Helping Your Employees Transition to CHRS

CHRS Common Human Resources System

Welcome!

We are CMCT, the Change Management and Communications Team for CHRS.

We work closely with your campus CHRS Change Management team, **Nina Garcia, Daniel Martin, and Antoinette Roberts**.

Breauna Lewis, Associate Director of CHRS Change Initiatives

Haley Young, HR Business Process Analyst

Marcia Drake, PCMO Organizational Change Manager

Tammy Hines, Wave 1 & 2 Change Manager - Director, HRIS and CHRS Program Lead

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Today's Agenda

- About CHRS

- CHRS Impacts Overview

- Change is a Process

- Preparing for Change

- Leading through Change

- The Role & Importance of Managers

- Closing

About CHRS

What is CHRS?

The Common Human Resources System (CHRS) is a project to move all campuses in the CSU system to a standard HR platform. The core HR system is based on PeopleSoft 9.2 with modifications to make it work for campuses in the CSU system.

PeopleSoft 9.2 + Customizations built for the CSU = CHRS

If you do any HR tasks at all – even entering your time off – you will be doing things a different way in CHRS.

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WHY are we implementing CHRS?

CHRS Will:

- Deliver **significant cost and operational efficiencies** from having one central system

- Bring **new functionality** to campuses, especially those with few modifications to current software

- **Streamline** business processes and **standardize** best practices

- Provide **enhanced reporting** with standardized data to assist decision-making

- Provide an **improved user experience** in HR applications, including future mobile access

- Position the CSU to consider cloud-based technologies

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What is the difference between CHRS Recruiting and CHRS?

	CHRS Recruiting	CHRS
Already implemented	Yes	No
Common to all campuses	Yes	Yes
Used for	Attracting and hiring new employees	All HR Processes
Platform	PageUp	PeopleSoft 9.2
Who uses it?	Those involved with recruiting, hiring and onboarding	Nearly all staff, faculty and administrators

Recruiting is the first piece of CHRS

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How will you and your employees be impacted by CHRS?

- The system will look and feel different
- CHRS will bring changes in the way you do some facets of your job
- Processes and procedures are changing
- Training materials will be provided by the campus and CO
- Communication will take place throughout the process, so you know what to expect

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General Impacts Overview by Module/Role

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Self Service – All Employees

Personal Data Changes

- Standardized Employee ID numbers will replace CSUF CWID in CHRS only.
- Changes to personal data will be made in CHRS. This includes address, phone number, emergency contacts, and preferred name for display in campus systems except where legal name is required.

Benefits

- View historic, current and future-dated benefit enrollments
- View your dependents
- Generate the Dependent Re-Verification Affidavit

Temporary Academic Employment (for temporary faculty, teaching associate, graduate assistant, and instructional student assistant appointments)

- Appointment notifications, review and acknowledgement will be performed electronically and stored here. No signature required.
- View list of courses assigned

Self Service – All Employees

Absence Management
- Absence Management will now be a "request system"
- All employees will enter their own absences, including faculty in academic-year classifications during academic work periods
- Employees can key absences up to 12 months in advance and 12 months prior
- Forecasting will be implemented to support leave planning based on projected balances
- No Leave Taken will be entered on its own page
- Manager approvals must occur by the 3rd calendar day of each month.

Time & Labor
- Enter time worked. Can enter time via mobile device.
- Enter earn and take of Compensatory Time Off (CTO), Additional Day Off (ADO) and Holiday Credit/Holiday Credit CTO

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Workforce Administration

Position Management

- Implementation of standardized position management practices will maintain integrity of position history and improve reporting capability.
- Standardized position numbers will replace CSUF position numbers.

Student Processes

- Used to concurrently appoint and reappoint non-represented student employees
    - Newly appointed non-represented student employees will continue to be hired via CHRS Recruiting.
- Paperless – No more confirmation tickets and wet signatures
- Student assistants will be able to start working sooner
- More data will be available to support this work
- MPP approvals for these appointments will be tracked outside the module

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Temporary Academic Employment

- This module manages appointment data and notifications for more employment types
- Mass Processing allows hiring departments and approvers the ability to process multiple appointments on a single page
- Departments receive notification when entering appointment data if an employee might exceed 125% limit in all positions in CHRS, including other campuses using CHRS
- Appointment notifications are automatically generated and sent to appointee's self-service page.
- Departments no longer need to provide individual appointment notifications to faculty or collect signatures

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Temporary Academic Employment

- Built-in workflow and approvals will help the flow of data from one unit to another
- Custom reports are available to assist in the management of TAE data
- For faculty additional employment appointments, start and end dates of assignment and average amount of effort will need to be determined before appointment begins. This supports 125% tracking
- Departments will enter additional employment appointment data for PT lecturers
- 4660 will no longer be used for faculty additional employment in summer
- MPP approvals will be entered in the system by employee group
- Paperless – No more payroll reports and wet signatures

Questions
10 mins.

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Reflection Activity: Rose, Bud, Thorn

Place your Sticky on the whiteboard to indicate:

✓ Something positive about CHRS

✓ Something you are looking forward to with CHRS

✓ Something you are worried or anxious about with CHRS

You will have 10 minutes to post your responses.

Let's Reflect!

Jamboard

15 MIN COFFEE BREAK

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Change is a Process

Preparing Yourself for Change

Leading Your Employees Through Change

" The achievements of an organization are the results of the combined effort of each individual."

Vince Lombardi

Organizations don't change.

People do.

The Kubler-Ross Change Curve and Communication Strategies
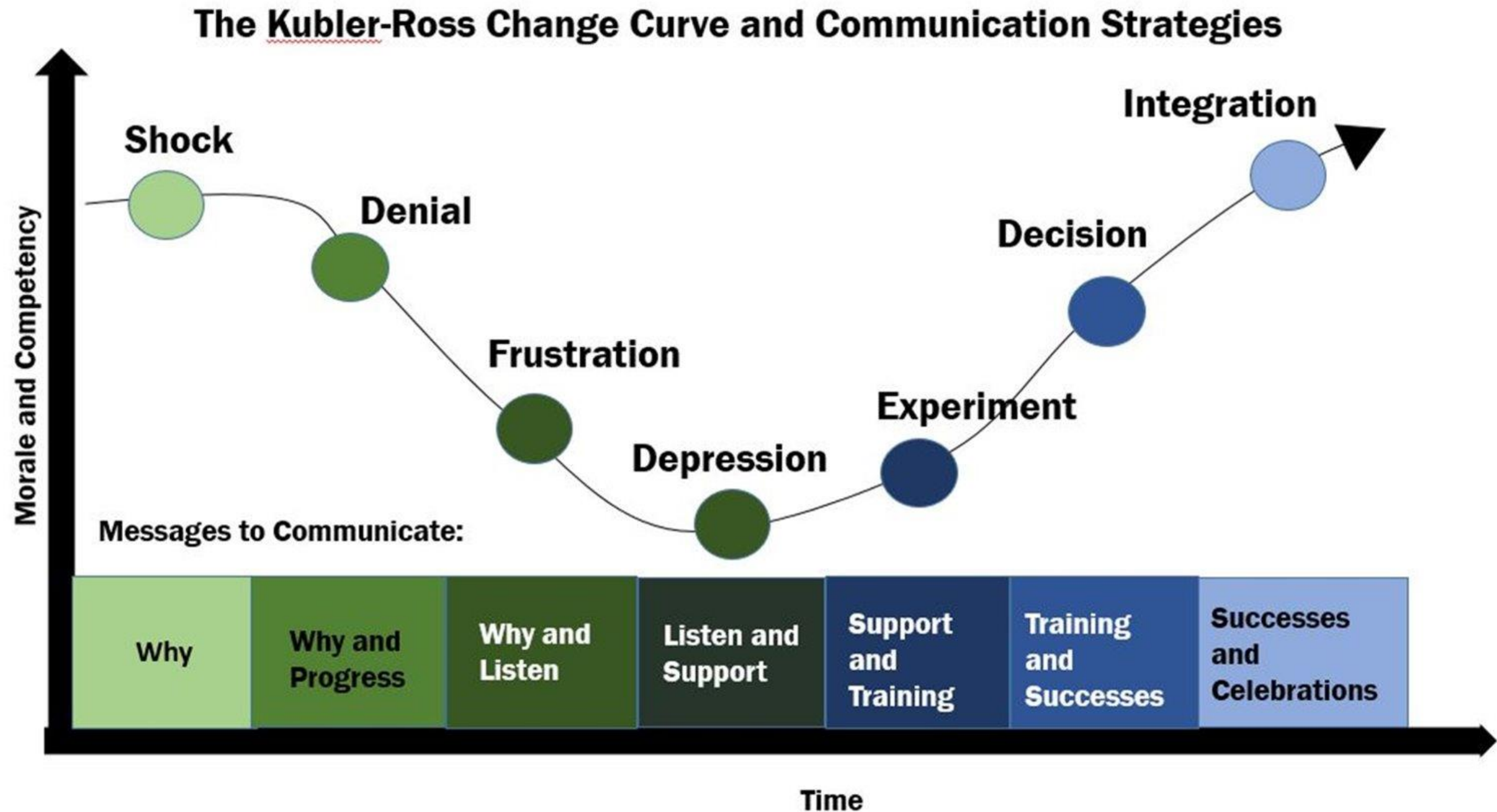
The Five Building Blocks for Successful Change

A Awareness

D Desire

K Knowledge

A Ability

R Reinforcement®

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Taking Control of Change

ADKAR element:	Definition:	What you hear:	With:
(A) Awareness	**Of the need for change**	**"I understand why…"**	• Employees not needing to ask the same question over and over • No delays in implementation
(D) Desire	**To participate and support the change**	**"I have decided to…"**	• Higher productivity • Reduced turnover • Sharing of information and resources
(K) Knowledge	**On how to change**	**"I know how to…"**	• Higher utilization or correct usage of new systems • Sustained increase in productivity
(A) Ability	**To implement required skills and behaviors**	**"I am able to…"**	• Employees are confident they can be successful in the future • Positive impact on customers and partners
(R) Reinforcement	**To sustain the change**	**"I will continue to…"**	• Employees accept new ways of doing work • Ultimate utilization is higher than anticipated • The organization creates a history of successfully managed change

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Change is a Process

Preparing Yourself for Change

Leading Your Employees Through Change

Preparing Yourself/Adapting to the Change

| Understanding changes underway and your role | Adapting to the change | Developing competencies for managing change |

Leading Employees Through Change

| Introducing change to your employees | Leading employees through transition | Reinforcing and celebrating successes |

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Change is a Process

Preparing Yourself for Change

Leading Your Employees Through Change

In addition to fulfilling day-to-day managerial duties, managers and supervisors must perform 5 critical roles

Communicator

Liaison

Advocate

Resistance Manager

Coach

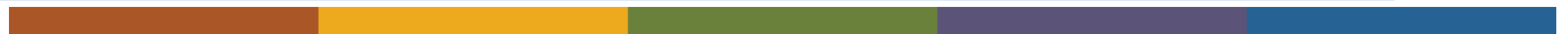# Each of the CLARC Roles Drives
Individual Change Through ADKAR®

	A	D	K	A	R
Communicator					
Liaison					
Advocate					
Resistance Manager					
Coach					

For Communicator:

Answer why, why now, what if, and how does it impact me/us?

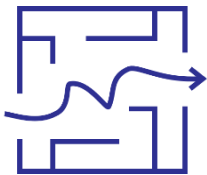|	A	D	K	A	R
Communicator	High				
Liaison					
Advocate					
Resistance Manager					
Coach					

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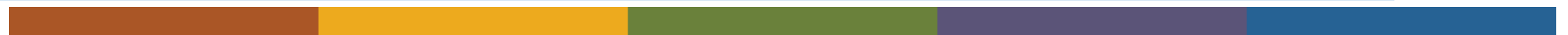
Why Managers are so Important for Successful Change

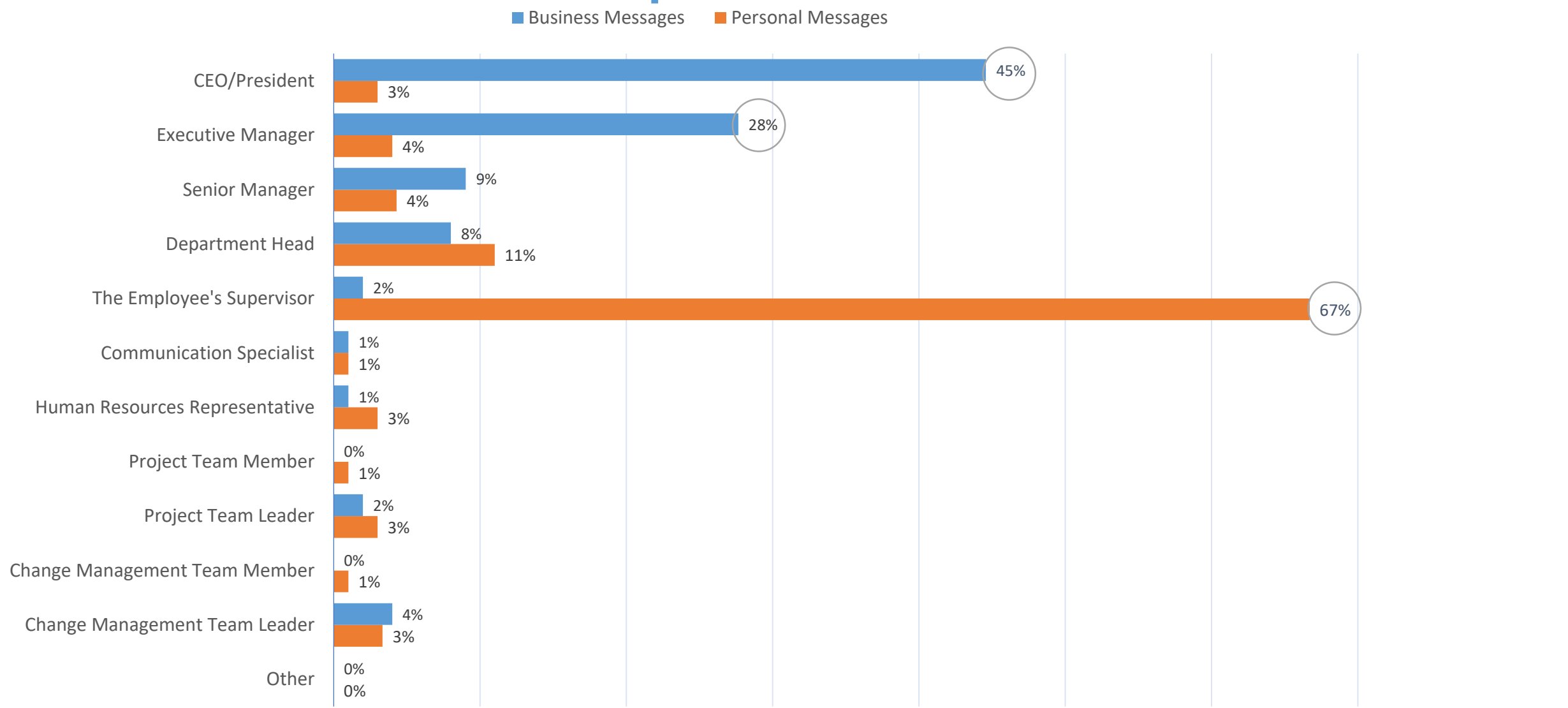Supervisors/managers are **influential**

Employees **trust** them

Managers **mitigate** resistance

Managers **build** support

You are a preferred sender!

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You are a preferred sender!

■ Business Messages   ■ Personal Messages

Role	Business	Personal
CEO/President	45%	3%
Executive Manager	28%	4%
Senior Manager	9%	4%
Department Head	8%	11%
The Employee's Supervisor	2%	67%
Communication Specialist	1%	1%
Human Resources Representative	1%	3%
Project Team Member	0%	1%
Project Team Leader	2%	3%
Change Management Team Member	0%	1%
Change Management Team Leader	4%	3%
Other	0%	0%

Your first step is to introduce the changes underway to your employees.

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What is the importance of fulfilling this role?

Employees gain awareness about
why changes are being made.
Buy-in for successful change is
increased.

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Most important messages for employees:

Business reasons
for the change

What's in it for me
(WIIFM)?

Impact on the
individual

How the change
is happening

Details about
the change

Employees need to hear the message 5 – 7 times
before they internalize the message.

As Liaison:

Engage project team, especially around results and feedback

	A	D	K	A	R
Communicator					
Liaison					High
Advocate					
Resistance Manager					
Coach					

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Connecting Back to the Project

You are the best source of feedback to the project team and change sponsors

Where is your team experiencing **confusion, frustration,** or **lack of engagement**?
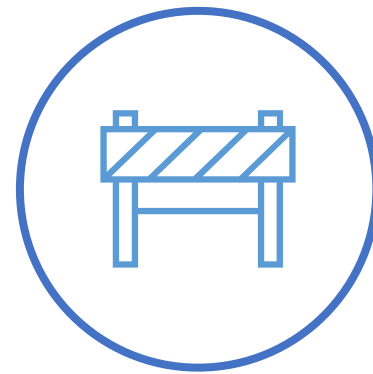
What are the major **roadblocks**?

Where do you need additional **support**?

What is the importance of fulfilling this role?

The project team will have an accurate view of how the change is impacting employees, what support is needed, and how successfully the change is being adopted.

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As Advocate:

Show your commitment to the change

	A	D	K	A	R
Communicator					
Liaison					
Advocate		High			
Resistance Manager					
Coach					

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What is importance of fulfilling this role?

Employees will view the change as
important.
They will follow your lead.

As Resistance Manager:

Identify and address the root cause

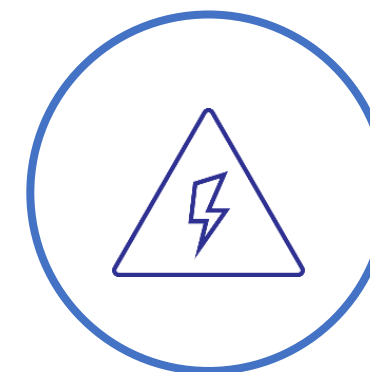|	A	D	K	A	R
Communicator					
Liaison					
Advocate					
Resistance Manager		High			High
Coach					

Resistance and Comfort

Resistance is a
**natural
human reaction** to
change.

You should expect
resistance and
not be surprised by it.

Persistent and enduring
resistance is a **threat** to
the success of the change.

Do not underestimate the power of comfort with how things are today.

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What is the importance of fulfilling this role?

Employees will have a productive way
to surface concerns and work through
their struggle with change.

Tips to Manage Resistance

1

Listen and Understand Objections

A critical step any manager should take when creating desire to change is to **listen**.

In many cases employees simply **want to be heard** and to voice their objections.

Understanding these objections can often provide a clear **path toward resolution**.

Listening can also help managers **identify misunderstandings** about the change.

2

Focus on the 'What' and Let Go of the 'How'

For some types of changes, it is effective for managers to let go of the *how* and simply communicate *what* **needs to change** (focus on outcomes).
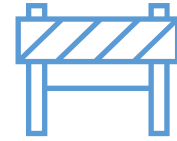
This process transfers **ownership of the solution** to employees.

Employee involvement and ownership naturally builds desire to support the change.

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3

Remove Barriers

Barriers may relate to **family, personal issues, physical limitations or money**.

Fully understand the individual situation with this employee. What may appear to be resistance or objections to the change may be disguised barriers that the employee cannot see past.

Identify the barriers clearly.

Determine ways that the business may be able to address these barriers.

4

Provide Simple, Clear Choices and Consequences

Building desire is ultimately about **choice**.

Managers can facilitate this process by **being clear** about the choices employees have during change.

Communicate in **simple and clear terms** what the choices and consequences are for each employee.

By providing simple and clear choices along with the consequences of those choices, you can put the ownership and control **back into the hands of employees**.

5

Create Hope

Many people will **respond** to the opportunity for a better future.

Managers can create desire to change by sharing their **passion for change** and by creating excitement and enthusiasm.

People will follow a leader who can create hope and whom they **respect and trust**.

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6

Show The Benefits in a Real and Tangible Way

For some employees seeing is believing. Demonstrate the benefits of change in a real and tangible way:

Share case studies.

Invite guests to provide personal testimonials.

Visibly **demonstrate** the success of pilot programs or trials.

7

Make a Personal Appeal

A personal appeal works best with honest, open relationships where there is a high degree of **trust and respect**.

A personal appeal may sound like:

"I **believe** in this change."	"It is **important** to me."
"I would like your **support**."	"You would be helping me by **making this change work**."

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CHANGE BYSTANDER

Chooses to ignore impending changes due to change fatigue, apathy or scepticism of the permanence or likelihood of success of the change initiative.

CHANGE CRITIC

Works to undermine the success of change initiatives. For more, see resisters: organisational, political and technical.

LEGACY EXPERT

Individual whose expertise is based on a system or process that may be significantly changed or rendered obsolete by a change process. It is often helpful to involve these individuals early-on with re-skilling programs.

RESISTER: ORGANISATIONAL

Works against any change initiative that they do not feel they have had an opportunity to help plan. Driven by the need to feel a sense of ownership and involvement with the change process.

CHANGE SURVIVOR

A stakeholder who has experienced poorly implemented organisational changes in the past. These experiences may or may not make the change survivor better equipped to handle further change initiatives.

CHANGE VICTIM

Experiences disabling anxiety upon receiving news of impending change. Will interpret any communication regarding change in the worst possible manner. Treat with care and caution.

RESISTER: POLITICAL

Fears loss of authority and/or control in the post-change organisation

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10 Tips to Manage Resistance

- ✓ Listen and understand objections
- ✓ Focus on the "what" and let go of the "how"
- ✓ Remove barriers
- ✓ Provide simple, clear choices and outcomes
- ✓ Create hope

- ✓ Show benefits in a real and tangible way
- ✓ Make a personal appeal
- ✓ Convert the strongest dissenters
- ✓ Demonstrate outcomes
- ✓ Provide Incentives

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As Coach:

Support your direct reports through the individual change journey they experience

	A	D	K	A	R
Communicator					
Liaison					
Advocate					
Resistance Manager					
Coach			High	High	
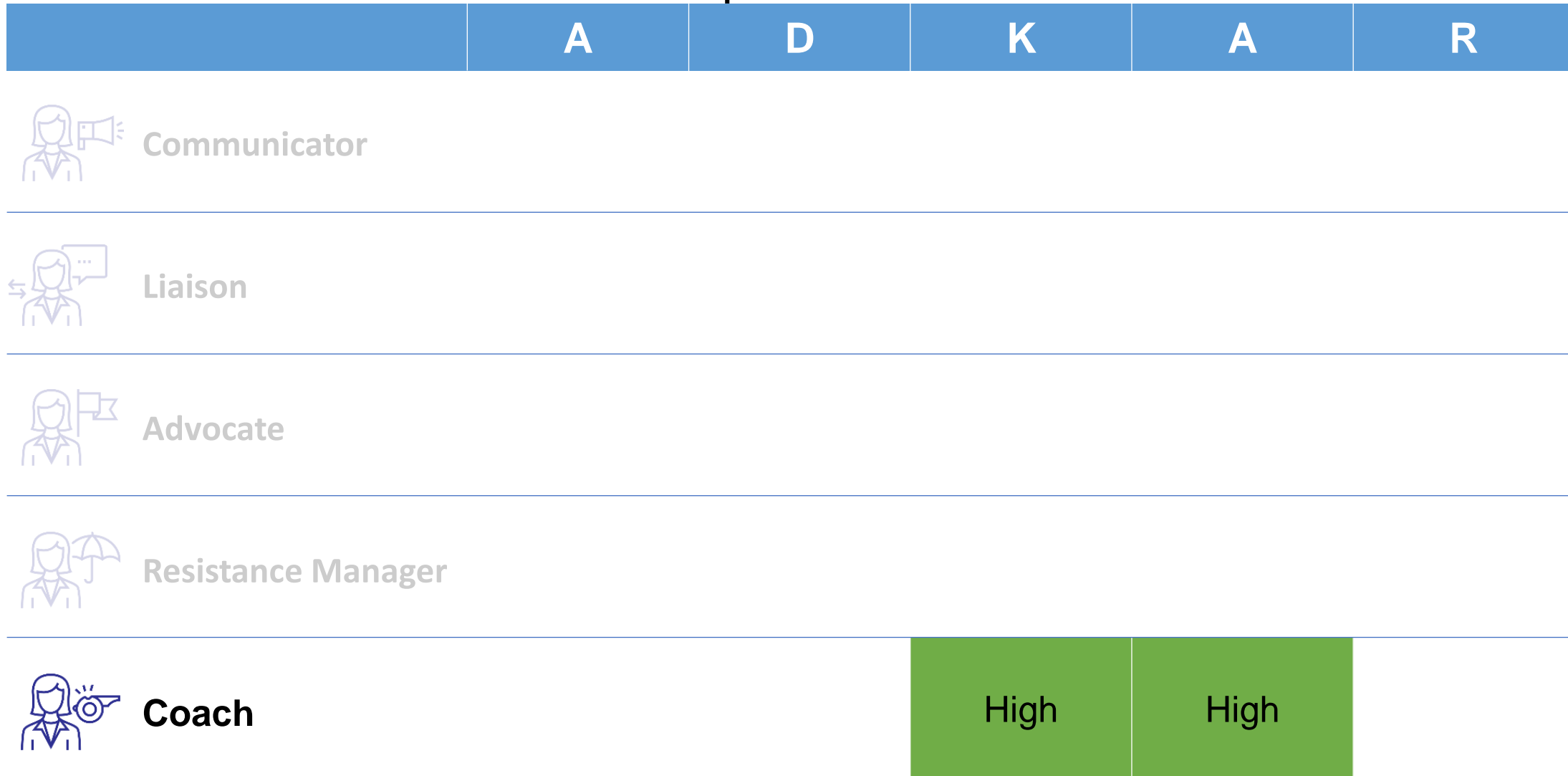
Be an Active Coach for Employees

What is importance of fulfilling this role?

Employees make a successful
personal transition and learn
effectively during the change: positive
productivity, turnover and morale
implications.

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Helping Employees Transition to Change

	A	D	K	A	R
Communicator	Answer why, why now, what if, my impact				
Liaison					Results and feedback
Advocate		Demonstrate commitment			
Resistance Manager		Identify and address root causes			Celebrate and sustain
Coach			Support "know how"	Support execution	

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Digital Swag Bag

1. Presentation
2. Prosci ADKAR Model E-book
3. 10 Tactics for Managing Resistance
4. CSU Learn: Leading through Change AI Simulator

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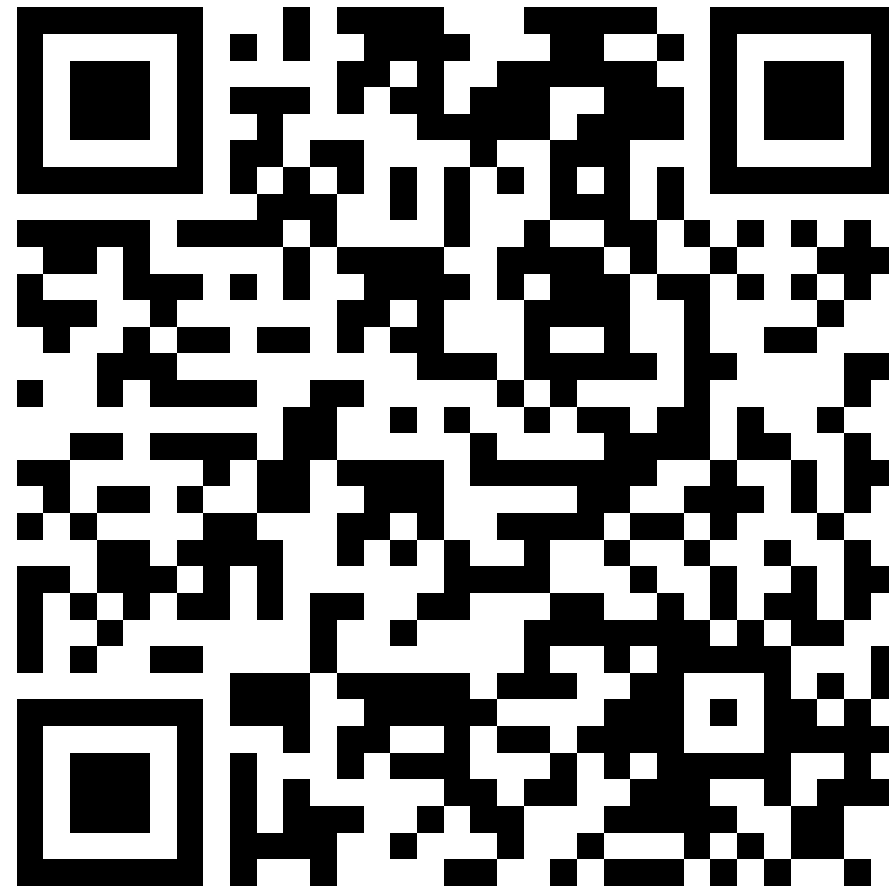
What Next?

More Information Coming Soon

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Questions

Help us improve. Take the feedback Poll.

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#CHRSIsHappening

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