Campus Wide Training Initiative
Finance and Administration Pilot
Human Resources Professionals

Makeba Jackson
Amy Grubbs

HR Connections
06/22/17
Why?

• Campus wide training initiative. Finance and Administration is piloting.

• Expand opportunities for HR skill development.

• Increase communication between HR partners and representatives from departments, colleges/units, and university HR.

• Provide just-in-time or on-demand training and resources.
HR Training Committee

Beth Buck - DASA
Amy Grubbs - Onboarding Center (Co-Chair)
Monica Foster - HRIM
Mary Harrell - Talent and Organizational Solutions
Makeba Jackson - Learning & Org. Dev. (Co-Chair)
Lauren Lentz - EHRA Administration
Katy Wilson - CALS
How is it different from HR Academy?

• Target audience is for HR professionals and not people who may be interested in HR.
• Broader range of topics covered.
• Provide opportunities for deeper dives and/or overviews of topics depending on the needs of the person/position.
• Provide HR networking opportunities
THE CHARGE

- Identify HR functional knowledge, skills, & competencies needed to be successful HR professionals (SHRA and EHRA) at NC State.

- Create a foundational HR catalog (inventory).

- Identify what resources/training is currently available, where the gaps are, who the subject matter experts (SME) are.

- Ensure training standards are incorporated (learning objectives, marketing to the right audience, measures of proficiency, evaluation of the training session/event).

- Fall 2017 implementation (whole or part)
Training Model

Campus Wide Compliance
- Federal, State & NC State U. Training (needed by all) - Mandatory

Cross Unit Job Function
- University Cross Unit Job Function Training (needed by some) - Mandatory

Department Job Skills
- Dept. Job Skills Training (needed within dept./unit only) - Mandatory

Professional Skills & Leadership
- Professional & Leadership Training (needed for professional growth) - Optional

NC State University - Human Resources - 2016-2017
HR Professional Expertise & Knowledge (HR at NC State)

HR at NC State and Higher Ed; Governing Bodies/PRRs; HR and the Law; HR Systems Overview; Diversity and Inclusion; Financials for HR; Business Ethics

Academic HR
Reappointment/Promotion/Tenure
Faculty Titling/Pay/Leave
Grads/Students/Post Docs

Benefits and Leave
Benefits
Perks
Leave

People and Position Management
Getting the right people
Engagement and work life balance
Writing effective job descriptions
Managing performance
Managing pay and salaries
Hire actions, records, misc

Skill Development
Communication
Professional Certifications
Leadership
Misc

HR Professionals Network
Webinars
Lunch and Learns
PHR/SPHR Study Groups
Best Practices in Industry
Best Practices on Campus
Campus Conference
Objective: To provide an overview of the core HR functions and enhance skillsets of NC State HR partners and representatives. Learn about who and what “HR” is at NC State.

Target Audience: Required for new and current HR Professionals

- New: complete within 6 months of start date
- Current: complete within 12 months from program implementation date (modified)

Rollout components in Fall 2017 and Spring 2018
HR Professionals are defined as:

• HR Specialists
• HR Consultants
• HR Managers
• EHRA/SHRA: Anyone whose position consists of at least 50% HR related work as identified by their supervisor.

For example: involved in recruitment process, works regularly in PeopleAdmin and/or Peoplesoft, benefits and leave coordination, classification, compensation, employee relations, training, organizational development, payroll.
## HR Professional Expertise and Knowledge (HR at NC State)

### HR at NC State and Higher Ed
- In-person

### Governing Bodies/PRRs
- On-line and in-person options

### HR and the Law
- On-line and in-person options

### HR Systems Overview
- On-line and in-person options

### Diversity and Inclusion
- On-line and in-person options

### Financials for HR
- On-line and in-person options

### Business Ethics
- On-line and in-person options

### NC State HR structure
- Department, college, university HR. How they work together. How do some colleges/units vary in structure. Expectations of each.

### HRAC and HR Connections
- What they and what their roles and purpose are.

### HR in higher education
- How it varies from industry.

### Avenues for communication for HR related topics
- Who is contacted for what and how.

### Overview of academic HR
- Benefits/leave, people & position management, diversity and inclusion, and skill development.

### Ways to connect with other HR professionals on campus.

### NC Legislature
- Office of State HR
- UNC-GA
- Board of Governors
- Board of Trustees
- NC State University
- Faculty Senate
- Staff Senate
- How they govern our work.
- How do they impact different employee groups (SHRA/EHRA/Faculty)
- Where to find PRRs and how they are used.

### Title IX
- Title VII
- OFCCP
- Cleary
- FERPA
- Affirmative Action
- EOE
- ADA

### PeopleAdmin
- Recruitment
- Position Management
- PeopleSoft
- Job Data
- Position Data
- Time
- Leave
- Distributions
- Queries

### NC State’s expectations and definitions
- Advocate
- Search committee roles
- AA Officer roles
- Recruitment
- Retention
- Resources
- Activities
- Microaggressions
- Cultural competency
- Unconscious bias

### Calculating fringe
- Account structure
- Salary distributions
- Funding sources
- Contracts and Grants
- Withholding taxes
- Budgeting personnel dollars

### Ethical decision making
- HR’s role
- Ethical vs Illegal
- Conflicts of Interest
- Whistleblowing
**Objective:** To create an understanding of the intricacies of HR in an academic unit.

**Target Audience:** Anyone who deals with HR functions in an academic unit or is involved in the review or approval process of academic HR actions.

<table>
<thead>
<tr>
<th>Reappointment/Promotion/Tenure</th>
<th>Faculty Titling/Pay/Leave</th>
<th>Grads and Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-line and in-person options</td>
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</tr>
<tr>
<td>- What is RPT?</td>
<td>- TT vs NTT appointments</td>
<td>- Graduate appointment terms and conditions</td>
</tr>
<tr>
<td>- Policies regarding RPT</td>
<td>- PRRs regarding</td>
<td>- Post Docs</td>
</tr>
<tr>
<td>- Different for each unit (not detail)</td>
<td>- Board of Governors</td>
<td>- Student workers</td>
</tr>
<tr>
<td>- HR representative’s involvement and expectations</td>
<td>- Board of Trustees</td>
<td></td>
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<tr>
<td>- Understanding expectations of faculty</td>
<td>- Salary Ranges</td>
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<td>- 9 month vs 12 month</td>
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<td>- Summer salaries</td>
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<td></td>
<td>- Faculty Leave</td>
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</table>
**Objective**: To establish a foundation of benefits and leave programs and how to promote perks/wellness for HR partners and representatives.

**Target Audience**: Anyone who might be expected to answer general questions related to benefits or leave at the department, college/unit, or university levels.

### Benefits

**On-line and in-person options**
- State Health Plan and NC Flex
  - Who “governs” them and how are they administered?
  - Enrollment deadlines
  - Open enrollment
- Retirement Plan Options
  - Mandatory
  - Optional
- Explanation of the benefits pool
- Where to find resources

### Perks

**On-line and in-person options**
- WolfPerks
- Employee Resources Website
- Wellness initiatives
- Recognition & Rewards
  - Ideas of things to do at department level
  - Ideas of things to do at college/division level
  - What is done at university level
  - What is done at state of NC level

### Leave

**On-line and in-person options**
- Leave coordinator responsibilities
- Workers comp
- FMLA
- Differences between leave programs (annual, community service, civil, transfer, adverse weather)
- How it is tracked.
- Expectations of time keepers
- Resources available
Objective: To establish a working knowledge of HR processes, guidelines, and procedures.

Target Audience: Anyone involved in HR functions at the department, college/unit, or university level.
<table>
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<th>PEOPLE AND POSITION MANAGEMENT</th>
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<tr>
<th>Getting the right people</th>
<th>Engagement and Work Life Balance</th>
<th>Writing effective job descriptions</th>
<th>Managing Performance</th>
<th>Managing Pay and Salaries</th>
<th>Hire actions, records, and Misc</th>
</tr>
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<td>On-line and in-person options</td>
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- Workforce planning
- Strategic recruitment
- Aligning talent to organization needs
- Effectively sourcing candidates
  - What tools are available and rules on how to use
  - Free resources
  - Web resources
  - Job fairs, college recruiting
  - Behavioral Based Interviews
  - Search committee purpose and role
  - Writing proper offer and appointment letters
  - Assessment tools for interviewing: What options are available and how to use them
  - Background check process: how it connects with other processes: what is reviewed
  - PeopleAdmin details: Diversity recruitment, tools, resources, expectations
  - Hiring and processing temporary employees
- Employer of choice mentality. What does it mean & what is NC State doing to work towards it.
- HR’s role, supervisor’s role, HR Reps role.
- Ideas
- Tools
- Resources
- Retention: What is the university’s retention rate? Is it where we want it to be? If not, what are we doing to adjust it? How can HR reps across campus help?
- How does the university define work/life balance? What is available for guidance?
- Understanding the differences between EHRA vs SHRA vs Post Doc
- Understanding the classification systems and what information needs to be included in job description to allow for quick review
- Titling EHRA positions
- What questions to ask of supervisors and faculty when HR rep is trying to write the job description for them.
- ADA Checklist, how it is used
- Resources (template job descriptions)
- PeopleAdmin details-Position Management
- Organizational design: what is it? How does it impact classifications and titling?
- Aligning performance to mission, strategies, and goals.
- Measuring work and performance
- Defining what success looks like
- Managing performance problems
- Recognizing and acknowledging good performance
- What does “good documentation” look like
- Performance review plan and process
- Pay factors
- Salary adjustments
- What questions (and why) to ask of supervisors and faculty when HR rep is trying to write up a request for salary adjustment (content training)
- Comp Time
- Overtime
- Addl Comp
- Temporary supplements
- Flat rates
- Total compensation
- Shift premium
- Holiday pay
- Call back pay
- Entering/Managing time in WolfTime
- Entering actions in PeopleSoft (weekly and biweekly)
- Payroll schedule
- Tools and resources to help with planning of lockout
- Retention schedules
- Queries- basic understanding of what a query is and how to run
- Queries- advanced level in writing queries

**MISCELLANEOUS**
- International Hires
- Visa types
- Visa process
- I-9s
- Volunteers
- Minors
- Student workers
**Objective:** To provide opportunities to further develop HR skillsets based upon professional career goals. This may not be an all inclusive list.

**Target Audience:** Any interested employees or by supervisor recommendation

<table>
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<tr>
<th>Communication</th>
<th>Professional Certifications</th>
<th>Leadership</th>
<th>Misc</th>
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<td>● Technical writing in the context of HR</td>
<td>● HRCI study classes, groups, resources</td>
<td>● Change management</td>
<td>● Critical thinking in the context of HR</td>
</tr>
<tr>
<td>● Business writing</td>
<td>● SHRM study classes, groups, resources</td>
<td>● Business acumen</td>
<td>● Customer service</td>
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<td>● Written communication</td>
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<td>● Project management</td>
<td>● Consulting skills</td>
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<tr>
<td>● Verbal communication</td>
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<td>● Team building</td>
<td>● Identifying metrics</td>
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<tr>
<td>● Writing/creating policies and procedures</td>
<td></td>
<td>● Coaching/mentoring</td>
<td>● Theories, practices, and principles of human behavior</td>
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<td>● Facilitation skills</td>
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<td>● Conflict resolution</td>
<td>● HR data and metrics-analytics--Excel/queries</td>
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<td>● Leveraging technology to do your job</td>
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<td>● Navigating the HR website</td>
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<td>● EOI</td>
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</tbody>
</table>
Objective: To provide engagement opportunities to share ideas and best practices amongst HR partners and representatives.

Target Audience: Any HR partner or representative

- Who are your internal and external customers and contacts?
- What are the colleges and what are the levels. Key players. Ex: Who are the other assistant deans in the colleges. And how do we fit?
- Best practices on campus--shared by units from across campus
- Industry best practices
- CUPA Webinars
- Lunch and learns
- Casual communication with the group between formal HRAC and HR Connections meetings
- Campus conferences
THOUGHTS/QUESTIONS:

Are we missing topics or target audiences?

Would you like to volunteer to help develop content and/or facilitate?

General thoughts/ideas on the training program.

Add topics/thoughts/contact information to cards and leave on tables.