and GTHR staff selection that best balance the need for defensibility, a skilled candidate pool, and as little disruption to the Institute as possible.

- Note: example position categorization **is neither inclusive nor final**. An updated list of ASC and GTHR positions will be distributed to employees prior to the start of the selection process

DESCRIPTION

1

## New Positions

*Work is not performed within Central or Distributed Units or at Georgia Tech today.*

2

## Changing Positions

*Work is performed within Central or Distributed Units, but elements of the job are substantially changed.*

3

## Similar Positions

*Work is performed within Central Unit, and the job largely remains unchanged.*

APPROACH

Post positions in Careers, open to the entire Institute population, as well as external candidates.

Open positions first to the impacted GTHR and College/Division populations for preferencing and priority consideration.

Evaluate and confirm incumbents against new position responsibilities.

# High-level ASC and GTHR Staff Selection Process

Selection for leadership positions will occur first, followed by selection of ASC and GTHR staff in a series of waves of positions.

- Prior to the selection period, eligible employees will receive organization structure, job description, job grade, and career ladder information for all applicable positions, along with detailed wave schedule information
- **Independent Talent Acquisition resources** will own and manage the selection process, working closely with HRBPs/HR Directors and Hiring Managers



**NEW positions will be open in Careers and recruited for in parallel**

# Opportunities for Informed Decision Making

Throughout this internal preference and selection process, we are working to provide employees with the information necessary to make informed decisions about their future and the time and space to consider options and take action.

**During this prioritized internal preference and selection process, impacted employees are able to:**

1

Preference for open positions in GTHR and/or the ASC, engage in discussions about the positions, and accept an offer if extended

2

Decline an offered position or decline to be considered for open positions, and work with TA resource to

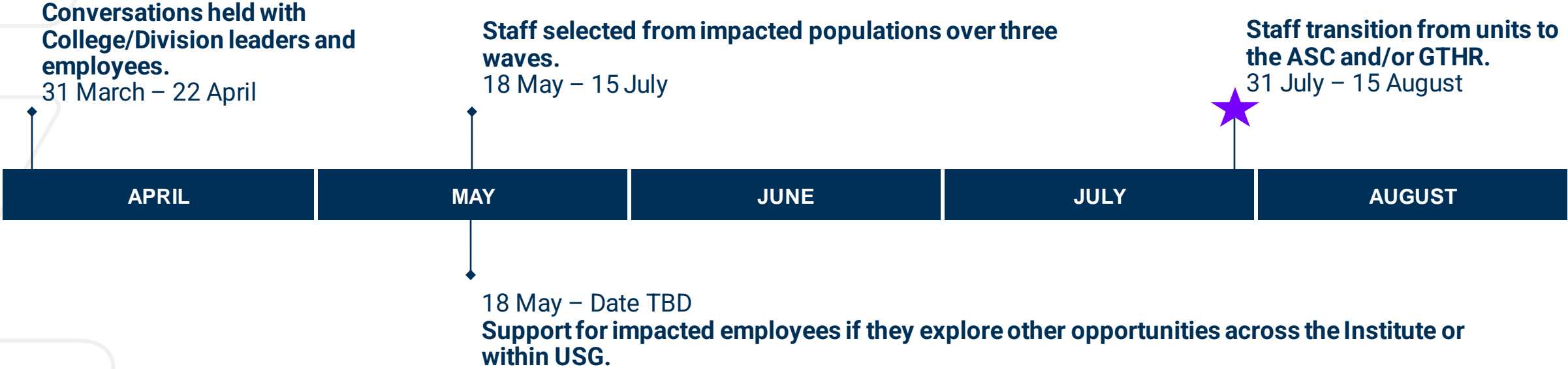
- Seek out open opportunities within GTHR or across the Institute
- Seek out other open opportunities within the USG

3

Seek out opportunities outside of the Institute and the USG

# High-level Staff Selection and Transition Timeline

The below outlines the timeline for the selection of ASC and GTHR staff and internal workforce transitions



New positions will be posted in parallel with this timeline. Impacted employees may apply to positions for consideration with other applicants.

# 2022 HR Transformation and ASC Launch Timeline

★ July 1, 2022  
Start of new fiscal year

★ October '22  
First ASC Launch



ASC Activities

**April '22**  
Internal workforce transition planning conversations with Colleges/Divisions

**May - July '22**  
Staff selected for October ASC positions

**July - September '22**  
Workforce transitions into ASC. Internal and campus resources trained

**October - December '22**  
ASC stabilization and hypercare. Build for remaining HR activities begins

HR Transformation Activities

**April '22**  
FY23 GTHR organization chart shared and new positions posted

**May - August '22**  
GTHR position reclassification, staff selected for new/vacant GTHR positions

**July '22**  
Equity adjustments finalized for FY23 budget approval

**July - September '22**  
GTHR operates in hybrid structure. Training, team building, and transition activities

**October - December '22**  
ASC transition support and launch of HR Transformation structure

# What Are We Still Working Through?

- Finalizing job descriptions and grades for remainder of new roles in ASC and GTHR
- Current state position management process documentation gathering
- Detailed timeline and durations for internal staff selection waves
- ASC staff selection tool, as Careers cannot be used due to internal posting limitations
- Internal workforce transition requirements (e.g., background check needs, transfer eligibility, transition period requirements, etc.)
- Detailed understanding of what July, August, and September will look like (e.g., how to provide same levels of support for day-to-day operations while facilitating the transitions)
- Ongoing meetings with distributed HR units

# Questions?