Town Hall
February 5, 2019
Welcome and Agenda

1. Dr. Klotman’s Focus
   - Importance of Staff to the College
   - Opportunities for Improvement
   - Staff Feedback is Important

2. Defining Pathways and Possibilities

3. Mosaic Update
   - Mosaic Roadmap
   - Highlights, Updates of Mosaic Projects

4. What’s Next and Resources

5. Questions

-- Text Your Questions to 832-689-7969 --
Dr. Klotman’s Focus

- BCM Staff are critical to the mission of the College
- Opportunities for staff to develop and improve are vital to our success
- Employee turnover is costly and time consuming
- Investments in staff development are a priority for College leadership
- For the Improvement Agenda to work, staff must provide feedback to improve the operations of the College

Mission:
Baylor College of Medicine is a health sciences university that creates knowledge and applies science and discoveries to further education, healthcare and community service locally and globally.
Defining Pathways and Possibilities
Why Defining Pathways and Possibilities?

- Well defined job architecture that can evolve with the College
- Clear, well-documented job expectations and roadmap for staff career growth
- More efficient and effective staff recruitment process
- Better enabled, engaged, and productive workforce
- New tools for Managers to provide career coaching and make better decisions about pay and performance

- Your career, your path, your professional experience with the College

**Your Engagement**

*in Improving Human Health*

-- Text Your Questions to 832-689-7969 --
### Defining Pathways and Possibilities

Process

---

## Job Duties Questionnaire

**Human Resources**

**Page 1**

**Important**: You are currently logged in to this computer as:

- **ECA:** [Name]
- **First Name:** Michelle
- **Last Name:** Rose
- **Title:** Exec Dir, Org Development
- **Department:** Human Resources

The Human Resources Job Duties Questionnaire will be "submitted" as the individual indicated above. If you are not the person indicated above, please log off and log back in using your BCM credentials before continuing.

- [ ] Check to confirm you are the individual detailed above.

**Important Guidelines for Submitting Job Duties Questionnaire**

- ECA of Department Administrator is required. Ensure you have this Information before beginning to complete questionnaire on next page.
- [ ] Click here to view "How to Locate ECA"
- "Save As Draft" button is disabled until all required fields are complete.
- "Submit" button is disabled until all required fields are complete.
- Required fields are identified with a red asterisk (*) or red dashed box.

Direct questions/comments to [CONTACT EMAIL HERE](mailto:).

[Review/Complete Job Duties Questionnaire](#)

---

### Department Administrator

Enter the ECA of your Department Administrator. The Department Administrator ECA cannot be your ECA. This Individual will receive an email requesting their review of your submission.

**BCM ECA:** [Name]

### Position Purpose

In 2-4 sentences, briefly but specifically, summarize the primary purpose of the job. (Textbox expands to fit text)

### Duties and Responsibilities - Essential Functions

- List up to five essential functions of the job in the space provided below. Indicate the duties in the order of time spent (highest to lowest % of time), and the approximate percentage of time spent on each function over the course of a year.
- At least one essential function and percentage required to "Submit" or "Save As Draft".
- DO NOT list any duties or responsibilities that require 5% or less of the position's time.
- **Note**: Not all positions will have five essential functions.

#### % of Time

<table>
<thead>
<tr>
<th>Duties/Responsibilities</th>
<th>(Textboxes expand to fit text)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>%</td>
</tr>
<tr>
<td>2.</td>
<td>%</td>
</tr>
<tr>
<td>3.</td>
<td>%</td>
</tr>
<tr>
<td>4.</td>
<td>%</td>
</tr>
<tr>
<td>5.</td>
<td>%</td>
</tr>
</tbody>
</table>

---

---

---
JOB FAMILY - Major job areas often requiring a unique set of skills. Most career development occurs within a job family.

JOB SUB-FAMILY – Further breakdown of Job Family into specific job grouping categories.

CAREER STREAM – Defines different types of career paths and are characterized by unique responsibilities. For Baylor, there will be four streams across all Job Families:
- Support
- Professional
- Management
- Executive

CAREER LEVEL – Within a career stream, the career levels define the hierarchical position of a job and further differentiate jobs based on their contribution to the organization.
- Example – Management levels - M1 – M4

JOB – A specific point in a career journey, characterized by a combination of career level, career stream and sub-family. Each job has a unique blend of competencies.
- Example – Professional level – P2
## Major Work Streams

### Defining Pathways and Possibilities

**Project Timeline**

<table>
<thead>
<tr>
<th>Major Work Stream</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Architecture Developed</td>
<td>X</td>
</tr>
<tr>
<td>Map Jobs to Architecture/Communication Plan Developed</td>
<td></td>
</tr>
<tr>
<td>Job Descriptions Developed</td>
<td></td>
</tr>
<tr>
<td>Dept/Function Leadership Review and Communication</td>
<td></td>
</tr>
<tr>
<td>• Group and Individual meetings with leadership regarding:</td>
<td></td>
</tr>
<tr>
<td>○ Education about changes</td>
<td></td>
</tr>
<tr>
<td>○ Review proposed changes to job in area</td>
<td></td>
</tr>
<tr>
<td>Staff Communication</td>
<td></td>
</tr>
<tr>
<td>• Customized individual meetings with employees and leaders</td>
<td></td>
</tr>
<tr>
<td>• Type of communication dependent on change impact</td>
<td></td>
</tr>
</tbody>
</table>

---

**New Titles are Effective**
Defining Pathways and Possibilities
Anonymous Feedback

Office of the Chief Operating Officer

Colleagues,

My overarching goal as the Chief Operating Officer (COO) of Baylor College of Medicine is for all BCM operational activities to be recognized (both internally and externally) as strategic resources that enable faculty to achieve excellence in all missions of the College.

As such, my responsibilities include administrative and financial oversight of the academic departments and centers, compensation, the annual operating and capital budgets, the Baylor Improvement Group, the Mosaic Project (formerly known as SAP re-implementation), and the Human Resources Department. Additionally, I chair the Information Technology Executive Committee, the Change Management Workgroup and I co-chair the Business Continuity/Disaster Recovery Steering Committee.

My primary focus is on making significant and valuable changes across the College by working directly with the center and department administrators on the Improvement Agenda. The Improvement Agenda is a formal improvement process that aligns people, process, and technology to deliver sustained improvement in our operations. I invite you to provide your feedback on where you think there is an opportunity for the College to improve.

The College is currently working toward meeting the Baylor 2020 Financial Improvement Plan and in working toward this goal, there are a variety of improvement projects being implemented across the College. The COO webpage was created to provide you, the BCM Community, insight into these projects and ongoing improvement activities that come along with each project. It is my hope that through this site we can easily and effectively communicate with you the current status of each project and also use this as an additional resource to find out information on what, how and why these changes will affect the College.

One of the most significant projects we are undertaking is our re-implementation of our current SAP system. This enterprise-wide system is the foundation that supports the administration of the College. We have titled this work the Mosaic Project. The project will focus on leveraging the latest SAP technologies to transform and simplify operational processes, providing better outcomes and more robust information. We are purposely creating Project Mosaic in a way for our teams to be more connected and efficient with the help of technology.

-- Text Your Questions to 832-689-7969 --
Mosaic Update
## Mosaic Plan
### Roadmap for Reimplementation

<table>
<thead>
<tr>
<th>Jan ‘17</th>
<th>Jan ‘18</th>
<th>Jan ‘19</th>
<th>Jan ‘20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY2017</strong></td>
<td><strong>FY2018</strong></td>
<td><strong>FY2019</strong></td>
<td><strong>FY2020</strong></td>
</tr>
<tr>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
</tbody>
</table>

**Program Mobilization Activities**

- Travel, Expense
- Pilot + Rollout
- Human Resources
- Implementation Prep
- Finance, Grants Management, Procurement
- Contract Lifecycle Management and Budgeting and Planning
- Supporting Capabilities (Master Data, Reporting, Security, Compliance)

---

---

---
Mosaic: Travel and Expense
Break the Cycle: No More Tape, Scan, Repeat

- Update on Rollout of Mosaic Travel and Expense
- Statistics On Usage
- Feedback, Training
- What’s Next for Concur, Future Improvements

For More Information:
Travel and Expense Webpage
concursupport@bcm.edu

-- Text Your Questions to 832-689-7969 --
BCM People are our Most Important Asset!

- Improved processes and tools for recruiting, retaining, developing, and managing our workforce.
- Common definitions for employees’ jobs, competencies, skills, and activities
- Simplify transaction processing and enable workflows and electronic approvals with transparency and tracking
- Centralized Learning System – ability to house training curriculums to promote employee development
- Improved reporting and information for Managers, Administrators, and Employees

Provide proactive, strategic recommendations to leaders based on accurate, useful data

-- Text Your Questions to 832-689-7969 --
Mosaic: Human Resources
Preparing for the Changes

"Embrace, Engage, Encourage Change"

- Over 110 Department and Functional Management invited to represent their department in the Mosaic Change Network
- Each Department will have a “Department Sponsor” to assist with communicating information about the project
- Monthly cadence of meetings to convey key messages about the project and obtain feedback
- Readiness Surveys will measure the organization’s awareness and readiness to adopt changes
Mosaic: Human Resources

Timeline

1. Design and testing of the system will involve participation of key stakeholder groups across the college until the introduction of the tool summer of 2019.

2. Training, resources and support will be provided to all employees throughout the launch, implementation and follow-up of the SuccessFactors implementation.

3. All elements of the system are anticipated to be available for employee use in summer 2019.

For more information:

www.bcm.edu/mosaic-hr

-- Text Your Questions to 832-689-7969 --
Future Town Hall Meetings
2019 Town Halls and Resources

Town Hall Dates for 2019:
Tuesday May 7, 2019
Tuesday August 6, 2019
Tuesday October 29, 2019

Resources:
Office of COO Intranet Page
Mosaic Website
Defining Pathways Website
sap-mosaic@bcm.edu

-- Text Your Questions to 832-689-7969 --
Questions

-- Text Your Questions to 832-689-7969 --