



Going from Good to Great: HR's Role in an Organization's Success

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CUPA-HR Webinar

Presenters



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Outline

- Basic Assumptions
- Why Operational Efficiencies Matter
- Solving the Right Problem
- The Operational Model
- Sustainability
- Key Take-away



Basic Assumptions

The Employee Experience Maturity Model

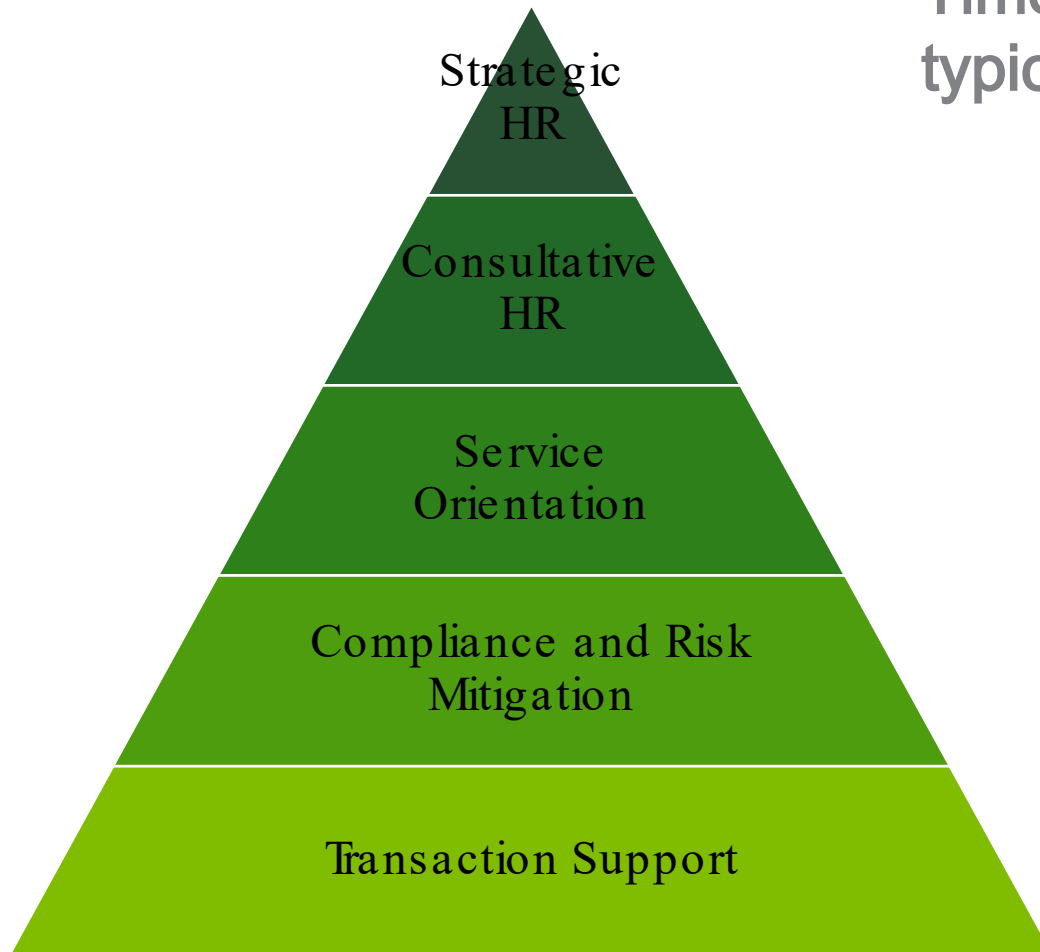
Transactional efficiency is realized at your organization.



Source: The Definitive Guide: Employee Experience, The Josh Bersin Company, 2021

Why operational efficiencies matter

Time and resources spent in a typical HR team



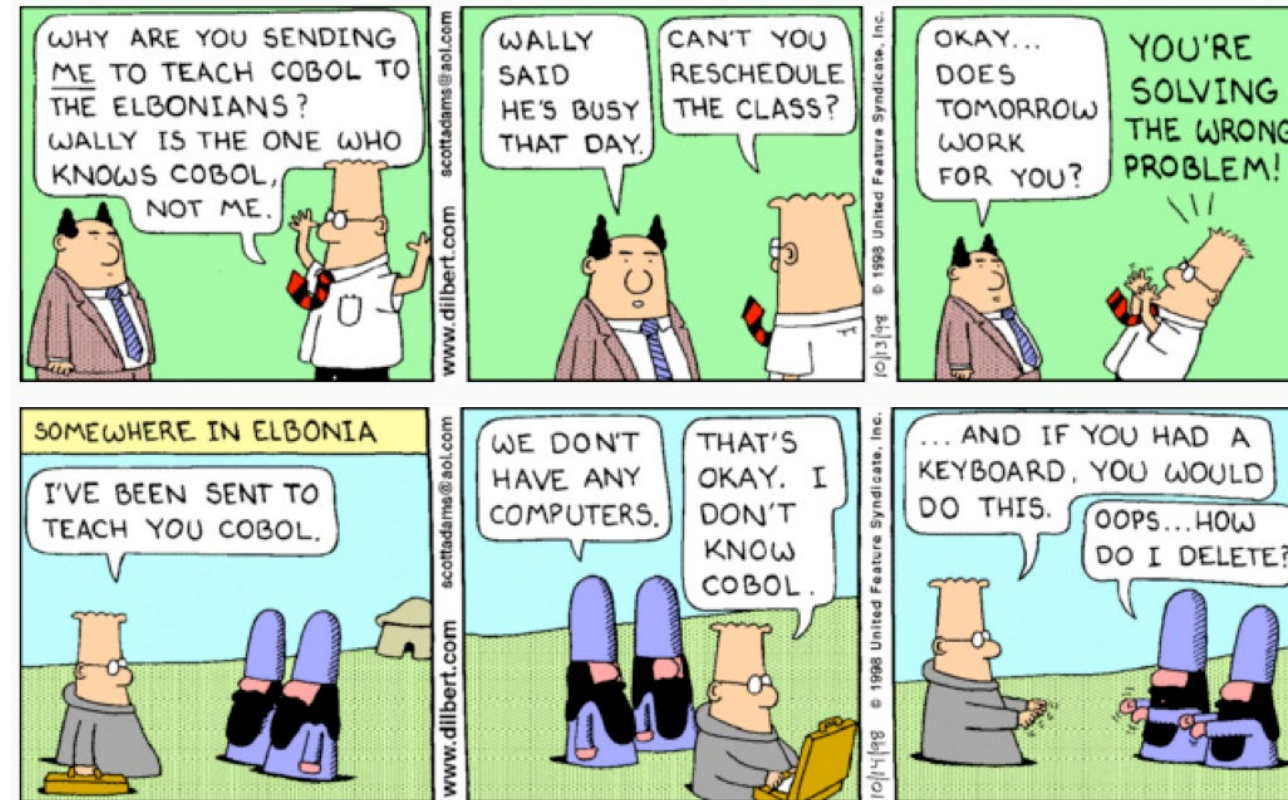
Majority of time and resources spent here

Solving the right problem

Why this is important

Re-framing can reveal unexpected solutions. E.g., The classic slow elevator problem*.

*Are you solving the right problems? Thomas Wedell-Wedellsborg, Harvard Business Review: Jan/Feb 2017

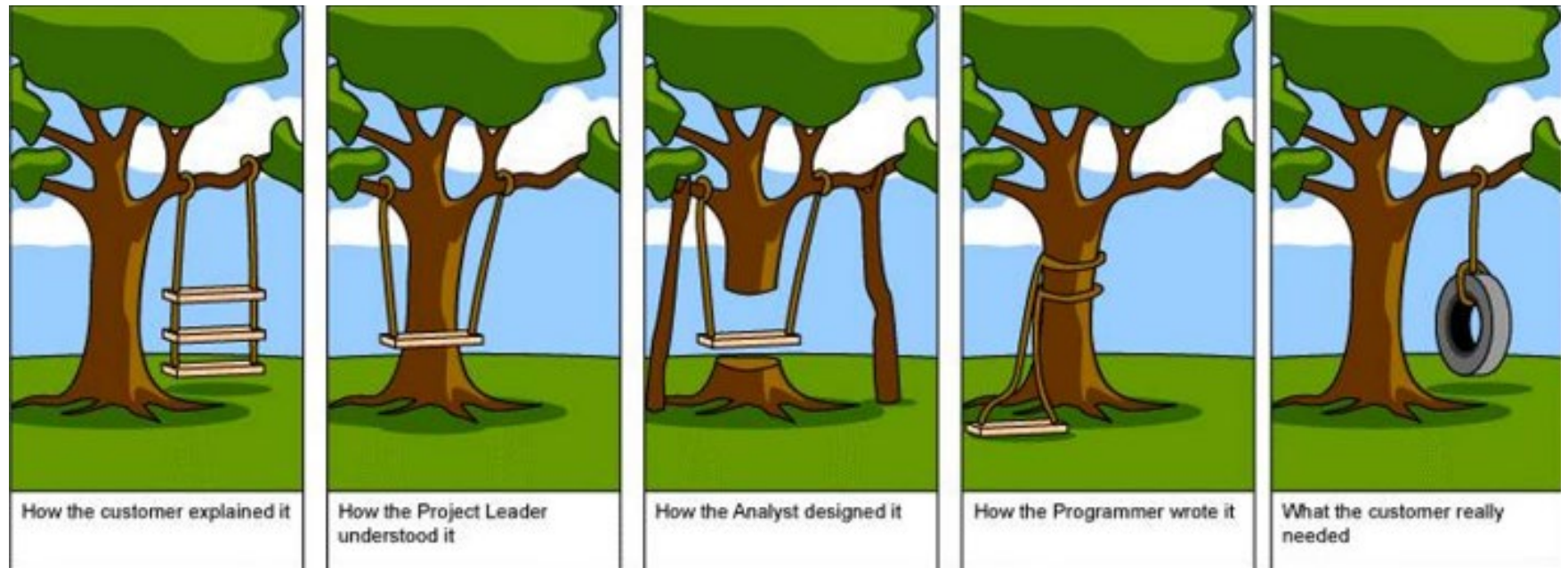


Solving the right problem

Tied to the institution's **mission**

Importance of solutions that are designed around the customer experience that are **workable***

***workable**: solutions that factor in cultural, political, legal and technical limitations.



Solving the right problem

Understanding the employee lifecycle

- Designing solutions around the **employee experience** – This may require a redesign of many processes



Solve for the Customer



Solve for Administration



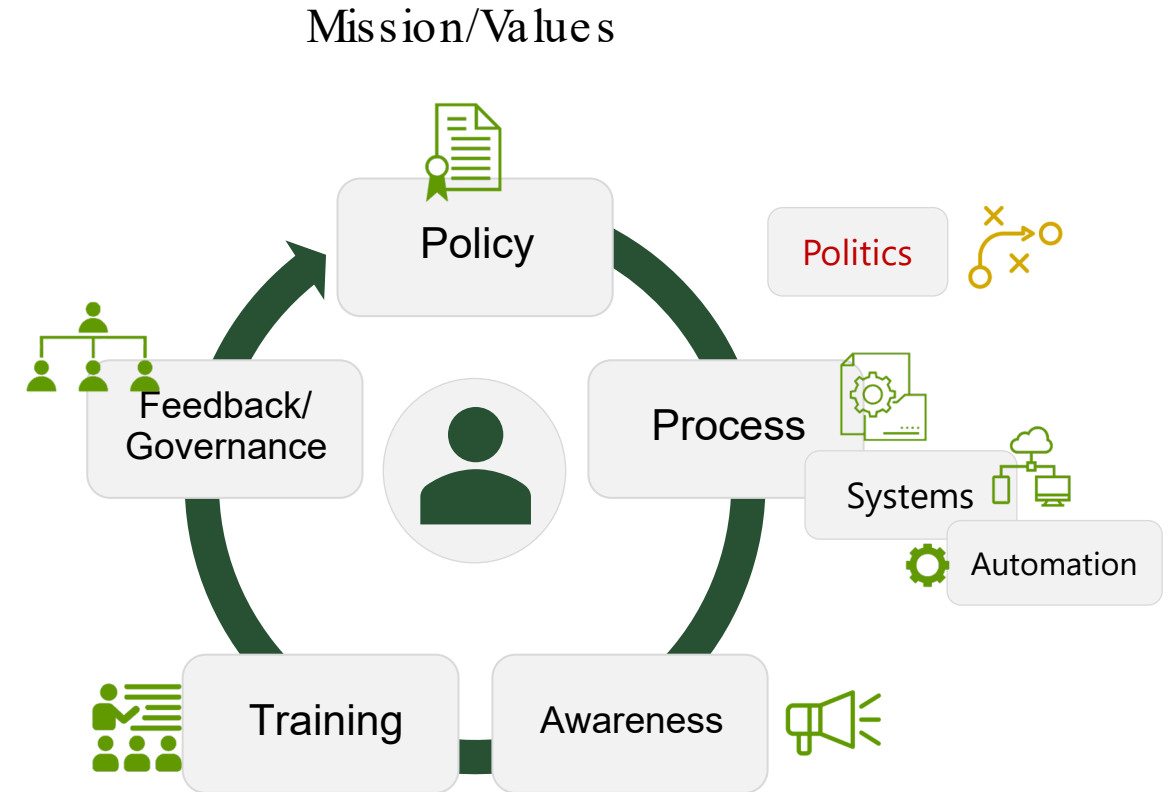
Solve for Technology



The Operational Model

The Operational Model

- Developed on the core principles of human behavior and how people operate at work – **99% of employees come to work to do the right thing.**
- An operational model that factors in various constraints, levers, and tools to ensure a **self-sustaining** cycle that reinforces the objectives



The details

1. Policy:
 1. Clear objectives that set the direction. The north star
2. Processes that:
 1. Reinforce the objectives
 2. Leverage automation
 3. Factors in technology limitations
 4. Political boundaries
 5. Fit within the institution's culture
3. Awareness and Training:
 1. That tie back to the objectives and are achievable
 2. Concise and to the point
4. Feedback/Governance
 1. Clear reporting on **how** they are doing
 2. Escalation/resolution channels for when they don't meet the minimum thresholds

How we learned

Sick time donations

Process - FMLA
Politics example-
Separate IT
infrastructures
Culture – academic
vs clinical

Performance
Evaluations

I-9/E-Verify



Sustainability

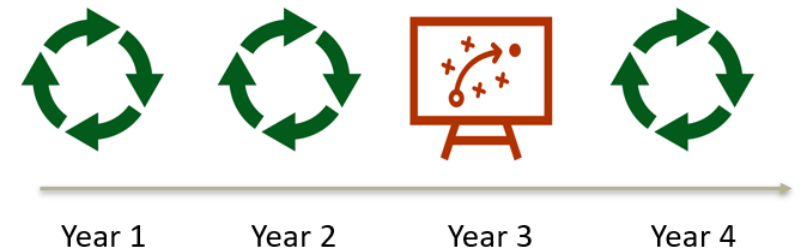
Making sure these solutions stick

- Making sure the solutions are tied to the institution's **Mission** and **Values**
- Create Accountability
- Develop **Continuous** and **Disruptive** Improvement cycles

Designing the team to **empower** and create **accountability**. Functional admins own the whole function or have clear lines of responsibility/hand-off



Re-look at your solutions every few years to see if they still make sense



Realized benefits of this model

where it was implemented successfully

HR

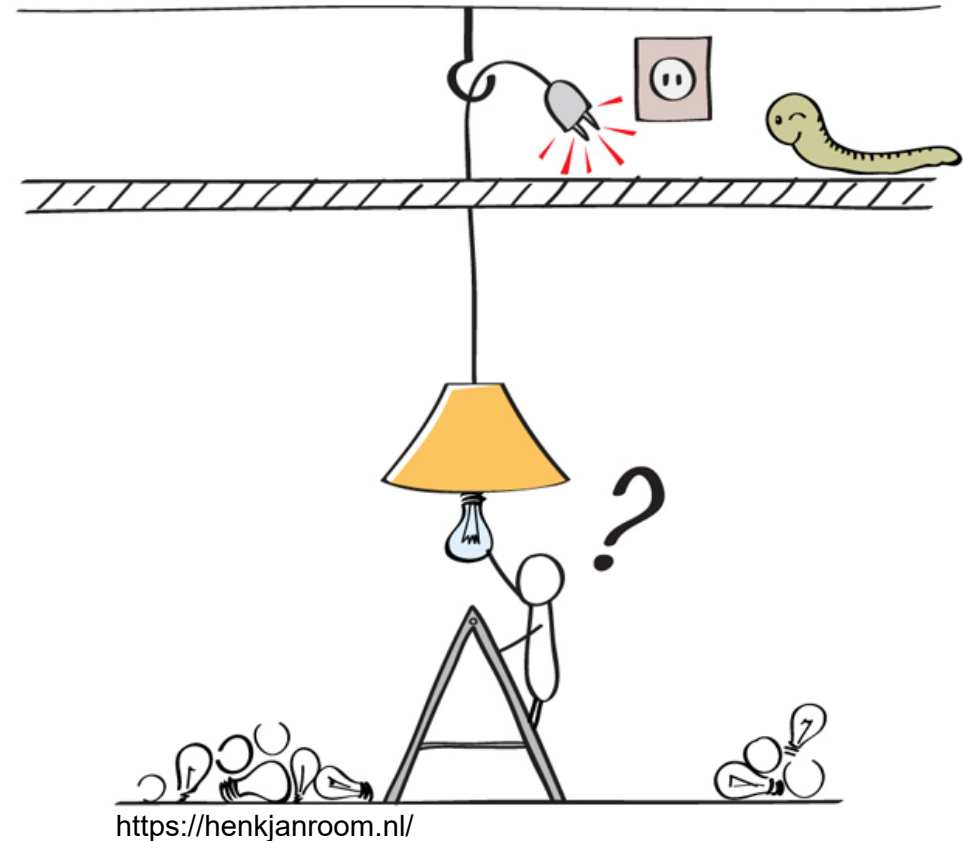
- Increased understanding and awareness
- An improvement in employee engagement and morale
- Improved compliance
- Increased resiliency within the organization
- Improved results from the engagement surveys

Employees

- More transparency with: Policies, Procedures and Practices
- Improved productivity- lets them focus on their areas of mission
- Streamlined transactions and less guess work

Key Takeaways

- Solve the right problem
- Design solutions focused on the customer
- Use the operational model to keep things humming



Have a Question?



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