Helping Employees Transition to Change

Helping Your Employees Transition to CHRS

CHRS
Common Human Resources System
Helping Employees Transition to Change
Helping Employees Transition to Change

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.

Breuna 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
Today’s Agenda

• About CHRS
• CHRS Impacts Overview
• Change is a Process
• Preparing for Change
• Leading through Change
• The Role & Importance of Managers
• Closing
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Common Human Resources System

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.

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
### What is the difference between CHRS Recruiting and CHRS?

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<th>CHRS Recruiting</th>
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<tr>
<td>Already implemented</td>
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<td>No</td>
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<td>Common to all campuses</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Used for</td>
<td>Attracting and hiring new employees</td>
<td>All HR Processes</td>
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<tr>
<td>Platform</td>
<td>PageUp</td>
<td>PeopleSoft 9.2</td>
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<td>Who uses it?</td>
<td>Those involved with recruiting, hiring and onboarding</td>
<td>Nearly all staff, faculty and administrators</td>
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Recruiting is the first piece of CHRS.
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CHRS Impacts

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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Summary of CHRS Changes

General Impacts Overview by Module/Role
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Summary of CHRS Changes

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

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Summary of CHRS Changes

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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Summary of CHRS Changes

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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Summary of CHRS Changes

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
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.
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.
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Jamboard
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15 MIN COFFEE BREAK
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Change is a Process

Preparing Yourself for Change

Leading Your Employees Through Change
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“The achievements of an organization are the results of the combined effort of each individual.”

Vince Lombardi

Organizations don’t change.

People do.
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The Kubler-Ross Change Curve and Communication Strategies

Messages to Communicate:
- Why
- Why and Progress
- Why and Listen
- Listen and Support
- Support and Training
- Training and Successes
- Successes and Celebrations

Time

Morale and Competency

Integration
Decision
Experiment
Depression
Frustration
Denial
Shock

Messages to Communicate:
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CHRS Adoption

The Five Building Blocks for Successful Change

A - Awareness
D - Desire
K - Knowledge
A - Ability
R - Reinforcement®
# Taking Control of Change

<table>
<thead>
<tr>
<th>ADKAR element:</th>
<th>Definition:</th>
<th>What you hear:</th>
<th>With:</th>
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</table>
| **Awareness** | Of the need for change | “I understand why…” | • Employees not needing to ask the same question over and over  
• No delays in implementation |
| **Desire** | To participate and support the change | “I have decided to…” | • Higher productivity  
• Reduced turnover  
• Sharing of information and resources |
| **Knowledge** | On how to change | “I know how to…” | • Higher utilization or correct usage of new systems  
• Sustained increase in productivity |
| **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 |
| **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
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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**
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Each of the CLARC Roles Drives Individual Change Through ADKAR®

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### For Communicator:

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

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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!

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

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

<table>
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<tr>
<th>Business reasons for the change</th>
<th>What’s in it for me (WIIFM)?</th>
<th>Impact on the individual</th>
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<tbody>
<tr>
<td>How the change is happening</td>
<td>Details about the change</td>
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**Employees need to hear the message 5 – 7 times before they internalize the message.**
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### As Liaison:

Engage project team, especially around results and feedback

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Liaison: High
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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?
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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

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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

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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
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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.
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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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.
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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**.
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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.
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.
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 reskilling 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.
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

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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.
## Helping Employees Transition to Change

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<td>Results and feedback</td>
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<td>Advocate</td>
<td>Demonstrates commitment</td>
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<td>Identify and address root causes</td>
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<td>Celebrate and sustain</td>
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<td>Resistance Manager</td>
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<td>Support “know how”</td>
<td>Support execution</td>
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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
What Next?

More Information Coming Soon
Questions
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CHRS Adoption

Help us improve. Take the feedback Poll.

[QR Code Image]
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Thank You!

#CHRSIsHappening

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