

Human Resources

A 21st Century Perspective

Is H.R. a control function?

- The answer should be no!
- In order to be a valuable aid to the University of Akron the Human Resources offices need to be utilized as support and consultative functions and not as a way to limit managerial activity.

Nice words, but how does that happen?

- The first thing H.R. needs to do is realign itself internally.
- Presently it is designed as a group of one function silos with very little interactions between the various groups. That can no longer continue.
- Physically it is a static group. The staff must become more mobile.
 - *The ASB is where our offices are. Our workplace is where ever there are employees...*

Human Resources can no longer be relied upon to solely maintain the status quo!

- Simply using the function as a device to continue to operate the way we have always operated is a waste of resources and failure to provide true service.
- *The only thing you get when you carve something in stone is COVERED IN DUST.*

Things that need to change....

- Our approach to EEO
- Our compensation methodologies
- Our recruitment process
- How we communicate with the campus community
- Our lack of interaction with the surrounding communities
- Our ability to sell the University of Akron
- Our response time
- *Acting in a safe manner does not always translate into excellence*

What we want HR to be...

- The first place you call when you don't know who to call.....
- A resource to solve problems....
- A place to help you generate ideas....
- *A lack of policy should not mean you can not do something - it should mean you can try something new...*

The Service Nexus Concept....

- Each VP area and each major function Physical Plant, Summit College, Wayne College etc. will be assigned a person whose productivity will be measured by their ability to deliver service to that area.

When we take risks and it works we call it brilliance....

- We will need to take some risks and we will likely not always be brilliant but we will reach out to the campus community for an opportunity to serve.
- *Instead of being the people that tell you NO we want to be the function that helps you be brilliant...*

Goals for the next 12 months

- There will be a dramatic decrease in the number of failed searches and the expenses associated with employee recruitment.
- We will get new employees on the job faster.
- New communication methods between HR and the community will be put in place.
- Conflict avoidance and conflict resolution practices will be installed to help departments resolve problems before they become public grievances.
- Training and Development will start to ask people in the workplace what programs they want to see put in place.
- EEO/AA will reverse its trend toward control and counting and will become an office that helps departments find good people to work at the University. We want diversity. We want excellence. We should have both and it need not take us as long as it does to have both.
- Compensation management will be 25% toward the goal of being transparent to the working departments.

Questions we will ask ourselves each day.....

- What are we doing that we need to stop doing?
- What are we NOT doing that we need to do?
- What are the changing business priorities at the University of Akron?
- What will be the change agent?

I want HR to be a change agent...

- H.R. is overhead, we produce nothing, no one claims they come to school here because of us, no one graduates because we do a good job. If we do not add value to other departments and to the people who directly serve the students we have no reason to exist.

We all have a lot we can learn from each other and our success depends on how well we work as a team.

- *If we were all that great we would never have met....*