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

Tuesday, March 8, 2022 | 1:00 p.m. ET

Sponsored by PageUp
Presenters

Rahul Thadani
Executive Director, Human Resources
University of Alabama at Birmingham
Outline

• Basic Assumptions
• Why Operational Efficiencies Matter
• Solving the Right Problem
• The Operational Model
• Sustainability
• Key Take-away
Transactional efficiency is realized at your organization.
Why operational efficiencies matter

Time and resources spent in a typical HR team

Strategic HR
Consultative HR
Service Orientation
Compliance and Risk Mitigation
Transaction Support

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*.

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

- 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.

Year 1 Year 2 Year 3 Year 4
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?

Submit questions to our presenter using the Chat.
Thank You

Please complete your event evaluation

Sponsored by PageUp