

# HR2023

## Designing and implementing a new HR Service Model

Organizational Development  
course

Ulla Martola

[Ulla.martola@aalto.fi](mailto:Ulla.martola@aalto.fi)

28.2.2023



Aalto-yliopisto  
Aalto-universitetet  
Aalto University

# Why HR2023 project? \*

**HR re-organization and new way of working is necessary to meet our objectives.**

\* Project launched in 2021

Main driver for HR resources is personnel headcount and turnover. Since 2019 headcount has increased by 6% (4400 -> 4652); HC of international staff by 13 % (1362 -> 1535) at Aalto. We create over 4000 work contracts (new or extensions) annually.

Mainly due to digitalization HR FTE has increased by 1% since 2019 (105 -> 106). We are not expected to increase the HR FTE from current level although university headcount is projected to increase.

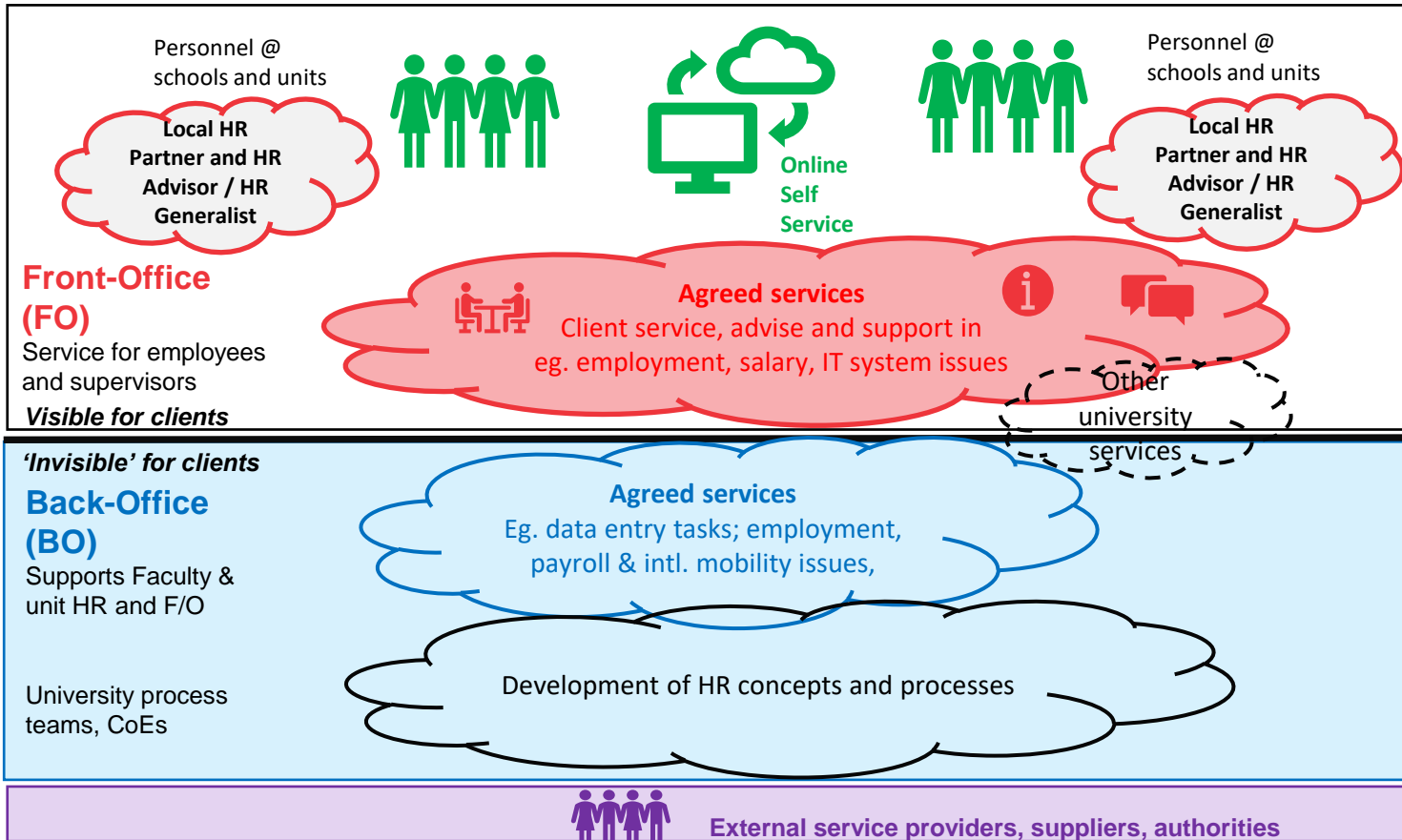
Although HR processes were digitized when deploying Workday during 2019 – 2021 there is still room for improvement in terms of user experience and process uniformity.

HR resources in departments / schools are mainly allocated to operative transaction processing. They have little time for supporting supervisors to add value to them. They have scattered job profiles and feel overloaded.

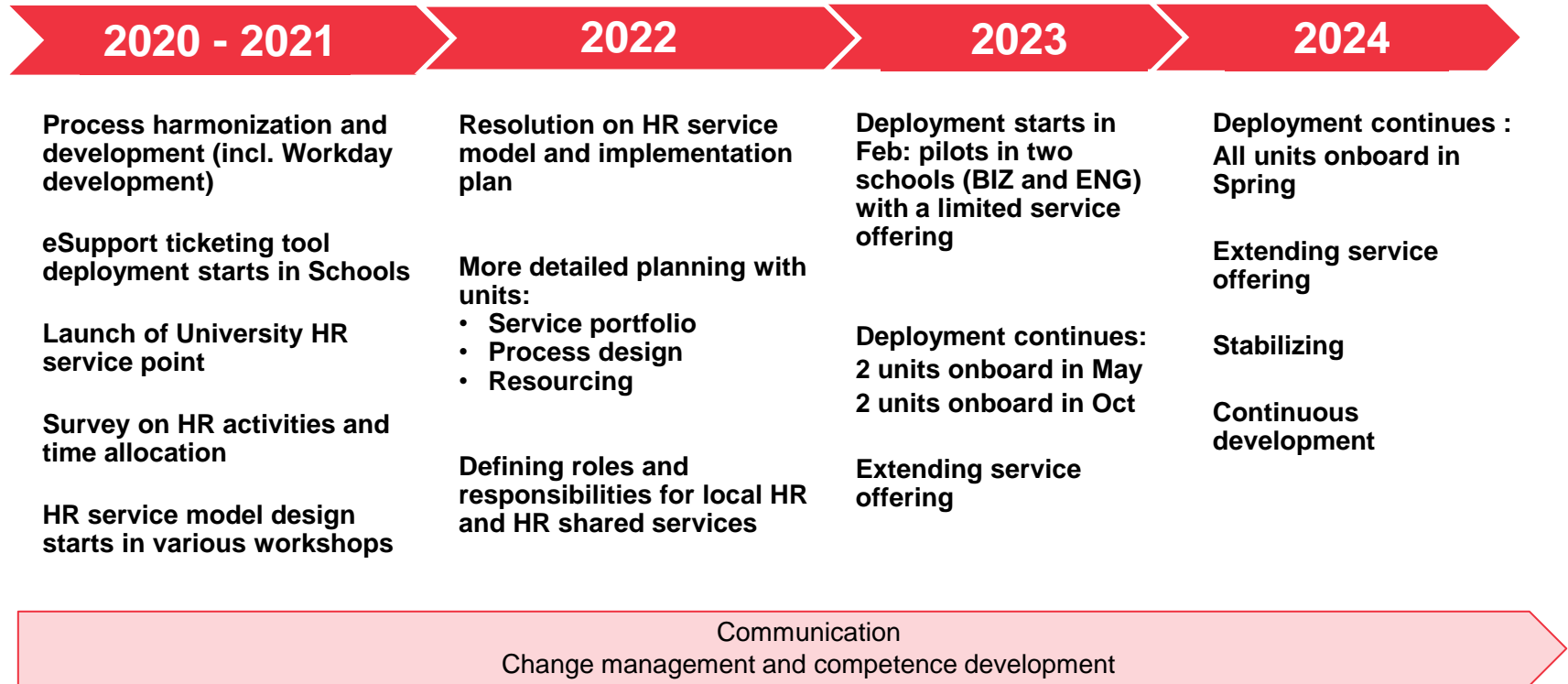
Experiences from other organizations show that providing high-volume operative HR services jointly would allow the local HR more time for supporting supervisors while enabling economies of scale.

We see this project as the next phase in digitalization of university services.

# Towards a New HR Service Model



# Aalto HR2023 timeline



# Project work

## What should Aalto HR service model and organization look like and how to implement it?

- Select one of the 6 schools and create HR service model and organization for the selected school. You can refine the draft model or create a model of your own (please justify in both cases)
  - Which services (activities) should be provided centrally at the university level, which provided locally by the school HR
  - Goals & metrics, HR roles & responsibilities, FTEs, reporting structure
  - Pros & cons of the proposed model
- Create a plan on how to implement the new model, pay attention to managing the change

# Input data and materials

- Aalto Strategy
- University and HR organization charts including headcounts
- HR job descriptions (high level)
- Process and Service Design materials, stakeholder analysis
- HR Activity Catalog and time allocation survey 2021
- "HR has been busy" – transaction volume data 2021 – 2022