AdminX and the Administrative Services Center (ASC)

Georgia Tech

When thinking about the AdminX vision, customer service, & hiring process improvement, **what stands out and how can we build on it?**

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#713 431

Introductions

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ADMINISTRATIVE SERVICES AT GEORGIA TECH - THE GUIDING VISION (August 2020)

Set into motion by the Institute Strategic Plan, the ELT established our guiding vision:

We envision administrative services structures, processes, and systems that *efficiently and effectively enable our students, faculty and staff to maintain a focus on our core mission*: to develop leaders who advance technology and improve the human condition.

Key Principles:

✓ **Customer Satisfaction**

✓ **Data-Informed Decisions**

✓ **Administrative Staff Benefits**

✓ **Efficient and Effective Processes**

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AdminX, HR Transformation, and the ASC

The AdminX initiative will transform the way administrative services are delivered across the Institute, including HR. GTHR is undergoing an organizational and operational transformation in parallel with the launch of HR services in the ASC.

The new design for GTHR aims to:

Leverage the launch of the ASC as an opportunity to enhance support to Institute leadership on people strategy

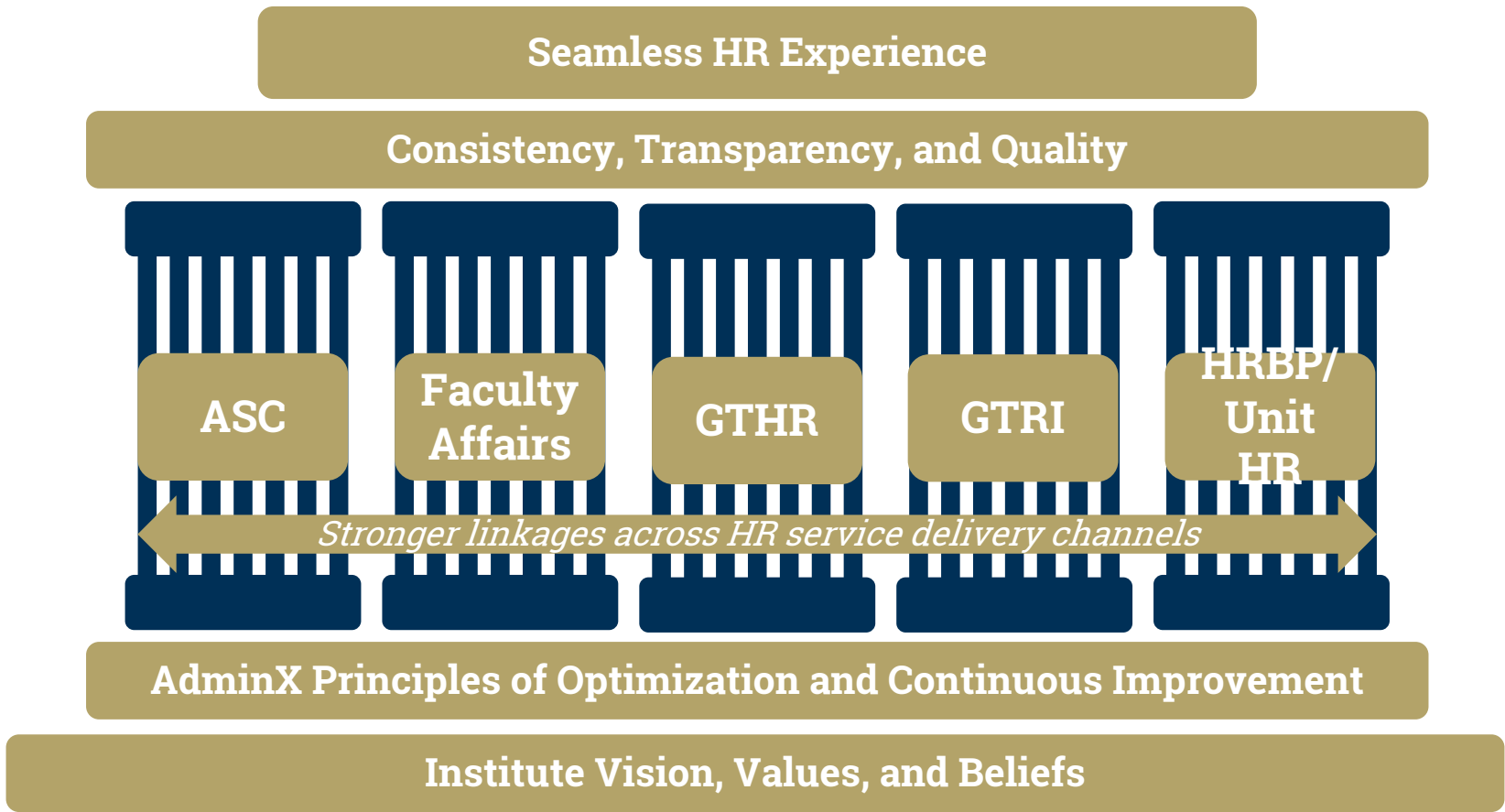Add new roles to address organizational and Institute pain points

Expand services to the Institute (e.g., recruitment branding, workforce and succession planning, people analytics)

Provide clear career paths for GTHR staff that span GTHR, the ASC, and the broader Institute

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The Future State of HR for Georgia Tech

In the future state, HR services will be delivered to the Institute through multiple channels, all of which will be built upon and governed by the same core foundational components.

Seamless HR Experience

Consistency, Transparency, and Quality

| ASC | Faculty Affairs | GTHR | GTRI | HRBP/ Unit HR |

Stronger linkages across HR service delivery channels

AdminX Principles of Optimization and Continuous Improvement

Institute Vision, Values, and Beliefs

The Future State of HR Service Delivery at Georgia Tech

Benefits of the future HR service delivery model include:

- Improved customer experience

- Simple access to a single, consistent source of content

- Standard escalation paths and ways of working

- Clearly defined roles and responsibilities for all HR channels and practitioners

- Enhanced advisory and strategic role of the HRBPs/HRD population

- Skill sets and capabilities matched with roles

Customers

Students

Staff

Faculty

Unit Leaders

IMPROVED! Direct Access

OneUSG SSC

- **One-stop-shop access** to HR information via **walk-up location, customer-focused portal, knowledgebase, chat, and single phone number**
- **Initiate actions** and changes **via portal/chat/webform**

Administrative Services Center

Customer Service Excellence
- Answer questions and resolve issues
- Initiate transactions
- Provide administrative support

HR Support Services
- Facilitate recruitment, hiring, and onboarding of Georgia Tech talent
- Execute actions in OneUSG Connect
- Provide transactional and administrative support for Global HR, Compensation, and Benefits
- Ensure accurate and timely compensation of employees

Operational Excellence
- Establishes, tracks, and publishes performance metrics and reporting
- Performs end-to-end continuous process improvement

HRBPs and HR Directors

- Advise and consult with college and unit leadership
- Serve as strategic resource for college or unit leaders
- Identify and address opportunities and issues
- Liaise with central HR offices
- Provide feedback on and assist with deployment of central HR programs

UNIT

Central Unit

GTHR

GTRI

OFA

- Deliver specialty services
- Develop strategy and conduct institutional planning
- Design programs
- Develop and govern policies
- Ensure compliance
- Provide escalated support for ASC
- Manage, assess, and synthesize functional data

⬌ Interaction pathways and information flows

The ASC and October 2022

The next step in the evolution of HR service delivery at Georgia Tech begins in October 2022, when the ASC will begin to:

Serve as the "front door" for HR inquiries and transaction initiation, be they performed by the ASC or elsewhere within HR or the OneUSG SSC
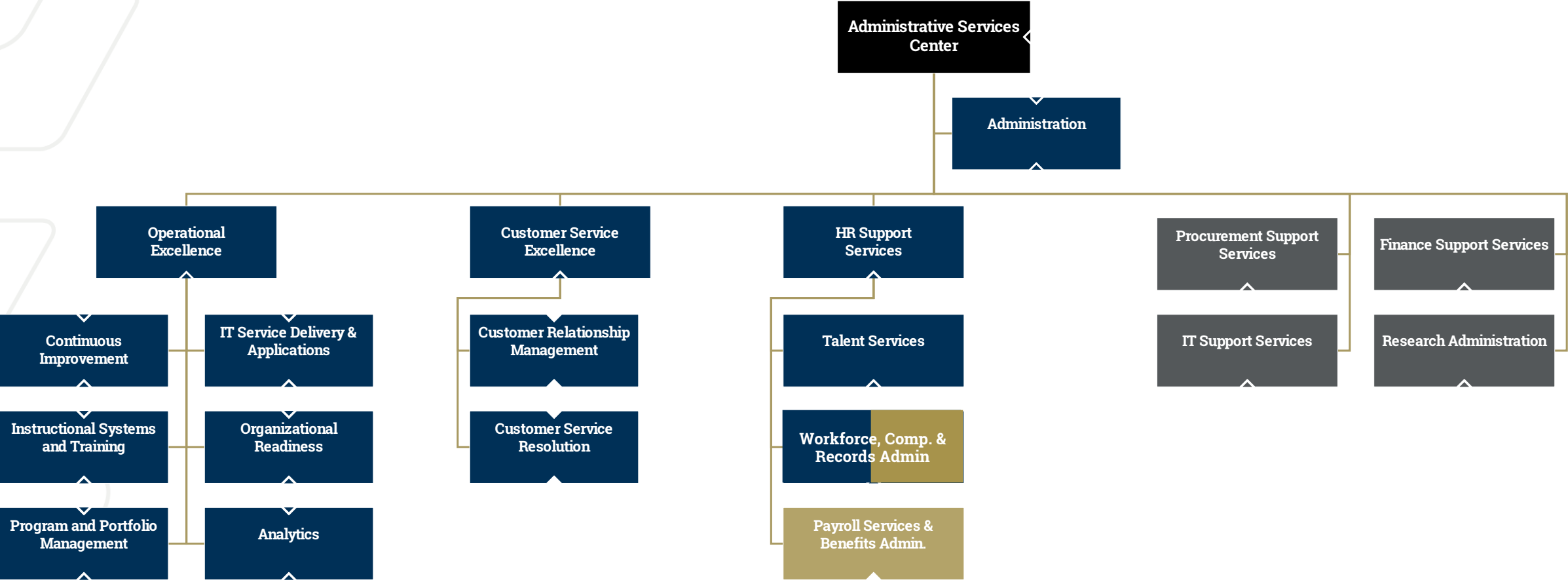
Participate in the delivery of HR services across the Institute

- Hiring
- Foreign National Verification & International Assignment Processing
- Employee Data Management

High-Level ASC Organization Structure

Administrative Services Center

Administration

Operational Excellence
- Continuous Improvement
- IT Service Delivery & Applications
- Instructional Systems and Training
- Organizational Readiness
- Program and Portfolio Management
- Analytics

Customer Service Excellence
- Customer Relationship Management
- Customer Service Resolution

HR Support Services
- Talent Services
- Workforce, Comp. & Records Admin
- Payroll Services & Benefits Admin.

Procurement Support Services
- IT Support Services

Finance Support Services
- Research Administration

Key

- ■ HR Services Launch I – OCT'22
- ■ HR Services Launch II
- ■ Subsequent Launches

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Getting to October – Key Campus Events

Planning for discussions with College leadership

Staffing approach finalized; ASC job descriptions created

Discussions with College leadership

ASC positions open for staff selection

ASC staff selection begins

ASC hiring finishes

Workforce transitions into the ASC

ASC training kicks off

Campus training kicks off

ASC "mock-launch"

ASC serves as the HR front door and participates in HR service delivery

MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT

Regular engagement and communication with HR, governance, and campus stakeholders

Stabilization and hypercare

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Looking Beyond October

OCT'22 – DEC'22	JAN'23 – JUN'23	JUL'23 FORWARD

Stabilize October launch

HR and ASC build for remaining HR services

Ongoing stabilization, continuous improvement, and learning and development efforts for HR and AV service delivery

AV services ASC build

Desktop Support, ESD, Procurement & Business Services, Finance, and Research Admin Build

HR Phase Complete

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ASC Customer Service

- Guiding principles
- Mechanisms for fostering a customer service culture

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ASC Guiding Principles

The ASC is committed to creating a culture of service, striving for excellence, being deliberate and intentional with all customer interactions and exceeding customer expectations.

Mission	Key Principles
Deliver world class customer service through administrative excellence to advance the Institute Strategic Plan	• Together in Service Delivery • Customer Focused • Consistency • Close the Loop

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Mechanisms for Fostering a Customer Service Culture

ASC's Commitment –

- Continue to Listen and Learn
- Engage with Actions
- Hire for Culture
- Improve Service Delivery
- Invest in Professional Development and Training
- Reimagine the Customer Experience
- Reinforce Culture of Excellence

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Hiring Process Improvement

- Hiring Process Improvement Quick Win Actions
- Draft Future State Staff Hiring Process
- Future State Measurement – Hiring Metrics and Targets

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Hiring Process Improvement Quick Win Actions

At the end of February, the hiring process improvement team recommended these "Quick Wins" that will alleviate Georgia Tech and candidate pain points in the hiring processes.

HRAP: Reduce number of required approvals

COMPLETE!

Increase Strategic Plan Alignment (SPA) process threshold to cover positions with salary >$150K

COMPLETE!

Allow all new hires to complete I-9 verifications remotely

Temporarily increase resources in Talent Acquisition and Position Management to support direct hire form and position related transactions between now and ASC go-live

Identify and implement a way for newly hired Faculty to receive system access at time of hire and seamlessly transition to "full access" upon their official start date

Fully eliminate the Request to Negotiate (RTN) process from the Faculty Hiring process

Increase Hiring Support Center activity to weekly frequency until October launch or offer option for ad-hoc live consultative support for all hiring during off-peak season

High-level Future State of Hiring

Below is a depiction of the future state of staff hiring from a hiring manager's point of view, based on future state recommendations developed by the process improvement group.

What will hiring managers have to do to hire a new staff member?

- **Consult with Unit HR representative about the position and initiate the SAP process if >$150K salary**

- **Inform the ASC of the need to post job and initiate recruitment (if preferred)**

- **Review top candidates provided by the Talent Consultant and prioritize for interviews**

- **Conduct interviews and select final candidate**

- **Develop and extend verbal offer to candidate**

- **Welcome new employee on day 1**

GTHR + ASC

What will GTHR and the ASC do on the hiring managers' behalf to hire a new staff member?

GTHR COMP.
- Price position and create job description, if new position
- Approve salary offer, if outside range for position

ASC SOURCING
- Develop talent pipeline for position, if identified as a critical position or "hot-job"

ASC TALENT CONSULTANT
- Provide regular updates to manager about the applicant pool and quality
- Review resumes, conduct candidate screening, and recommend top candidates for manager to review

ASC WORKFORCE ADMIN.
- Execute OneUSG Connect position actions, if necessary

ASC RECRUITMENT ADMIN.
- Create and post job opening in Careers
- Assist with resume screening
- Schedule candidate interviews, if applicable
- Initiate Skill Survey and reference check, if applicable

ASC ONBOARDING ADMIN.
- Extend electronic offer to candidate
- Initiate, monitor, and follow-up on pre-employment activities
- Notify manager of hire completion

Performance Measurement and Metrics

Working closely together, the ASC and GTHR will measure, track, report out on, and seek to continuously improve key performance indicators and metrics. Example hiring performance metrics – and targets for go-live – are highlighted below.

Metric	Definition	Go-Live Target
Turnover Rate	• # of employees who leave (voluntary or involuntary) during a 12-month period divided by the total employee population for that period	• **Ability to measure metric**
Vacancy Rate	• Percentage of vacant positions over a specific period	• **Ability to measure metric**
Average Time to Fill	• Average number of days from job opening to final data entry of new employee information in OneUSG	• **Ability to measure metric** • 25% reduction in cycle time, by January 2023
Average Time to Hire	• Average number of days from submission of candidate application to submission of signed offer letter	• **Ability to measure metric** • 25% reduction in cycle time, by January 2023
Cost per Hire	• Total of available internal and external costs to recruit, select, and onboard new hires in 2021 divided by the total number of positions filled in 2021	• **Ability to measure metric**
Hiring Process Error Rate	• Number of pushbacks or denials (as a % of all transactions) by department and unit	• **25% reduction in denials by January 2023**

Let's stay connected!

Questions or Feedback?

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