High Impact HR Model- FAQs

1. **What is changing in the Health System Human Resources Department?**
   Human Resources (HR) is launching a high impact human resources model that will position us to deliver exceptional service in traditional transactional functions, coupled with a higher level of staff engagement and higher impact service to our entire academic medical center.

2. **Why is this happening?**
   For the past six months, we have been receiving feedback from leaders at all levels about the Human Resources services that we provide to our internal customers and employees. Specifically, our leaders told us that: 1) they expect timely, efficient and expert solutions for traditional human resources transactional work; 2) they expect true partnership from their Human Resources Business Partners to provide solutions to complex issues related to talent, culture and employee engagement; and, 3) they expect Human Resources to build the capabilities of our people in alignment with the strategy of the academic medical center.

3. **What will the new HR model look like in January 2016?**
   Our HR model focuses on aligning our services to the overall academic medical center with:
   - Dedicated **Human Resources Business Partners** assigned to each department. Our Business Partners will be high touch, responsive, go-to experts to facilitate human resources to your departments.
   - **Networks of Expertise** for Compensation, HR Strategy, Labor Relations, Payroll, Performance Learning and Development comprised of professionals with significant expertise in their discipline.
   - An **HR Solutions Center** staffed by well-trained human resources professionals to provide friendly, reliable and timely service for the traditional transactional work expected of human resources.

4. **What will change for HR’s internal customers?**
   Dedicated **Human Resources Business Partners** assigned to each department. Our Business Partners will be high touch, responsive, go-to experts to facilitate human resources to your departments.

   **Networks of Expertise** for Compensation, HR Strategy, Labor Relations, Payroll, Performance Learning and Development comprised of professionals with significant expertise in their discipline.

   An **HR Solutions Center** staffed by well-trained human resources professionals to provide friendly, reliable and timely service for the traditional transactional work expected of human resources. Our HR Solutions Center will be positioned to provide outstanding service to our internal customers and employees for everything from general inquiries to more complex solutions focused on matters such as compensation, leaves of absence and employment transactions.

5. **Will I have a different HR Business Partner in the new model?**
   In some cases, yes. New business partner assignments were announced following a thorough selection and matching process that focused on matching the right HR professional with the right skills with your department. Your business partner will be scheduling onboarding meetings with
your departments’ leadership team for the months of January and February. During this time, your business partner and you will be developing first year work plans that align with your departmental and HR priorities.

6. Does this change include staff and faculty? 
At this time, the Human Resources Department will continue to support staff employee/labor relations and transactions and the current faculty transactions we process.

7. Will these changes fully integrate HR services across our academic medical center (clinical operations, medical school, research facilities and shared services)? 
Yes. We will continue to serve needs across the academic medical center.

8. Are you changing any services you deliver: stopping anything, doing something new? 
Aligning our human resources priorities and services to the academic medical center’s priorities will require constant evaluation to determine the best allocation of resources.

9. Will my department be responsible for doing more or less “HR work” than we are doing now? 
The 2012 reorganization (Service Delivery) played a major factor in determining work that would be absorbed within HR and work that would continue to be performed at the departmental level. We will be focusing on how and where work should be done to provide the best value to our customers.

10. Will I have input into the performance evaluation of my HR Business Partner? What if the relationship is not working? 
Yes. Your input will be critical throughout the year and will be used for HR Business Partner development and serve as a quality measurement for service levels. Your HR Business Partner will be expected to develop a yearly work plan with you, which will be factored in to the HR Business Partner’s performance evaluation.

11. What is the HR Solutions Center? 
The HR Solutions Center (HRSC) will be staffed by well-trained human resources professionals to provide friendly, reliable and timely service for the traditional transactional work expected of human resources. Our HR Solutions Center will be positioned to provide outstanding service to our internal customers and employees for everything from general inquiries to more complex solutions focused on matters such as compensation, leaves of absence and employment transactions. The HRSC will be one with our customers - ONE phone number, ONE purpose, ONE team.