



# Georgia Tech HR Transformation

Organization Design Summary

April 2022



## Overview

Proposed organizational structure

Organization size benchmarking

Appendix

# GTHR is undergoing an organizational transformation in parallel with the ASC launch that will shift transactional activities away from central HR

## The new design for central GTHR aims to:



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



Add new roles to address organizational and Institute pain points



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



Provide clearer career paths for HR staff that span the broader Institute

## Notes

- This effort is **not focused on reducing roles. There is no plan for a RIF.**
- Current budget request asks for additional roles to **add capacity** to address pain points and build new capabilities
- The proposed structure is **not a radical shift** from the current organization
- **Responsibilities and scope of individual roles may change**, but GTHR leadership will provide coaching to navigate the transition

## Sources of design recommendations



McKinsey Study December 2021: Conducted 55+ interviews to understand strengths and areas of development; Benchmarked organization size and investment in HR activities against academic peers



Deloitte recommendations for Pay Program Processes and Guidelines and Compensation Strategy Development from October 2021 to January 2022



Input from 300+ GTHR, university, and USG leadership, faculty, and staff to align org structure with the ASC launch



Institute Strategic Plan (ISP) and Administration and Finance (A&F) Strategic Plan goals

## These guiding principles informed the organizational design process

- ▶ Deliver strategic HR functions that empower talent in line with the vision and goals for the Institute, colleges, and units
- ▶ Define a clear set of competencies and procedures that ensure consistent delivery on services that matter the most to end users
- ▶ Build a strong community among, and attractive career paths for, HR practitioners regardless of where they sit
- ▶ Build flexibility and agility into structures that allow the organization to deliver as needs evolve, while staying efficient and being no larger than necessary
- ▶ Design spans of control consistent with similar job functions and industry standards

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# Summary of proposed organizational changes



## Goal

Increase emphasis on end-to-end employee life cycle and whole employee well-being

Improve capacity to leverage data to inform broader people decisions

Address capacity constraints within GTHR teams

Increase capacity of GTHR to engage with HRDs and build community across HRBPs

Transition core HR processes and teams to the ASC



## Proposed change FY23

Create one unit (Employee Experience) that integrates activities across multiple units to improve end-to-end employee experience

Expand Employee Relations unit to increase proactive coaching and support for interpersonal relationships and workplace dynamics

Create new roles in HR Information Systems (HRIS) to include vacancy management, workforce planning, data visualization and analytics

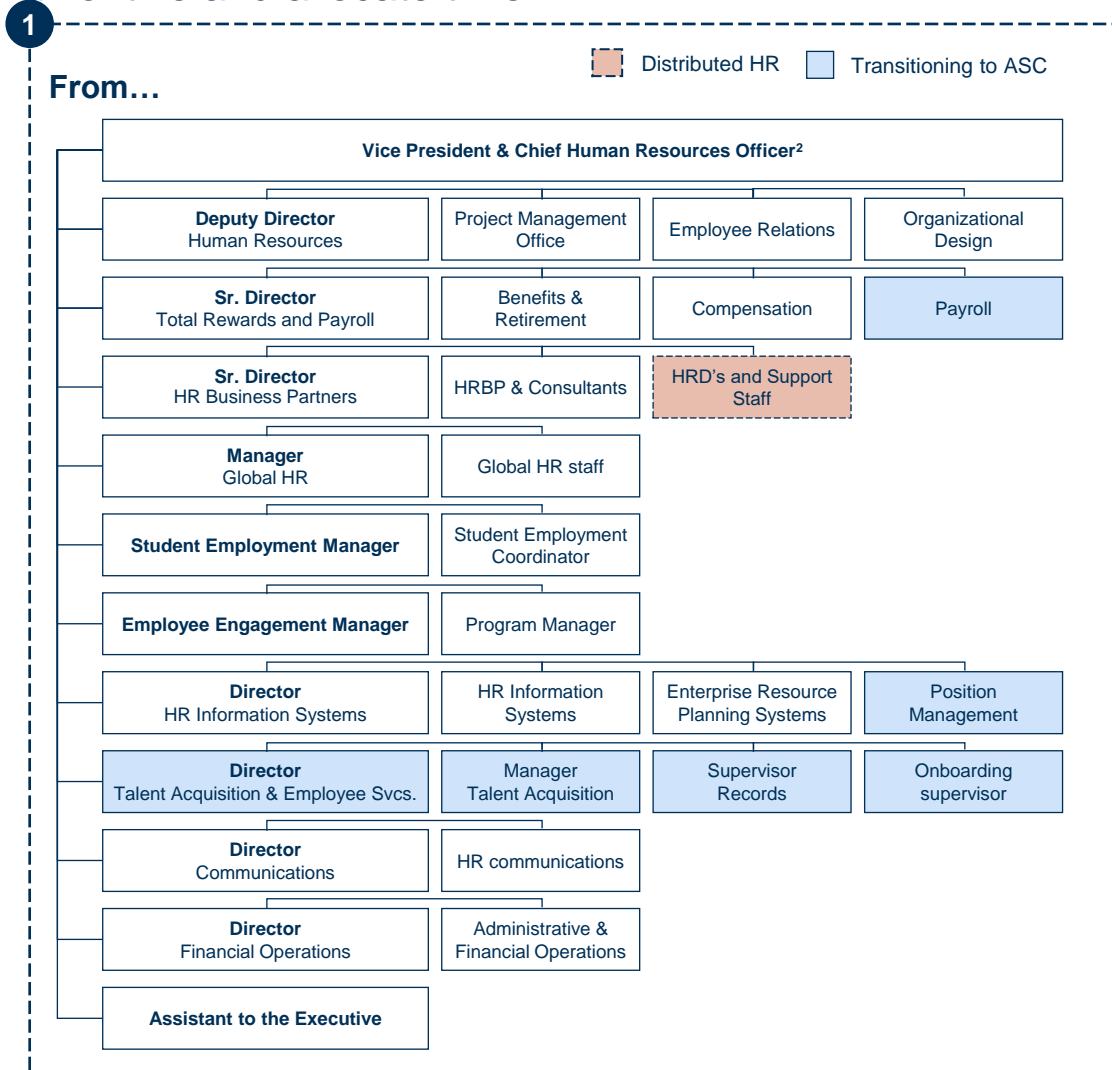
Provide skilled entry level and mid-level support staff to address pain points across multiple teams; combine some teams for synergy

Increase capacity of Sr. Director HR to build capabilities across HRDs and HRBPs with new central HRD role, fill current vacancies, add HR consultants

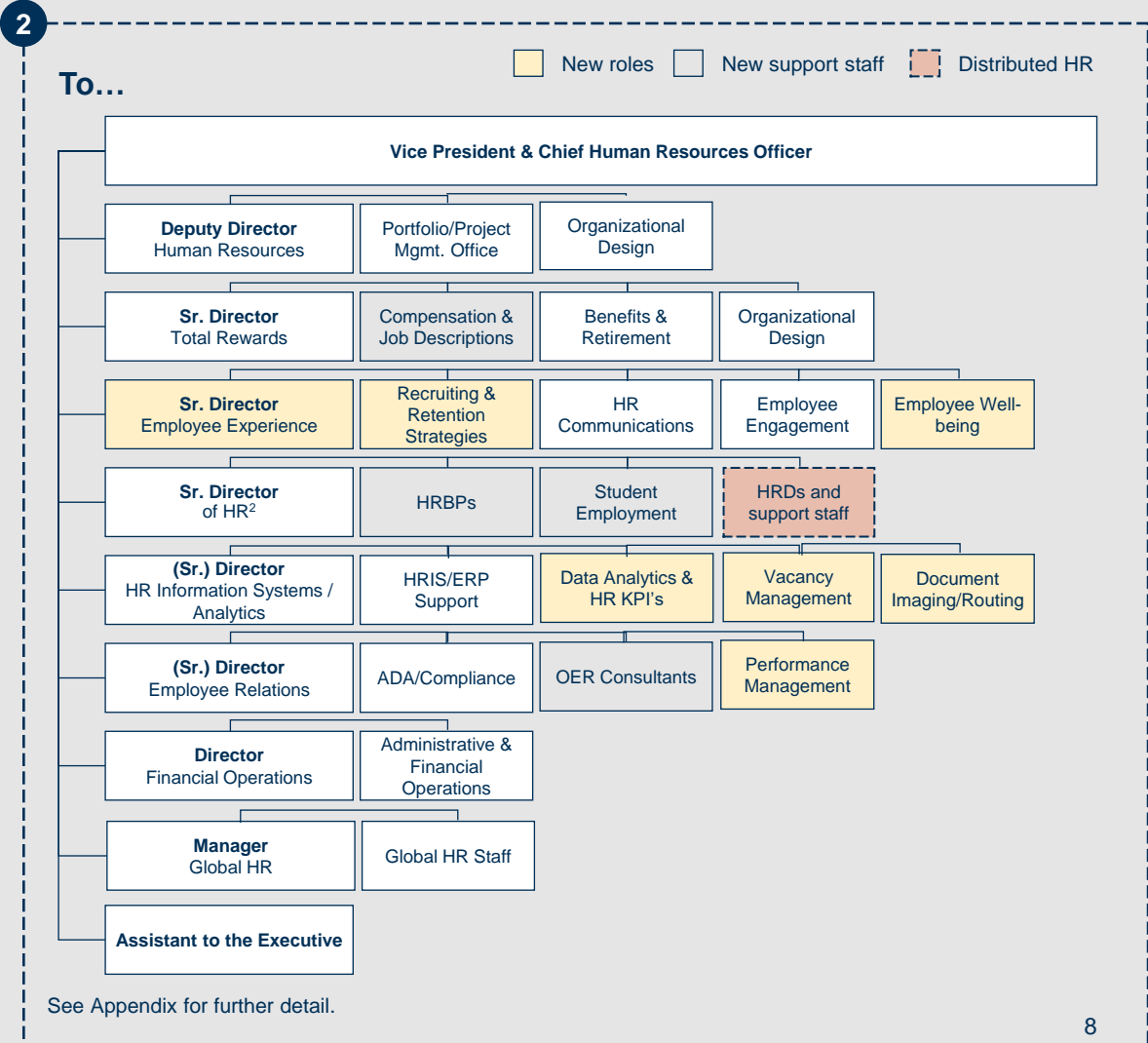
Staff from Talent Acquisition, Position Management, Onboarding, Records, and a few other positions will begin transitioning to the ASC

# Current organization

The number and type of roles reporting to the head of HR can affect their capacity for oversight. In best practice, the CHRO's direct reports are mostly senior department leaders who oversee one or more critical department activities and supervise mid-level managers or specialist teams. Additionally, having 10 or more direct reports may limit the CHRO's ability to prioritize and allocate time.



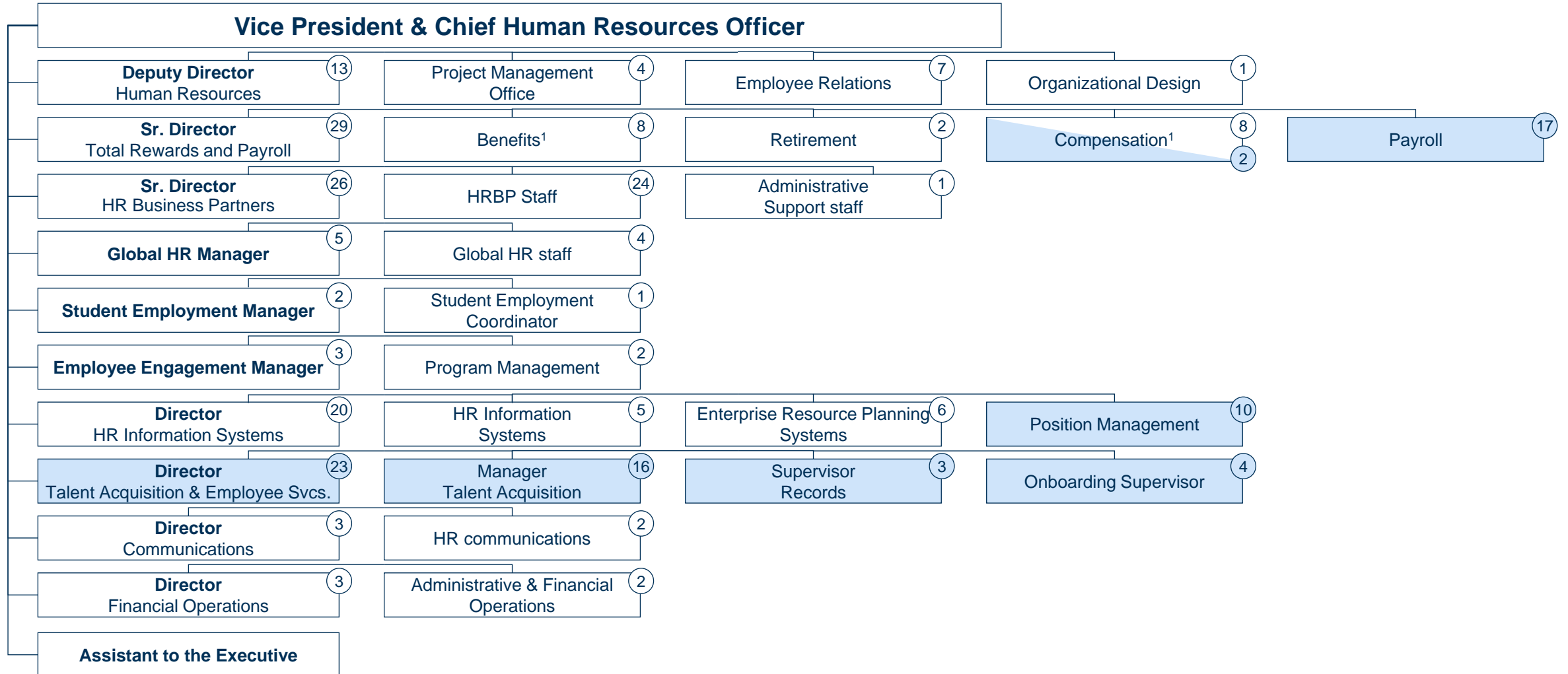
# Proposed future organization





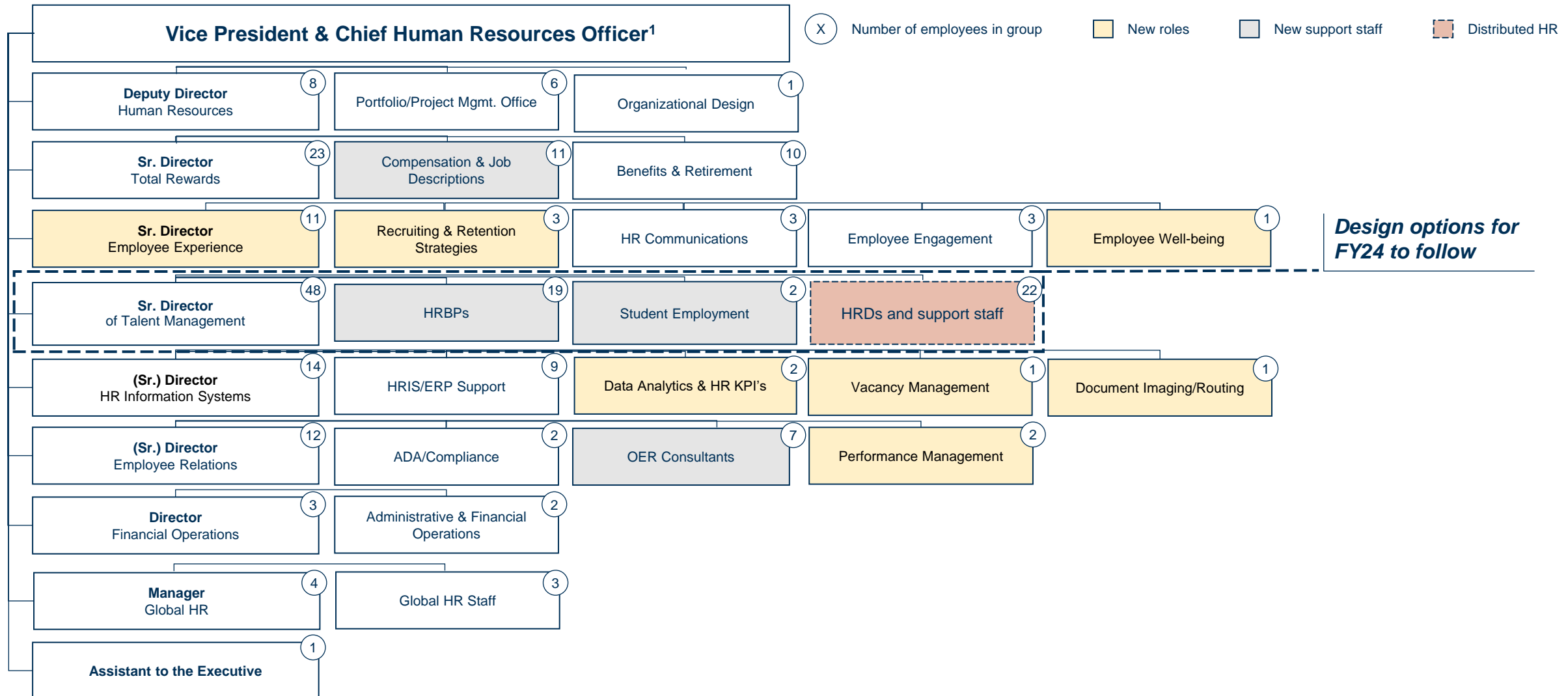
# 1. Current GTHR organizational chart includes several teams that will transition to the ASC

Unit partially or fully transitioning to ASC
 # # of roles transitioning to ASC
 # # of existing role staying in GTHR



1. Benefits and Compensation are still being researched and finalized.  
 Source: GTHR org chart as of January 2022, positions transitioning to ASC as of February 2022.

## 2. Proposed future organizational structure adds new roles and increases alignment on workforce strategy



1. GTRI talent management director has a dotted line reporting relationship to vice president and chief human resources officer  
 2. Potential employee transitions to ASC TBD  
 Source: GTHR Proposed Future State (as of 11/23/21)

# 4. Rational for groupings of functional teams



| Role  | Direct reports   | Rationale for grouping   | ASC touchpoints  |
|---|--|--|--|
| <b>Deputy Director HR</b>                     | Project Management Office<br>Organizational Design   | Oversees entire portfolio of HR projects, steers HR-wide processes to align insights with overall HR strategy; embeds diversity, equity, inclusion, and belonging goals into all strategies and teams; responsible for ASC integration | Overall relationship management  |
| <b>Sr. Director, Total Rewards</b>            | Compensation, Employee Benefits & Retirement   | Relates to hiring and retention packages for employees, which includes compensation, benefits, retirement benefits<br><br>Provides overall direction and maintenance of Institute's compensation systems and related structures        | Compensation<br>Time/Labor/Payroll Processing<br>Benefits & Retirement |
| <b>Sr. Director, Employee Engagement</b>      | Recruiting & Retention Strategies, Employee Engagement, Communications, Well-being                     | Oversees Institute-wide recruitment and retention strategies with support from HR Communication and Engagement<br><br>Provides a focus on ISP goals for employee well-being  | Hiring<br>Communication<br>Change management                           |
| <b>Sr. Director, HR</b>                       | HRBPs, HRBP Support Staff, Administrative Support Staff, Student Employment                            | Utilizes existing structure for FY23, adding additional support to build community across central and distributed HR and build capacity of staff to perform at expectations  | Hiring<br>Onboarding/offboarding                                       |
| <b>(Sr.) Director, HR Information Systems</b> | HR Information Systems, ERP, data analytics, KPI's, vacancy management, document imaging, form routing | All GTHR units will need extensive support with accessing data, analyzing data, setting targets/KPI's, and visualizing data for clients  | Employee Verification / Employee Records<br>Position Management        |
| <b>(Sr.) Director, Employee Relations</b>     | ADA, Compliance, Employee Relations Consultants, Performance management                                | Keeps current structure and adds capacity for performance management support for the Institute   | Customer service   |

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## Current and future organizational size benchmarking



GTTHR's organizational size has stayed relatively flat since 2015, thus adding new roles does not outpace overall Institute growth



Time and FTEs dedicated to HR activity is generally in line with peer academic institutions according to Heliocampus peer set for both the current and proposed organization



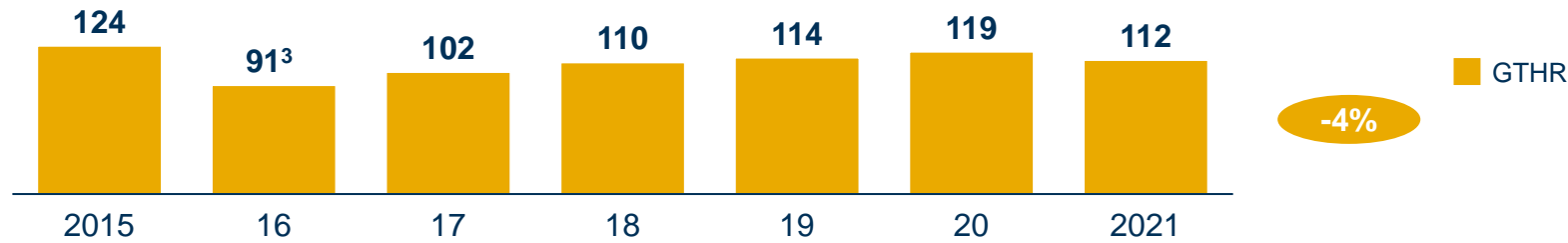
Two additional factors may influence the overall size of the future organization:

1. The number of HR support staff moving to the ASC
2. The FY 2023 budget approval that includes requests for additional roles

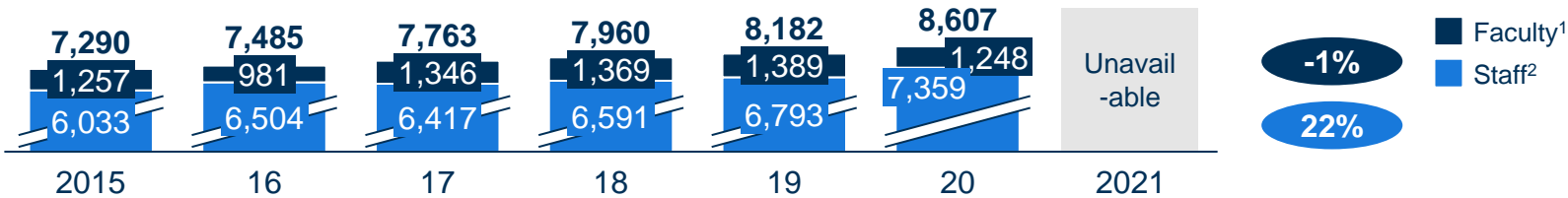
# GTHR organization size has stayed relatively flat since 2015, while the rest of campus has grown

GTHR, # filled positions (Excludes vacant positions)

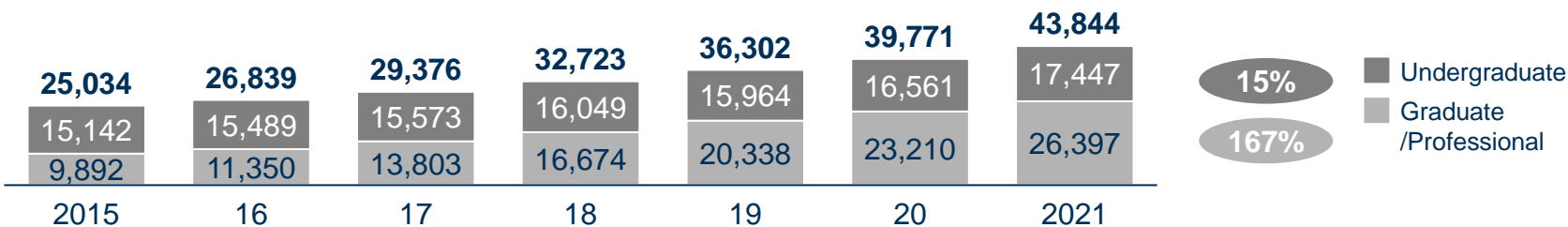
XX% Growth since 2015



Faculty and staff, #



Students, #



## Highlights

- From 2015-2021, central GTHR size has reduced by 4%
- Meanwhile from 2015-2020, GT staff (including non-tenure track and research faculty) have grown by 22%
- The undergraduate student population has grown by 15%, and the graduate/ professional population has grown by 167% (including online students)

1. Includes tenure track faculty, research faculty, and instructional staff with multi-year contracts  
 2. Includes some non-tenure track instructional staff and campus employees  
 3. Between 2015 and 2016, a number of inactive affiliate hires were removed from GTHR's staffing leading to a larger than usual drop in staff.

# Original Heliocampus activity descriptions

| <b>Activity</b>                          | <b>Description</b>  |
|--|---|
| <b>Benefits</b>                          | Managing and maintaining employee benefits such as medical, dental, and vision benefits along with retirement savings accounts. Also providing accurate information and education on benefits and programs; responding to staff and vendor inquiries; updating policies and procedures; responding to and resolving employee inquiries and claims issues.                         |
| <b>Classification &amp; Compensation</b> | Job classification and compensation policy development and compliance. This includes designing, conducting and participating in salary surveys; performing various analyses for purposes of market pricing, salary program development, variable pay, and pay structures.   |
| <b>Employee and Labor Relations</b>      | Ensuring compliance with federal and state labor laws and regulations to ensure consistent application of university policy and the collective bargaining agreements; overseeing employee relations programs.   |
| <b>Hiring</b>                            | Recruitment and selection of university personnel including coordinating employment advertising, developing and completing required employment forms and related documentation, conducting interviews, administering background checks and employment verifications, and facilitating employee separation/termination. This sub-activity can also be referred to as “Employment”. |
| <b>Training</b>                          | Planning & conducting staff orientation; training design and delivery; leadership training and supervisory development; organizational development consulting. This sub-activity can also be referred to as “Talent Management”.  |
| <b>Other<sup>2</sup></b>                 | Includes Human Resources related sub-activities not separately identified at this time. Examples include, but are not limited to, activities such as time and leave reporting, and management of the employee performance appraisal process.  |

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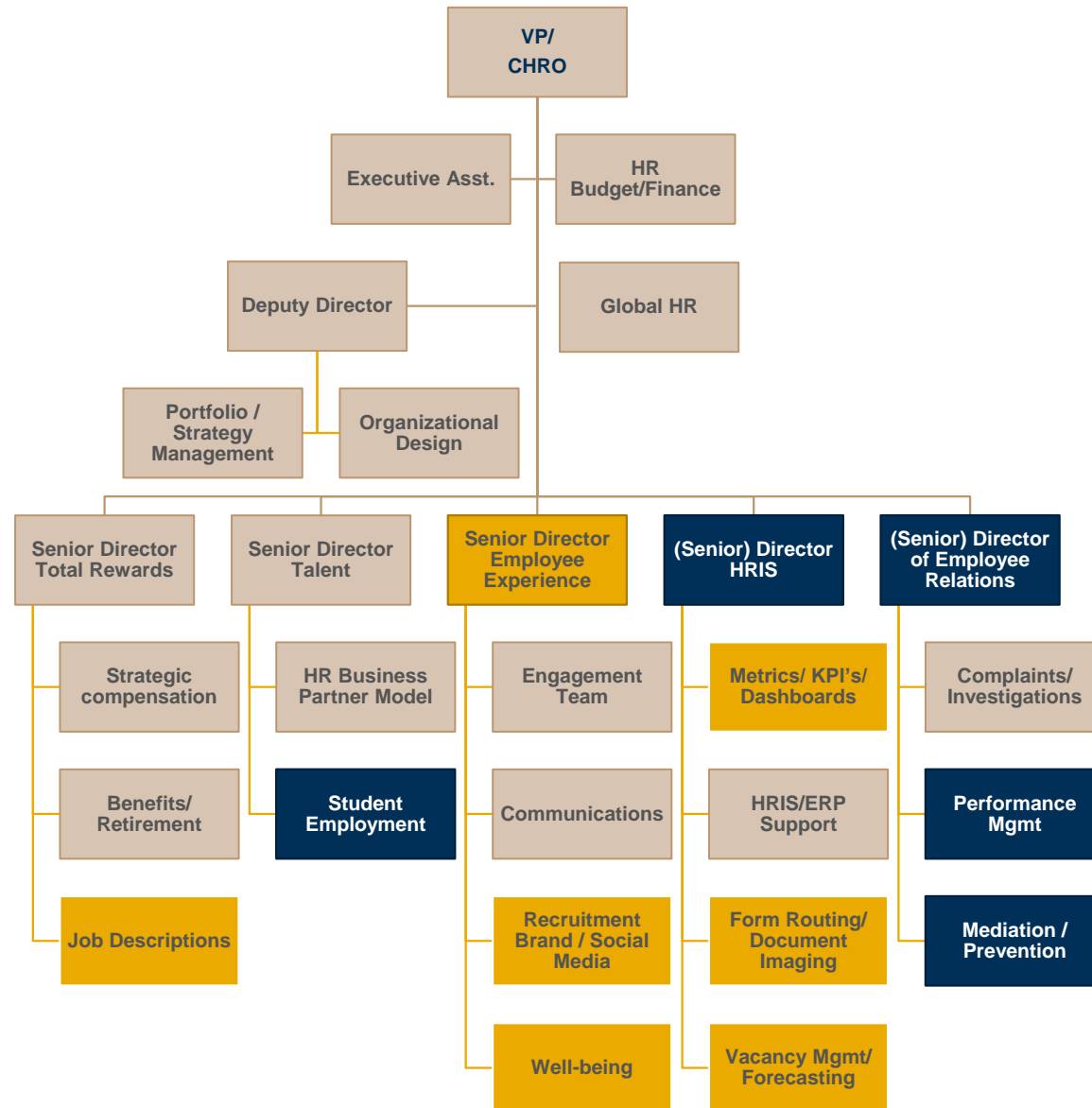
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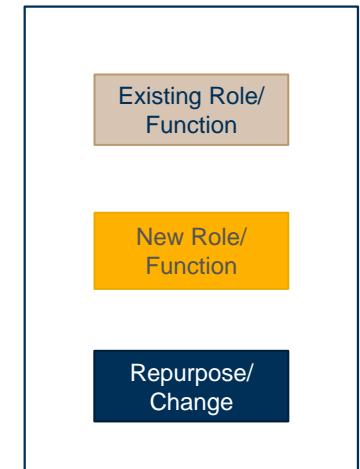
**Appendix**



# Future State HR Organizational Chart by Function



- New FTE's:**
- (2) Compensation Consultants
  - (1) Sr. Compensation Analyst
  - (1) Data & Analytics Manager
  - (2) Data Analysts
  - (1) Director HRBP's
  - (2) HRBP Consultants
  - (1) Employment Brand Manager
  - (2) Recruitment Brand Specialists
  - (1) Sr. Director Empl. Experience
  - (1) Program Manager – Well-being
  - (1) Asst. Director Empl. Relations
  - (1) OER Consultant
  - (1) Administrative Assistant
- Total = 17



# GTHR Job Openings

The following current and future vacancies are available to GTHR staff, who will be considered as priority for qualifying positions.

| Current Vacancies                  | New Positions Pending Budget        |
|------------------------------------|-------------------------------------|
| Administrative Professional        | Senior Compensation Analyst         |
| Program & Portfolio Manager        | Compensation Consultants            |
| Financial Analyst                  | Data & Analytics Manager            |
| Director Employee Relations        | Data Analysts                       |
| Foreign National Employment Coord. | Director HRBP's                     |
| HR Consultant I&S                  | HR Consultants                      |
| HR Consultant GTHR                 | Recruitment Brand Specialists       |
| HRBP Library                       | Senior Director Employee Experience |
| HRBP Communications                | Program Manager Engagement          |
| Position Data Specialist           | Asst. Director Employee Relations   |
| Position Management Analyst        | OER Consultant                      |
| Business Analyst                   | Administrative Professional         |

# 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/HRDs 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