AdminX and the Administrative Services Center (ASC)
When thinking about the AdminX vision, customer service, & hiring process improvement, what stands out and how can we build on it?

Respond at slido.com
#713 431
Introductions

Calvin Yu  
Sr. Director of Operational Excellence, ASC

Stacy Whitman  
Director of Customer Service Excellence, ASC

Richard Sargent  
Sr. Director of IT Support Services, ASC
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

Reference: Rethinking Administrative Services Business Case – ELT Summary, August 20, 2020
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
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

**Improved! Direct Access**

- 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

**Central Unit**

- 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

**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

Interaction pathways and information flows
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

Operational Excellence
- Continuous Improvement
- Instructional Systems and Training
- Program and Portfolio Management

IT Service Delivery & Applications
- Analytics
- Organizational Readiness

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
- Research Administration

Key
- HR Services Launch I – OCT’22
- HR Services Launch II
- Subsequent Launches
Getting to October – Key Campus Events

- **Planning for discussions with College leadership**
- **Discussions with College leadership**
- **ASC staff selection begins**
- **ASC positions open for staff selection**
- **ASC staff selection begins**
- **ASC hiring finishes**
- **ASC hiring finishes**
- **ASC training kicks off**
- **ASC training kicks off**
- **ASC “mock-launch”**
- **ASC serves as the HR front door and participates in HR service delivery**
- **Stabilization and hypercare**

**Regular engagement and communication with HR, governance, and campus stakeholders**
Looking Beyond October

OCT'22 – DEC'22
- Stabilize October launch
- HR and ASC build for remaining HR services
- AV services ASC build

JAN’23 – JUN’23
- Ongoing stabilization, continuous improvement, and learning and development efforts for HR and AV service delivery

JUL’23 FORWARD
- Desktop Support, ESD, Procurement & Business Services, Finance, and Research Admin Build
- HR Phase Complete
ASC Customer Service

• Guiding principles
• Mechanisms for fostering a customer service culture

Join at slido.com #713 431
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.

<table>
<thead>
<tr>
<th>Mission</th>
<th>Key Principles</th>
</tr>
</thead>
</table>
| Deliver world class customer service through administrative excellence to advance the Institute Strategic Plan | • Together in Service Delivery  
• Customer Focused  
• Consistency  
• Close the Loop |
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
Hiring Process Improvement

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

Join at slido.com #713 431
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.

<table>
<thead>
<tr>
<th>Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRAP: Reduce number of required approvals</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>Increase Strategic Plan Alignment (SPA) process threshold to cover positions with salary &gt;$150K</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>Allow all new hires to complete I-9 verifications remotely</td>
<td></td>
</tr>
<tr>
<td>Temporarily increase resources in Talent Acquisition and Position Management to support direct hire form and position related transactions between now and ASC go-live</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td></td>
</tr>
<tr>
<td>Fully eliminate the Request to Negotiate (RTN) process from the Faculty Hiring process</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td></td>
</tr>
</tbody>
</table>
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

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

<table>
<thead>
<tr>
<th>GTHR COMP.</th>
<th>ASC SOURCING</th>
<th>ASC TALENT CONSULTANT</th>
<th>ASC WORKFORCE ADMIN.</th>
<th>ASC RECRUITMENT ADMIN.</th>
<th>ASC ONBOARDING ADMIN.</th>
</tr>
</thead>
</table>
| • Price position and create job description, if new position  
  • Approve salary offer, if outside range for position | • Develop talent pipeline for position, if identified as a critical position or “hot-job” | • Provide regular updates to manager about the applicant pool and quality  
  • Review resumes, conduct candidate screening, and recommend top candidates for manager to review | • Execute OneUSG Connect position actions, if necessary | • Create and post job opening in Careers  
  • Assist with resume screening  
  • Schedule candidate interviews, if applicable  
  • Initiate Skill Survey and reference check, if applicable  
  • Extend electronic offer to candidate  
  • Initiate, monitor, and follow-up on pre-employment activities  
  • Notify manager of hire completion |
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.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Definition</th>
<th>Go-Live Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover Rate</td>
<td>• # of employees who leave (voluntary or involuntary) during a 12-month period divided by the total employee population for that period</td>
<td>• Ability to measure metric</td>
</tr>
<tr>
<td>Vacancy Rate</td>
<td>• Percentage of vacant positions over a specific period</td>
<td>• Ability to measure metric</td>
</tr>
<tr>
<td>Average Time to Fill</td>
<td>• Average number of days from job opening to final data entry of new employee information in OneUSG</td>
<td>• Ability to measure metric</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 25% reduction in cycle time, by January 2023</td>
</tr>
<tr>
<td>Average Time to Hire</td>
<td>• Average number of days from submission of candidate application to submission of signed offer letter</td>
<td>• Ability to measure metric</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 25% reduction in cycle time, by January 2023</td>
</tr>
<tr>
<td>Cost per Hire</td>
<td>• 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</td>
<td>• Ability to measure metric</td>
</tr>
<tr>
<td>Hiring Process Error Rate</td>
<td>• Number of pushbacks or denials (as a % of all transactions) by department and unit</td>
<td>• 25% reduction in denials by January 2023</td>
</tr>
</tbody>
</table>
Let’s stay connected!

Questions or Feedback?

Email: adminx@gatech.edu

Website: adminx.gatech.edu