

University of Tennessee

Future State Process Reimagination Session

Pre-Read Materials

July 19, 2021

Employee Self-Service

Future State Reimagination



FUTURE STATE PROCESS REIMAGINATION

Purpose:

- A collaborative experience to focus on the future
- Share best in class practices and potential application for UT
- Engage in active dialog in a safe space to design for the future
- Gather inputs from discussion topics to create a design decision inventory for ERP activities

As a participant I will...

- Actively participate – speak up, use the chat, and share my thoughts during activities
- Help identify opportunities to incorporate leading practices to improve processes for myself, my teams, and the customers I support
- Engage in dialog around design decisions, identifying challenges and strategies to navigate barriers
- Co-create the guardrails ERP can use for future design

To influence and impact ...

- Summaries for future state process opportunities
- Identification of pre-ERP needs/focus areas such as policy changes
- Inventory of key process design considerations that will inform future ERP configuration choices

Agenda

Objective	Agenda Item	Aprx. Duration
<p><u>Business Process Level:</u> Align on future state vision, informed by leading business practices and modern ERP capabilities.</p>	<p>Introduction</p> <p>Meet the team and review goals and objectives for the session.</p>	5 minutes
	<p>UT Vision for Value</p> <p>Provide an overview of what we've heard through Business Process Owner and Focus Group discussions. Preview UT Vision for Value statements and opportunities for future state design.</p>	5 minutes
	<p>Leading Practice Overview</p> <p>Provide an overview of leading practices, modern ERP capabilities, and relevant examples from other peer institutions.</p>	20 minutes
<p><u>Sub-Process Level:</u> Identify future state goals and potential solutions ("what must be true") to make those goals a reality across people, process and technology.</p>	<p>Facilitated Group Reimagination Activity</p> <ul style="list-style-type: none"> • Highlight opportunities identified during Focus Group sessions • Integrate leading practice recommendations • Identify future state goals and aspirations • Answer "What must be true?" in order to make goals a reality • Discuss potential solutions and align on recommendations 	10 – 20 minutes (per sub-process)
	<p>Summary & Close</p> <p>Summarize session outputs and preview what comes next: "Where do we go from here?"</p>	10 minutes

Guiding Principles



- B**old and impactful
- E**mbrace diversity
- O**ptimistic and visionary
- N**imble and innovative
- E**xcel in all we do
- U**nited and connected
- T**ransparent and trusted



Governance, Transparency & Inclusion

The ERP Program will be led by the UT System Administration Executive Sponsor and Executive Steering Committee who will work closely with all stakeholders throughout the University and the Program team. The ERP Program is committed to broad system-wide collaboration and transparent decision-making. The Program team will communicate frequently and fully to ensure accurate information and data are shared with the wider UT community and will seek input and feedback throughout.

Simplification & Standardization

The ERP Program will simplify operations and processes while ensuring the processes meet user needs. Processes will be redesigned based on higher education best practices and ERP functionality. Standardization of processes and data definitions across the UT System will maximize the opportunity for collaboration, facilitating the One UT culture.

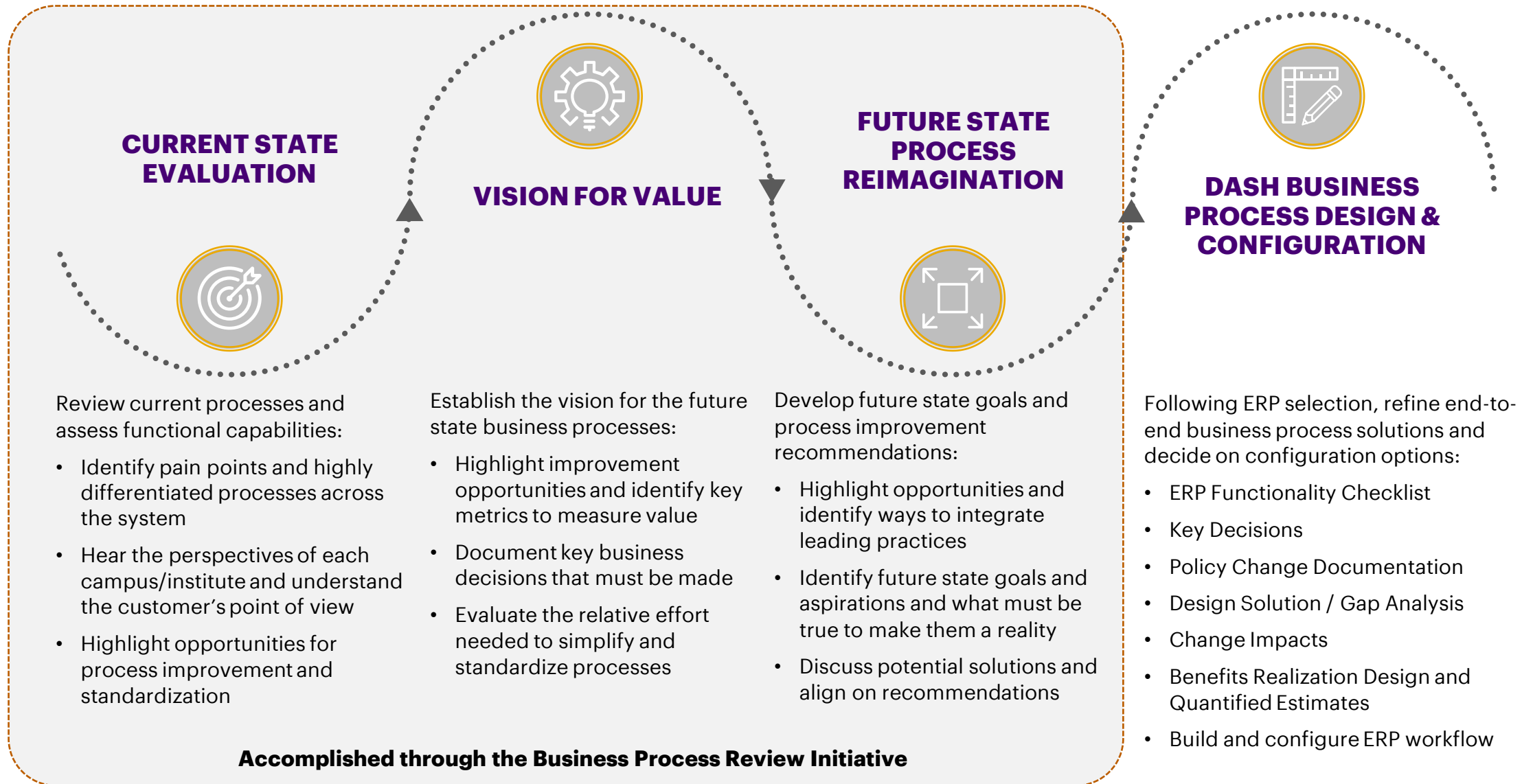
Measurable Improvements

Improvements to transformed business processes will be measured by qualitative or quantitative standards as appropriate—for example, by the number of approvals eliminated or by stakeholders' judgement that reports contain more useful data.

Integrating Technology

UT System will adopt a culture of continuous improvement through technology. Rather than configuring software to current operations, the way we work will change as we adopt new functionality. Increased operational efficiency will be achieved while maintaining compliance with State laws and UT policies. The University will first use the ERP platform functionality to its fullest extent before considering additional software packages or alternative business processes.

Business Process Transformation





Leading Practices Overview: Employee Experience

Employee experience focused on key **moments-that-matter** throughout the employee lifecycle

Robust **employee self-service** capabilities to enable ease of use for employee requests and transactions

Building the tools and capabilities for an **agile workforce** to adapt to the changing business needs and employee goals

Technology enabled **employee personalization** and **flexibility** to engage and empower employees

Culture of **transparency** and **purpose** to drive employee engagement and satisfaction

Creation of **one-stop-shop** point of contact for support with customer experience mindset in process design and delivery

Bold and impactful

Embrace diversity

Optimistic and visionary

Nimble and innovative

Excel in all we do

United and connected

Transparent and trusted

Leading Practices & Emerging Trends – Employee Experience



Data & Technology

- **Mobile-friendly** technology to submit time & leave, access information, and initiate/approve transactions
- **Accessible data, tools, and technology** to support role duties and encourage employee autonomy
- Utilize **Robotic Process Automation (RPA)** to automate routine tasks to supplement and enhance job duties
- **AI chatbots** and **in-system tips** to guide employees through relevant topics – goal to provide employees access to the information and tools they need



Process & Policy

- **Employee self-service** capabilities and **automated notifications** for employees and managers
- Simplified processes **unencumbered by repetitive or confusing tasks**
- Approval **workflow** based on defined thresholds and criteria to streamline
- Clearly **defined policies and processes standardized** across the UT system to enable consistent employee experiences
- **Ease of access** to processes, support, information, and guidance for all employee needs; one-stop-shop



People & Organization

- Creation of an **agile workforce** to adapt to the **changing needs and interests** of students, staff, and faculty
- Organizational responsibility for **employee well-being** supported by HR programs
- Use of **shared resource model** to streamline processes and enhance employee services – ability to focus on strategic activities and delivery
- Workforce with deep **analytical skills** adept at working with digital technology
- Culture of **transparency & accountability**

Common Employee Self-Service Capabilities

Recruitment

- Search job opening
- Submit applications
- Refer candidates

Employee Onboarding

- New hire paperwork (compliance forms, I-9, etc)
- Onboarding portal with first day resources

Benefits Enrollment

- New hire elections
- Retirement
- Health
- Open Enrollment
- Voluntary programs

Payroll

- Job & Pay history
- W-2
- Tax withholding
- Direct Deposit

Time & Absence

- Time submission & approvals
- Leave & Absence balances
- Leave & Absence requests
- Schedules

Performance Management

- Goal planning
- Goal tracking & monitoring
- Past performance reviews
- Performance outcomes

Training & Learning Management

- Compliance training
- Learning program requests and/or enrollment
- Training & learning completion history

Key Process Design Considerations

What...

- Objectives might we want to achieve through employee self-service and/or employee portals
- Employee experience do we want to achieve
- Information would employees want to have insight into

Who should...

- Be involved in crafting the employee self-service/experience strategy

When should...

- Employees be informed along processes
- Employees receive notifications/reminders across all functions

How might...

- Employees be better educated on processes, policies, etc through employee portals
- We automate reminders and helpful nudges to employees for items requiring employee actions

Key Performance Indicators (KPIs)

- Employee Engagement
- Retention Rate
- Turnover Rate
- Average Employee Length of Service
- Absenteeism Rate
- Talent Rating
- Percent of request available via self-service
- Learning & Development Hours per Employee

Session Discussion

- What leading practices do you feel would be most beneficial to UT?
- What must change for UT to achieve the leading practice?
- How would this process benefit your work, your customer's experience, and/or UT as a whole?
- What are you worried about not being able to adopt?
- What other opportunities or recommendations do you feel would improve the process?