



Quick Reference Guide: Managing a Reconfiguration HR Partner Guide

This quick reference guide is designed to be a resource for HR Partners to use when consulting and advising with clients who are considering a reconfiguration. The guide is designed to be a starting point and is not inclusive of all questions or situations that may arise or apply during a reconfiguration. Additionally, not all questions or actions apply to all situations.

Organizational design is a continuous and iterative process that may include a reconfiguration or restructure. A successful reconfiguration requires ongoing partnership and communication between the leader and HR partner and includes four main activities:

1. Partner
2. Plan
3. Implement
4. Sustain

Partner – Continuous strategic discussions between leadership and HR Partner.

- What do we need to accomplish our goals?
- What is working well and contributing to our capabilities?
- What is not working ideally today and can be strengthened?
- What is the “problem”?
- What actions will help us fill the gap (i.e., structure, process, people practices, etc.)?
- What solutions will address the problem? Which solution provides the highest “return on investment”?
- Who can help us think through our challenges and identify the best solution?
- Will a reconfiguration address our “problem”?

NOTE: Partner discussions are not exclusive to reconfigurations. These ongoing discussions help uncover potential challenges that may require organizational design and/or a reconfiguration. It may be beneficial for the unit to engage Organizational Design services during this stage.

Plan – Develop a plan to implement the reconfiguration.

- What is changing? What is staying the same?
- Who is leading the reconfiguration? What are their roles and responsibilities?
- Who is impacted by the reconfiguration? (directly and indirectly)
- Who should be consulted?
- What is our timeline?
- What tools do we need?
- What processes and/or policies apply to the changes we are making?
- How will we support employees through the change?
- How will we communicate the change?
- How will we know the reconfiguration is successful?



Implement – Implement the reconfiguration.

- Finalize all changes
- Submit changes to appropriate departments for analysis (as appropriate)
- Notify employees directly impacted by the change
- Notify the organization and/or partners
- Adhere to appropriate policies and processes (i.e., Background checks, HRAP – ASI, etc.)
- Submit appropriate transactions (i.e., MSS, OneUSG, etc.).
- Document reconfiguration and maintain in department files for reference
- Documentation should include (at a minimum)
 - Purpose of reconfiguration
 - Justification / rationale (may include other alternatives considered)
 - Summary of changes (including reporting changes, reclassifications, new positions, etc.)

Sustain – Support and coach adoption of the changes to ensure success.

- Leader and employee adoption (of the change)
- Strategic alignment workshops and/or reinforcement
- New Leader Integration
- Individual and Leadership Development plans
- Regular check-ins to measure progress towards goal

Tools and Resources

These tools and resources may be useful when partnering with units around reconfigurations and restructures. Resources may not apply to all situations and this list is not inclusive of all resources and tools that may be useful during reconfigurations and restructures.

- [Administrative Services Center](#)
- [Campus Learning Directory](#)
- [Change Management Resource Site](#)
- [Compensation Website](#)
- [Faculty Affairs Website](#)
- [HR Forms and Guides](#) – includes guidance documents for reclassifications and working titles.
- [Organizational Design Resources for HR](#) (TEAMS group for HR partners only)
- [Position Action Reason Codes Job Aide](#) (log in required)
- [Workplace Learning and Development](#)

Questions?

Leverage your HR Partner network – your peers are often the best resource available!
For additional support, contact [Lindsey Micael Fenton](#), Organizational Design Consultant