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Human Resource Services

Monthly Leadership

April 2, 2024

Overview



Human Resource Services Monthly Leadership

- HRS service enhancements since July 2023
- Administrative efficiency project updates
- HR Partner Model
- HR Future State
- How you can help
- Questions & Answers

Thank you



A note from the CHRO

Thank you to the HR team for their dedication and support to enhance our service delivery and develop strategic partnerships that provide transformational HR support to the campus.



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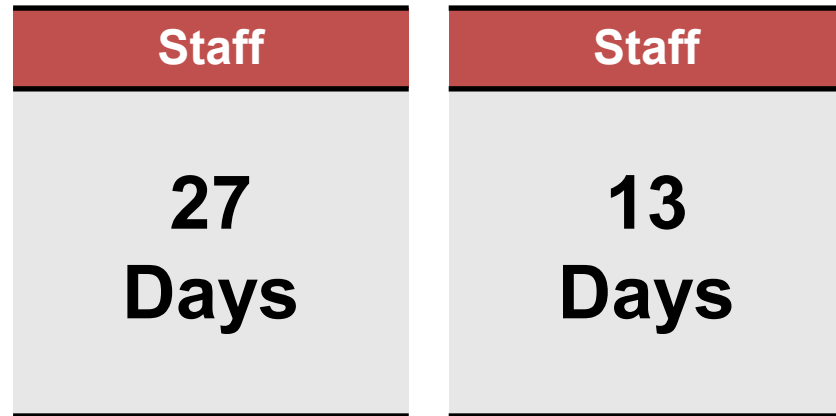
Key Performance Indicators

Campus concerns



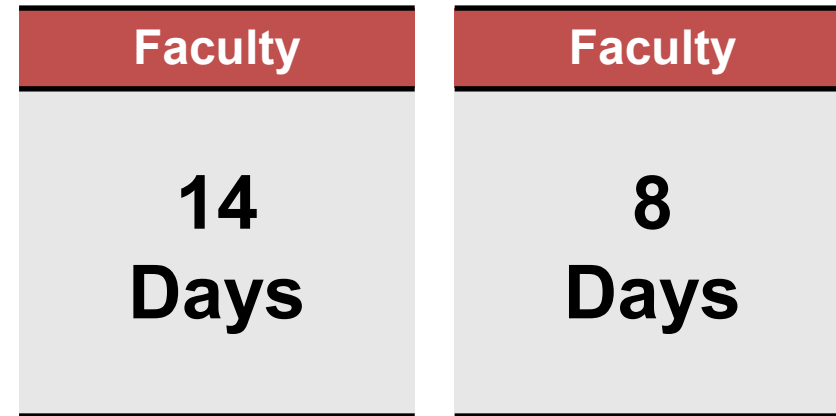
Average time to review employment change requests

July 2023 / February 2024



NOTE: Time spent in Human Resources decreased from 24 days in September of 2023 to less than 8 days in February 2024.

September 2023 / February 2024



*The date for faculty shows September as the beginning for analysis since faculty requests begin in earnest at the start of the AY.

Campus concerns



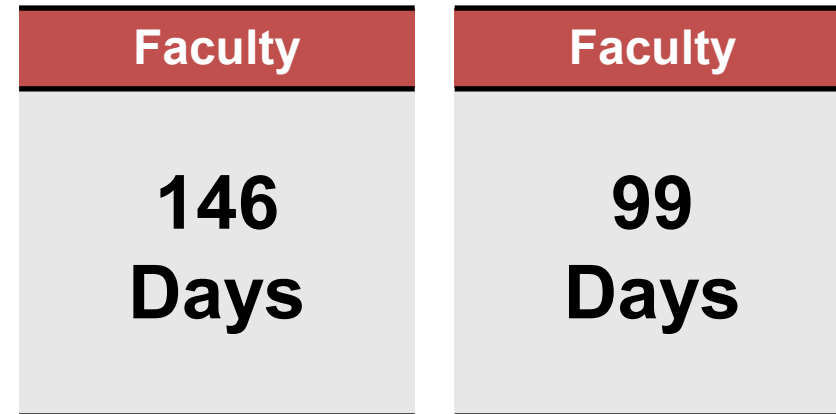
Average time to recruit for positions

Time to fill from posting to hire

July 2023 / February 2024



February 2023 / February 2024



*The date for faculty shows year-over-year comparisons. Faculty searches last longer than staff and comparing year over year results can show improvements in the hiring process.



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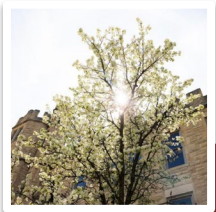
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HRS Service Enhancements

HRS Enhancements



Communications



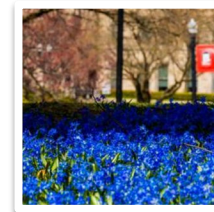
Sessions

- 3 Listening Forums
- 5 Supervisor Sessions
- Unit & Governance Meetings



Email

- 54 direct messages
- Use of News Blog
- Pay Advice Notice



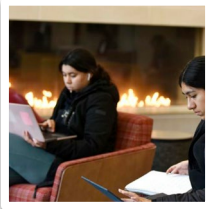
Service

- More intentional support
- Advanced follow-up expectations

HRS Enhancements



Operations



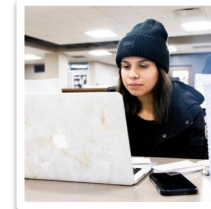
Automation

- Quali Build Forms
- 2 major enhancements to PeopleAdmin



Processing

- Minimal disruptions to student payrolls in Fall 2023.
- Changes to temporary instructor hires.



Collaboration

- Consultant-led efforts to enhance process(es) in HRS.
- Feedback Sessions for stakeholders.

HRS Enhancements

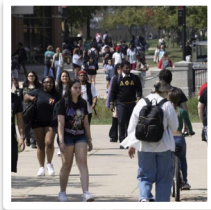


Service Delivery



Reporting

- Enhanced reporting capabilities and response time.



Recruitment

- Use of SMEs in the Civil Service Process.
- Change in candidate assessment.
- More Administrative support to searches.



Partnership

- Focus on strategic partnerships and organizational agility.



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Administrative Efficiency Project Updates

Payroll solution needs assessment



Current state

- Costly printing of *all* timesheets
- Manual process to scan time sheets to OnBase
- Manual review of all time sheets to:
 - Confirm alignment with university policies/CBA
 - Manual extrapolation of timesheet data to Excel summaries
- Difficulty recruiting/retaining payroll employees
- Disconnected timekeeping system (e.g., three separate time clock vendors).

Payroll solution needs assessment



Impact to campus

Hours per week!

	Est. # Actions	Estimated # actions annually handled by Admins	Estimated # actions annually handled by Bus. Mgrs.	Estimated # actions annually handled by Leaders	% Reporting that their unit is involved	% Reporting someone in their office involved	% Respondents Involved	% Admins Involved	% Bus. Mgrs. Involved	% Leaders Involved	Total Hrs. Spent	Est. Ave. Time/ Action (Routine)	Est. Ave. Time/ Action (extra)	Est. % of cases needing extra effort	% Reporting Half or More Needing Extra Effort
Hourly Timesheet Processing	7770	4240	515	2785	89%	97%	76%	80%	67%	72%	2,035	16	17	30%	19%
Salary Benefit Usage Form Processing	8280	4650	560	2825	93%	97%	82%	80%	83%	85%	1,964	15	18	31%	23%
Inventory	3450	1500	245	1375	93%	93%	90%	93%	93%	94%	1,348	32	37	42%	33%

2021 Administrative Efficiency Study Survey Results

- Inefficient use of Admin Support time to assist with timekeeping and leave reporting efforts.
- In addition to effort, the campus uses a variety of time clock programs (from manual tracking on a note card to punch clock systems).

Project goals



Goals for implementing a payroll solution

- Alignment with University Goal 6 for resource development and fiscal responsibility
- Alignment with sustainability efforts on campus
- Replace the paper-based processing of timesheets.
- Automate the collection of time records for hourly staff and student employees.
- Replace the paper-based reporting of leaves and absences.
- Automate the collection of leave and absence records
- Automate the leave management connections to payroll.
- Consolidate the time clocks into one central source of time recordation.
- Replace the current SOEEA reporting tool.

Recommendation and budget implications



Budget implications

Annual Cost(s) for UKG Ready

Description	Cost
UKG Ready Timekeeping	\$93,600.00
UKG Ready Accruals Manager	\$15,600.00
UKG Ready Scheduler	\$39,000.00
UKG Leave Manager	\$23,400.00
Total	\$171,600.00

**\$104,000 Implementation Cost*

***Long-term efforts to identify an enterprise tool to replace PeopleSoft include timekeeping and leave management functions.*

Identified Cost(s) Savings for NIU (annually)

Description	Cost
Printing Costs	\$58,498.00
Cost of unused payroll modules in PeopleSoft	\$47,052.00
Payroll related contracts	\$17,000.00
Current Campus Time Clock Solutions	\$33,000.00
Evaluate holding one vacant Payroll position.	\$36,000.00
Total	\$191,550.00



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Human Resource Partners

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The HR Partner Model



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Human Resource Partners



Why the HR Partner Model (HRP)

- 1. Strategic Alignment:** HRPs serve as **strategic advisors** to leadership. They understand the organization's business strategy and align HR initiatives with overall business objectives. This alignment ensures that HR programs contribute directly to the organization's success.
- 2. Efficiency and Effectiveness:** A well-defined HRP model improves efficiency in managing employee performance and **effectiveness** in developing recruitment and retention strategies. By streamlining processes and communication, HRPs enhance overall organizational performance.
- 3. Enhanced Communication:** HRPs facilitate **better communication** between HR and other departments. They act as bridges, ensuring that HR initiatives are well-understood and integrated. This collaboration fosters a cohesive work environment.
- 4. Talent Outcomes and Value:** HRPs focus on talent outcomes and the value they drive. They blend talent, business, and financial experience to identify which talent levers yield the most business value. By influencing important talent decisions, HRPs contribute significantly to organizational success.

What does HRP Model look like?



- One point of contact for all things HR.
- Routine check-ins with supervisors.
- Hyper-care and intentional support for HR matters.
- Point of contact backed by a team of subject matter experts and campus partnerships.

HR Partner Model



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Future State HRS

What to expect in 6-9 months



Administrative Efficiency



- Time Keeping & Absence Management
- Manager Self-Service Enhancements
- Targeted Communications for new/rehire employee start
- HR Form Automation

Employee Experience and Support (Goal 1B)



- Focus Group to identify key management traits
- Develop focused training
- Enhance mentorship and onboarding support
- Develop stronger sense of belonging

Intentional Support



- Administrative Support for Recruitments
- Proactive Support for Organizational/Position Changes
- Enhanced management of communications (Ticketing System)



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How you can help

How you can help



Three “Asks” for the NIU leadership team

- **Appreciate your team**
 - Find ways every day to thank them for their work
- **Manager Self Service**
 - When launched, please review and report errors/issues right away. Suggest enhancements.
- **Be message carriers**
 - We noticed in the Great Colleges and Exit Surveys messages need to make it to the front lines.



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Thank you!

Questions / Comments / Feedback