

November 16, 2018

Dear Colleagues:

Thank you for your constructive engagement as we consider approaches for Improved Service Delivery (ISD) at Iowa State University.

This is major change for Iowa State; it is also necessary change. While our staff are dedicated and perform at a very high level, the tools and technology available to them are outdated and inefficient. In addition, Human Resources and Finance staff often report to supervisors who are not experts in these fields. This has created problems and inconsistencies in how processes are performed, how often employees receive training, workload balance, and the quality of staff professional development, among other issues.

The goals of ISD are to address these deficiencies in order to improve the experience for both staff and faculty, empower employees, and maximize the new capabilities of Workday.

The Institutional Effectiveness Leadership Team (IELT) Super Group submitted its [report](#) with a proposal for moving forward with ISD. It reflects extensive campus feedback and necessary actions to ensure Workday remains on track for July 1, 2019. In response to the report, I am requesting that IELT Super Group do the following:

- Proceed with creating specialist roles to perform Human Resources and certain Finance functions.
- Proceed with a solid line reporting relationship between HR specialists and the VP for HR, and Finance specialists and the SVP for Finance and University Services.
- Proceed in incremental phases, including taking the necessary steps to support Workday, and ensure frequent, transparent communication and opportunities for campus feedback through each phase.

Immediate next steps include:

- Communicate to campus Phase 2 actions.
- Review feedback from the recent Town Hall – Human Resources.
- Hold Town Hall – Finance, scheduled for Nov. 27, which will include job information for roles created in the Finance model.
- Begin hiring an associate vice president for HR and for Finance, Senior HR Partners and Finance Services Managers to ensure necessary leadership capacity for further planning and transition.
- Develop a first draft of how Human Resources and Finance teams will be assigned to units (colleges, departments, centers, etc.) throughout campus.

Again, I want to thank you for your continued involvement in this important process. Your collaboration and feedback are essential to getting this process right. Please continue to submit your comments and questions via the [online comment form](#).

I also want to thank the members of the Institutional Effectiveness Leadership Team (IELT) and Super Group for the incredible amount of time and thought they have put forth in developing ISD models for Human Resources and Finance and engaging and informing the campus community.

Above all, we are committed to making this a positive change for all employees and the university.

Sincerely,

Wendy Wintersteen
President