



Transforming the HR Organisation: A Quantum Leap: The University of the West Indies- Mona Campus

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Key Issues to be Addressed



- Why transform?
- Initiating the HR transformation process. How?
- From periphery to hub –Quantum Leap
- The implementation of the HR Transformation
- The Opportunities of HR Transformation
- The Achievements to date
- Lessons Learnt

The Road Ahead





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- regional institution located in the Caribbean.
- a Centre on the Mona Campus in Jamaica, three Campuses: the Mona Campus in Jamaica; the Cave Hill Campus in Barbados and the St. Augustine Campus in Trinidad
- 12 Centres - the Bahamas, St. Kitts, the British Virgin Islands, the Cayman Islands, Grenada, St. Vincent, St. Lucia, Antigua, Dominica, Belize, Montserrat and Anguilla.
- funded primarily by the governments and representatives of these governments participate in the governance structure of the University.
- Campuses operate autonomously in the main, with overarching policies and procedures.





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- **The UWI Mission**

to propel the economic, social, political and cultural development of West Indian society through learning research, innovation, advisory and community services and intellectual leadership

- **The UWI Vision**

to become a truly 21st century higher education academy with a global reputation for excellence by 2007. The new UWI will have a global reach while retaining its commitment to regional development and continuing to reflect the distinctive character of the Caribbean society it was set up to serve.





The Mona Campus-Culture and Tradition



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- Decision-making on organizational hierarchy rather than on process and function
- Systems that are bureaucratic with an extensive hierarchy of Approvals
- Some autonomous organizational units which are reluctant to change
- Difficult and time-consuming processes to change Ordinances, Regulations and Collective Agreements
- Strong Culture of Tradition, Laws, Custom and Practice.
- Manual Systems
- Redundant and inconsistent information generation systems
- Poor communication
- Activities which do not add value
- Customer care that is nice, but not helpful
- Mistrust and skepticism among staff





HR - The Way we were



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- Separate personnel administration organizations with various sub-systems which had been developed to support specific functions, based on group/ organizational differentiation within the organization
- Physically dispersed operations which reinforced the division in the manner in which services were provided
- Poor physical infrastructure and difficult working conditions for HR Staff
- Low staff morale which often affected the level and the quality of service delivery A feeling of abandonment by management and a sense that HR was not a major priority.
- A heavy reliance on goodwill and commitment to produce results





Why Transformation - UWI



- strategic decision in 2002 to transform the HR Organisation
- response to the challenges posed by the rapidly changing environment of Higher Education
 - Financial uncertainties
 - Rapidly changing technology
 - Increasing competition in Higher Education Market
 - Stakeholders being more demanding and requiring higher levels of accountability and performance.





HR Challenges

- Inconsistent quality and accuracy of the HR information generated for decision-making
- redundancy of HR activities and lengthy and unresponsive HR processes.
- HR administered by a Committee driven, fragmented, bureaucratic and paper-dependent structure





The Response

- Engage Consultants to review the HR functions on the Mona Campus and make recommendations.
 - Integration of Functions
 - Structure based on process rather than hierarchy
 - New Building
- Leverage Capability of HRMIS purchased in 1995





Transformation - Objectives

- To create an HR system designed on the basis of the interface between HR, the University and its customers.
- To create one database with incremental data capture, producing automatic management reports, information needed for decision making at key career points for staff members, as well as data for deeper analytical work.
- To facilitate completion of all processes electronically through the internet, intranet or by way of templates that are provided to the staff members via downloads.
- To ensure that HR policies, practices and processes are properly documented and communicated to all clients and customers.





Transformation - Projects

- the integration of the HR structure and functions
- construction of a new HR Building,
- significantly increased leveraging of the HRMS through
 - increased access and functionality directly to Managers and Staff via Self Service
 - Position Management
 - on-line absence Management
 - Data Quality Auditing and Training,
 - Electronics Records and document Management
 - Real-time management Reporting.
 - the introduction of an electronic real-time directory



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Transformation - Projects

- **Compile and index Committee decisions relating to HR**
 - convert into proper policy and procedural documents.
- **Map HR processes and procedures**
 - To determine relevance and/or utility
 - To identify and remove bottlenecks.
 - To develop benchmarks
- **Identify and correct problems with the generation of data**
 - Centralization of the database system
 - Interface between the information systems
 - Database access





Transformation - Projects

- To automate time consuming HR processes :
 - i. Vacation Leave
 - ii. The disbursement of the Book Grant
 - iii. The provision of the Study Travel Grant
 - iv. The processing of part-time employees.
 - v. Recruitment and hiring.
- Initial Challenges
 - roll-out of HRMIS modules initially done as cross campus project
 - there were not enough staff dedicated to implementing the HRMIS modules.





Strategic Transformation Initiative

- Campus Transformation Plan – 59 items for Strategic Change – 29 were HR related.
- No recommendations for repositioning of HR
- HR asks for inclusion and then asked to develop and submit HR plan for transformation focussing on areas which needed immediate attention
- HR plan accepted and funded





Strategic Transformation Initiative



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- **Leave:** To eliminate the time-consuming paper driven leave process and establish a tool that provides real-time information to management at all levels
- **Access to Data:** To provide real-time accurate information for management decision making process and staff information.
- **Staff recruitment and hiring :** To automate all the functions involved in the recruitment and hiring process.
- **Resolution of Disciplinary Matters:** The negotiation of disciplinary procedure that is acceptable and workable for management, unions and staff.
- **Presentation of CV's (academic staff):** To establish a standard style or styles to be used by each discipline and require that the CVs be presented in this format for all campus processes requiring CVs.
- **Appraisal, benchmarks, criteria, weightings and methodologies (academic staff):** To establish a uniform appraisal process based on detailed criteria, weightings and benchmarks.





Strategic Transformation Initiative



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- **Appraisal of ATS staff:** To re-establish a system for the annual appraisal of ATS staff
- **Procedures and Standards:** To provide establish a complete set of procedures and standards manuals which will guide existing HR processes.
- **F@GPC HR policy and decisions:** To ensure that the University and Mona F@GPC decisions which guide HR policy and practices are documented and easily accessible.
- **Flexible Working Hours:** Extended and improved service delivery; and a reduction in overtime payments.
- **HR Merger:** To complete the HR merger.
- **Sanitation: Buildings:** To provide an efficient, reliable, cost-effective, team-based sanitation service whereby benchmarks are established and implemented to ensure cleanliness of lecture rooms and bathrooms.





HR Capacity Building



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- Identify the most critical specialist HRMD needs and determine the extent to which competent personnel are currently in place to satisfy these needs at all levels of the operation of the HRMD.
- Ensure that the HRMD utilizes the competencies of current HR staff in a manner which brings the maximum benefits.
- Provide incentives to encourage and support staff who pursue relevant training and development programmes, including degrees which would be consistent with the needs of the HRMD and geared towards closing the HR competency deficit in the shortest possible time
- Ensure that future appointments to the HRMD focuses on solving competency gaps in critical HR areas





Opportunities



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- proactive participation in the human resource management programme by Deans and Heads of Department/Units/Centers and worker representatives
- identification with the human resource management programmes
- to identify the nature and extent of the HRD support required by Deans and H.O.Ds leading to better alignment of HR objectives with operational objectives
- To be more effective and efficient in the interface between campus management, HRD, Staff and their representatives.





Challenges

- Skepticism
- Credibility - inaccurate and inconsistent data in legacy systems
- Reputation
- Manual Systems
- Working hard, but not smart
- inconsistent interpretation and application of policies, rules, regulations, procedures and practices.





Achievements to date:

- New building is being constructed and HR staff is expected to start moving in by November 2006.
- The two separate sections which were carrying out personnel administrative functions have been merged into a new integrated HRM Division reorganized along process lines.
- Transforming HR has now been accepted as one of the main priorities of the Mona Campus. Executive Management is fully on board.
- A growing number of HR functions are now on-line and decentralized, with self – Service features.
- Initiatives have been introduced to improve data quality.
- HR policy and procedures are being documented
- Performance evaluation has been re-introduced.
- Unit and desk functions within the HRMD have been analysed, and in many cases revamped, and are being documented.





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Lessons Learnt

- **Executive Sponsorship**
 - Much of accelerated progress has been greatly facilitated by the interest, support and direct involvement of the top management. Both the restructuring exercise and the Transformation initiative continue to be actively monitored by the Senior Management team and regular reports are required for the Management Committee.
- **Implementation Budget**
 - It is critical that special funds are dedicated and made available for any such project.
- **Project planning and management**
 - Tight project planning and management is essential with regular meetings and follow-up activities. Our experience has clearly shown that included in this must be a well defined strategy and plan for change and change management, and this is one area which we have to strengthen and develop.
 - one has to be selective in identifying the deliverables and not attempt to do everything at once. Transformation is like a rubber tube, once you get one part patched, it shows up other weaknesses, and new holes develop. In addition,
 - the main show has to go on – people have to be hired, paid, nurtured, and trained to keep the organization running. As we have said over and over – we recognize that we will have to run a “rickety system” in some areas, while the transformation goes on.





Lessons Learnt

- **Project Team**

- Select the best, even if it means poaching or being creative with compensation. (You may even have to wink at some of your own rules – then plead memory loss and run for Executive shelter). This is a difficult proposition, but it has to be done. In addition, it is important that
- HR functional personnel must be integral, and in the leadership of the team.
- HR Transformation has to be driven by HR, even if it is leveraging technology.
- the reality - while full-time dedicated functional HR users to the project are very important, this has been almost never attainable.



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Lessons Learnt

- **Technical environment**

- The technical environment must always be adequate and must move with process and technology requirements. Once persons become accustomed to the new technology and expectations are raised, the technical environment has to be available 24/7.

- **Business Process Review and Re-engineering**

- Use every opportunity to review your processes, and “bite the bullet”.
- The HR function has to be re-defined to leverage system capability.
- Ongoing HR, and indeed other organisational restructuring are inevitable throughout the process.





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- **HR Staff**

- The HR Staff and other functional users must be involved at ALL stages of the transformation - one reason for our success to date. This allowed us to obtain early buy-in by this group, with the exception of a few.
- Ensure that dedicated functional users are part of core team
- Increase in staffing requirements during implementation and beyond

- **Training and Development**

- Train! Train! Train. Training for Transformation must be on-going, relevant, practical and as required - just –in-time. Our experience has been even when they use it, some still lose it. Of course it is critical that training be cost effective.

- **Luck**

– **LOTS OF LUCK!!!!!!!!!!!!**





Thank You!

