

HR TRANSFORMATION “A NEW SERVICE MODEL”

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- Huge Strategic HR Agenda in HE
- Real focus at DMU on people as the critical asset
- Increasing the capacity for managing the people aspects of change

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Critical Success Factors

- Ensure efficient service delivery
- Speak the language of business
- Demonstrate the business benefits of HR
- Create processes and practices for partnership
- Develop business skills within HR
- Build HR's credibility as a business partner

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DMU Key Strategic Objectives

- Develop and promote a distinctive academic portfolio
- Enhance quality
- Optimise student profile
- Strengthen research and regional engagement
- Maintain financial stability
- Maintain and develop the quality of our staff
- Maintain and develop supporting infrastructure and the environment

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Aspects of the Transformation Project

- Clarify the Role of HR Business Partner in a University
- Development Framework for HR Business Partners
- People Measurement as Lever for Strategic Change
- “Vital Few” key performance indicators

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- Literature Search
- Conference & External Research
- Specialist Consultancy input
- International HE Research

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Australian Study Tour



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- HR Team Diagnostics
- Stakeholder input and consultation
- HR Vision and Objectives
- Transformation Plan

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Implementation - Key features

- Refocus expertise resource on key university priorities
- Create 'Space' for pro-active input to strategic HR Agenda
- Business Partner's located in faculties
- Build on professional strengths and create an HR development route
- Better integration of policy development and practice
- HR Services model – process and systems improvement

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HR Adding Value

- Lead development of Strategic HR agenda
- Lead delivery of HR Initiatives in partnership
- Specialist advice and support
- Deliver exemplary HR Services

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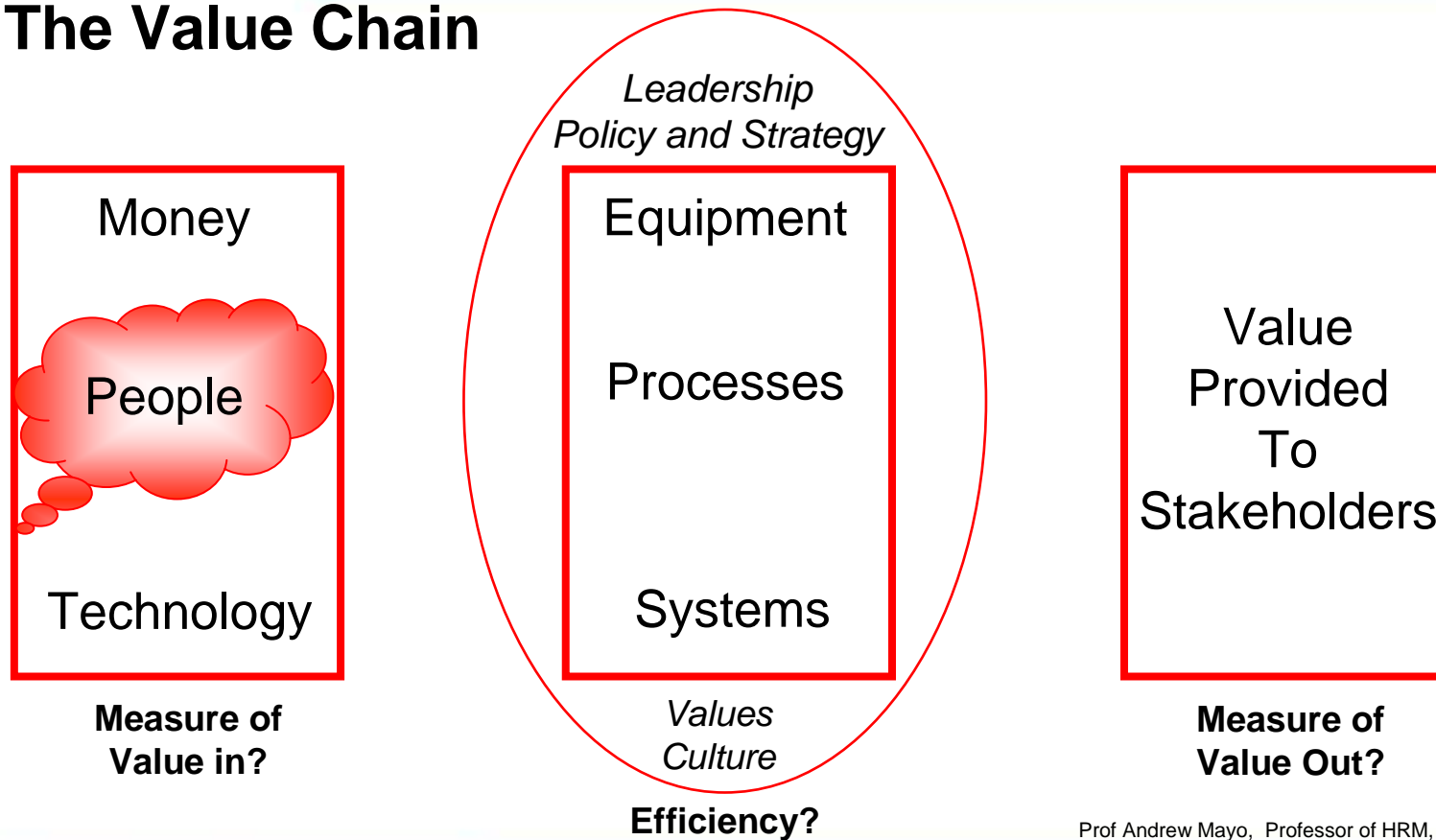
Highlights

- Overall satisfaction – 30% increase in overall staff satisfaction compared to 2003
- Agility – speed of organisational response improving
- Internal communication – there has been an improvement in the University's overall internal communications.
- Improve speed of response to problems and challenges
- Improvements needed to cross faculty and directorate working
- Majority of colleagues enjoy working here most of the time and increase in number who would recommend working at DMU

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People as Assets

The Value Chain



Prof Andrew Mayo, Professor of HRM, Middlesex University

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HR Strategic Plan

‘Preparing for 2010 and beyond’

9 Themes

- Create a culture of pride and employee commitment
- Structured Organisational and Leadership development
- Performance Management and Reward Framework
- Recruitment and Selection Strategy
- High quality Professional Development and Training
- Create a culture of health and safety and employee well being
- HR planning process
- E-enabled HR processes
- HR Policy review and development

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- Revised structure and way of working
- Business focused HR Strategy
- HR Service Model
- HR Business Partnership embedded
- People Metrics – Remains a challenge!

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Discussion Questions

- What will help and hinder HR Transformation in your University?

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Discussion Questions

- HR Strategic contribution – critical success factors
 - What are they?
 - How well are you doing?

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Discussion Questions

- People Measurement – the Holy Grail?
- How to achieve effective People Measurement?
 - Share good practice
 - Key obstacles?

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