Summary of HR/P Integrated Service Center (ISC) Design
Executive Summary

To succeed in transforming HR/Payroll systems at UW – replacing a 34-year old legacy system with a much more powerful, secure, compliant and modern one – the HR/P Modernization Program must take an integrated approach to the change, addressing technology, people and process needs.

A great deal is at stake. Simply put, paying faculty, staff, and students and ensuring their benefits are correctly processed are critically important, high-exposure activities for the University. Providing a high level of customer support and service is imperative.

The Integrated Service Center (ISC) was conceived as a way to provide that level of service to the University’s HR/Payroll customers. The center, designed to some extent as a “one stop shop,” will centralize and facilitate employees’ Human Resources (HR), Academic HR, Benefit and Payroll inquiries and transactions in an efficient, accurate and legally compliant manner. Most of what the ISC will do is detailed, repetitive, transactional work and providing the associated support for those transactions. Again, that work is also very critical sensitive – ensuring 40,000+ people are paid correctly and have the right benefits. The ISC will also be accountable for bringing HR/Payroll data into one place and ensuring its accuracy.

Successfully launching Workday without providing integrated, robust customer service is not an option. The Workday system will make it possible to dramatically improve the way we work together. But it will also make it very difficult for us to keep working in the ways we do now. Benchmarking with other universities demonstrates that service centers like the ISC are now considered a leading practice. Program leaders, business owners, and campus stakeholders agree on the need for an ISC; this initial detailed design is an expert team’s effort to incorporate a large amount of design input into a workable proposal.

This winter, the University’s Transforming Administration Project (TAP) conducted about 625 interviews with campus stakeholders and business owner teams, garnering nearly 1,500 input comments. Combined with the program’s own more intensive interviews with central business owners, design input was both voluminous and enlightening.
In the initial detailed design, the ISC will categorize inquiries into four tiers.

- Tier 0: Employee online self-service
- Tier 1: Higher volume employee/manager support primarily provided through an HR/P help desk function
- Tier 2: Transactional, escalated HR/P inquiry, and Workday configuration support services
- Tier 3: Advanced Workday application support, managing training, and coordinating functionality changes

A combination of generalists and specialists in the ISC will provide enhanced customer service, optimize operations and ensure consistent use of technology, all in a structure that supports continuous improvement.

More complex or strategic processes or customer issues will continue to be reviewed, approved or managed by the central business units. The ISC and the central administrative areas will coordinate extensively to provide seamless support services for employees and distributed administrators. UW Medical Centers will operate a federated shared services model with ISC support for payroll and benefits; other employee inquiries will be addressed to designated applicable Medical Center contacts.

The design phase of the ISC will continue through summer 2016. The build phase will take place in the second half of the year, and implementation will take place two to three months prior to Workday go-live.

As the ISC design progresses, TAP will conduct a second series of campus input sessions (May 2016) and the Program will work closely with business owners to ensure the design meets anticipated technology, people and process needs. The ISC represents a significant change in the way the University handles HR and Payroll. Collaboration will be key to ensuring the ISC and Workday succeed in helping transform the way the University handles HR and Payroll business.
Service Delivery Model Design

• Implementing Workday is inherently transformative for a large and complex higher education institution, entailing impacts across the spectrum of people, processes and technology

• The direction to establish an Integrated Service Center (ISC) design represents an opportunity for the University to develop a comprehensive service delivery framework encompassing roles, responsibilities and associated processes

• As part of the design approach, the HR/P Modernization Program is building on previous work invested in drafting the original “Operating Model” framework and coordinating with stakeholders in Central Business Units and across campus to assimilate input

• While the ultimate ISC model will be complex and multi-faceted, it should minimally reflect the following components considered essential to service delivery success in this environment:
  - Changes to transactional staffing, roles and responsibilities driven by the transition to new technology and processes
  - A framework to drive transactional accountability and integrity
  - Development of the end-to-end insight essential to successfully maintaining and supporting Workday
  - Clear definition of inquiry/issue routing procedures across Workday transactional domains
  - Adoption of a common case management tool to ensure consistency in tracking inquiries/issues across Workday transactional domains and promote a quality customer experience indicative of the investment in this new technology
Benefits of an ISC

Enhanced Customer Service

• Single point of contact, eliminate unnecessary hand-offs:
  • Does not preclude local support where available, but eliminates multiple points of contact when inquiries are addressed centrally
  • Unified approach to support, training, communication and ongoing updates
  • Development of comprehensive knowledge base
  • End-to-end process insight across the HR, Academic HR, Benefit, and Payroll domains
  • As a team, the ISC will be responsible for maintaining end-to-end insight across processes, but this does not imply that every individual on the team will possess such insight – Roles will be categorized as either Specialists or Transactional Generalists

Optimized Operations

• Ensure the right people/areas are engaged in right steps to improve operations and maintain compliance

Continuous Improvement

• Develop competencies to address existing and emerging requirements

Consistent Use of Technology

• Leverage UW Connect (ServiceNow) service and knowledge management capabilities
Integrated Service Center (ISC)

**ISC - Tier 1 Customer Support**
- Single Point of Contact for Central HR/P Inquiries
  - Manager Reporting
  - Benefit Enrollments
  - Enter/Correct Time
  - Payment Elections
  - Federal Withholding Elections
  - Tax Treaties/Glacier

- Self-Service Support for:
  - Standard Onboarding Activities (e.g. Direct Deposit)
  - Title & Name Changes
  - Contact Changes
  - Time Off & Leaves

- FAQ Support for Related Policies & Procedures:
- Walk-In Support for I-9s and as Required

**ISC - Tier 2 Operations Support**
- Escalated Employee/Manager Self-Service Inquiries
- Department Specialist Inquiries
- Transaction Support: Review & Approve Designated transactions (e.g., Hire, Change Job, Add Additional Job, Termination, etc.)

**HCM Operations**
- Transactional Generalists

**Benefits Operations**
- Specialists

**Payroll Operations**
- Specialists

**ISC - Tier 3 Advanced Workday Support**
- Advanced Workday Configuration
- Security Administration
- Functional Integration Administration
- Report Management
- Control Reporting
- Workday Updates
- Training & Communications

**External Advanced Domain Support**
- Inquiries Necessitating Advanced Support
- Policy/Plan Design & Clarification

**Department Workday Administrative Activities**
- Position Events
- Hire
- Add Job/End Job
- Change Job
- Compensation Changes
- One-Time Payments
- Period Activity Pay
- Leaves of Absence
- Termination
- Org & Security Changes

**Employee & Manager HR/P Inquiries/Issues**
- Questions regarding:
  - Workday Employee Self-Service
  - Workday Manager Self-Service
  - Related Policy & Procedure Questions

**Self-Service**
- ISC – Tier 0

**Formal alignments with administrators and departments/units**

**Integrated Service Center (ISC)**

**Human Resources**

**Academic Personnel**

**Finance**

**Information Tech**
The three tiers of the ISC will be divided into subgroups that are aligned by functional and support service areas.

The organizational structure within each tier and subgroup will include a mix of director, manager, generalist, and specialist roles designed to effectively deliver services to campus stakeholders and support Workday.