

# Campus Wide Training Initiative

## Finance and Administration Pilot

### Human Resources Professionals

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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**

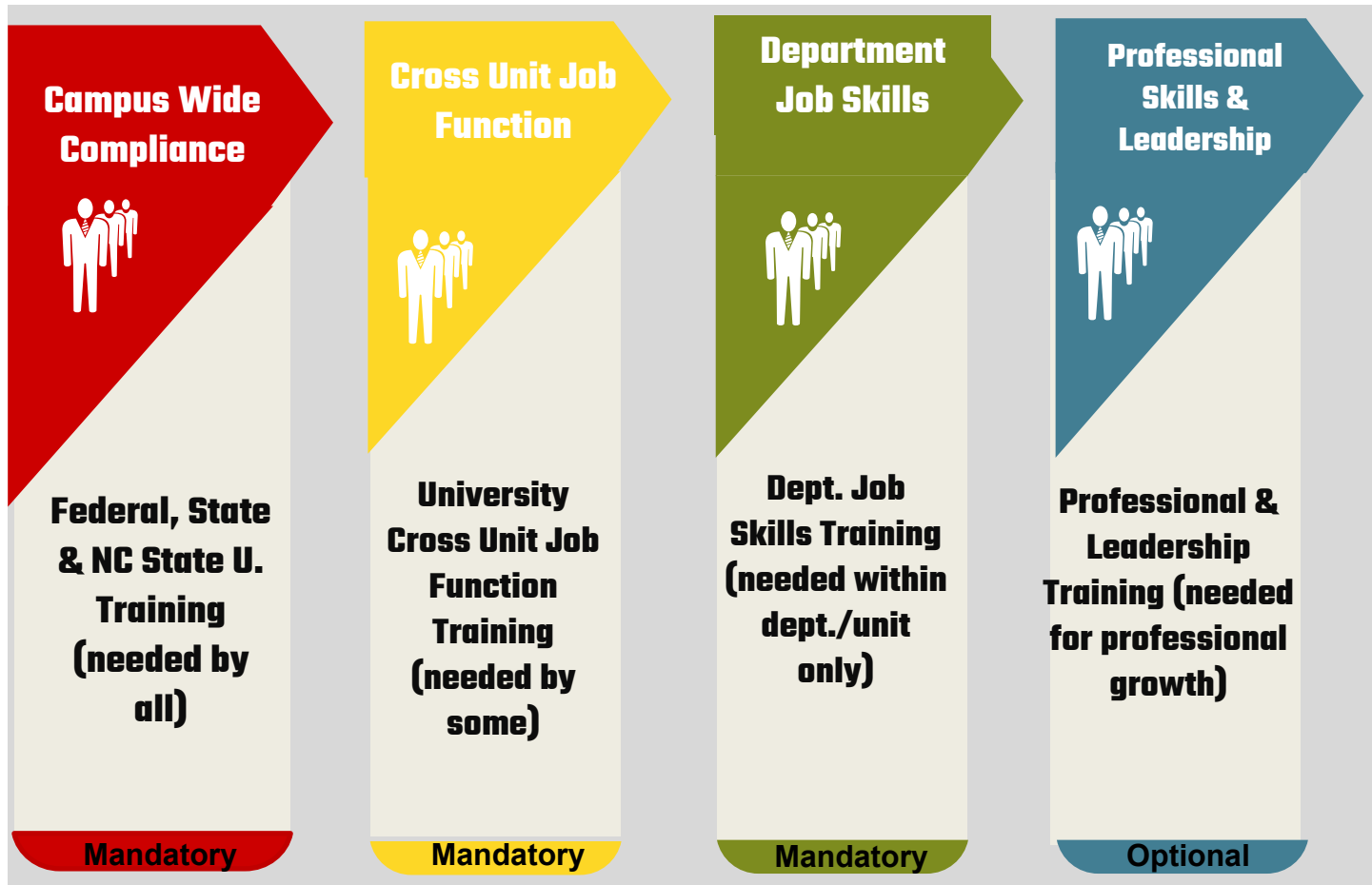
# HOW IS IT DIFFERENT FROM HR ACADEMY?

- 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



**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

# HR PROFESSIONAL EXPERTISE AND KNOWLEDGE (OR HR AT NC STATE)

**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)

<b>HR at NC State and Higher Ed</b> In-person 	<b>Governing Bodies/PRRs</b> On-line and in-person options	<b>HR and the Law</b> On-line and in-person options	<b>HR Systems Overview</b> On-line and in-person options	<b>Diversity and Inclusion</b> On-line and in-person options	<b>Financials for HR</b> On-line and in-person options	<b>Business Ethics</b> On-line and in-person options
<ul style="list-style-type: none"> <li>• NC State HR structure - Department, college, university HR. How they work together. How do some colleges/units vary in structure. Expectations of each.</li> <li>• HRAC and HR Connections- What they and what their roles and purpose are.</li> <li>• HR in higher education-How it varies from industry.</li> <li>• Avenues for communication for HR related topics. Who is contacted for what and how.</li> <li>• Overview of academic HR , benefits/leave, people &amp; position management, diversity and inclusion, and skill development.</li> <li>• Ways to connect with other HR professionals on campus.</li> </ul>	<ul style="list-style-type: none"> <li>• NC Legislature</li> <li>• Office of State HR</li> <li>• UNC-GA</li> <li>• Board of Governors</li> <li>• Board of Trustees</li> <li>• NC State University</li> <li>• Faculty Senate</li> <li>• Staff Senate</li> <li>• How they govern our work.</li> <li>• How do they impact different employee groups (SHRA/EHRA/Faculty)</li> <li>• Where to find PRRs and how they are used.</li> </ul>	<ul style="list-style-type: none"> <li>• Title IX</li> <li>• Title VII</li> <li>• OFCCP</li> <li>• Cleary</li> <li>• FERPA</li> <li>• Affirmative Action</li> <li>• EOE</li> <li>• ADA</li> </ul>	<ul style="list-style-type: none"> <li>• PeopleAdmin                             <ul style="list-style-type: none"> <li>◦ Recruitment</li> <li>◦ Position Management</li> </ul> </li> <li>• PeopleSoft                             <ul style="list-style-type: none"> <li>◦ Job Data</li> <li>◦ Position Data</li> <li>◦ Time</li> <li>◦ Leave</li> <li>◦ Distributions</li> <li>◦ Queries</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• NC State's expectations and definitions                             <ul style="list-style-type: none"> <li>◦ Advocate</li> <li>◦ Search committee roles</li> <li>◦ AA Officer roles</li> <li>◦ Recruitment</li> <li>◦ Retention</li> </ul> </li> <li>• Resources</li> <li>• Activities</li> <li>• Microaggressions</li> <li>• Cultural competency</li> <li>• Unconscious bias</li> </ul>	<ul style="list-style-type: none"> <li>• Calculating fringe</li> <li>• Account structure</li> <li>• Salary distributions</li> <li>• Funding sources</li> <li>• Contracts and Grants</li> <li>• Withholding taxes</li> <li>• Budgeting personnel dollars</li> </ul>	<ul style="list-style-type: none"> <li>• NC State's expectations</li> <li>• Ethical decision making</li> <li>• HR's role</li> <li>• Ethical vs Illegal</li> <li>• Conflicts of Interest</li> <li>• Whistleblowing</li> </ul>

# ACADEMIC HR

**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.

<b>Reappointment/Promotion/Tenure</b> On-line and in-person options	<b>Faculty Titling/Pay/Leave</b> On-line and in-person options	<b>Grads and Students</b> On-line and in-person options
<ul style="list-style-type: none"> <li>• What is RPT?</li> <li>• Policies regarding RPT</li> <li>• Different for each unit (not detail)</li> <li>• HR representative's involvement and expectations</li> <li>• Understanding expectations of faculty</li> </ul>	<ul style="list-style-type: none"> <li>• TT vs NTT appointments</li> <li>• PRRs regarding</li> <li>• Board of Governors</li> <li>• Board of Trustees</li> <li>• Salary Ranges</li> <li>• 9 month vs 12 month</li> <li>• Summer salaries</li> <li>• Faculty Leave</li> </ul>	<ul style="list-style-type: none"> <li>• Graduate appointment terms and conditions</li> <li>• Post Docs</li> <li>• Student workers</li> </ul>

# BENEFITS & LEAVE

**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.

<b>Benefits</b> On-line and in-person options	<b>Perks</b> On-line and in-person options	<b>Leave</b> On-line and in-person options
<ul style="list-style-type: none"> <li>• State Health Plan and NC Flex               <ul style="list-style-type: none"> <li>○ Who “governs” them and how are they administered?</li> <li>○ Enrollment deadlines</li> <li>○ Open enrollment</li> </ul> </li> <li>• Retirement Plan Options               <ul style="list-style-type: none"> <li>○ Mandatory</li> <li>○ Optional</li> </ul> </li> <li>• Explanation of the benefits pool</li> <li>• Where to find resources</li> </ul>	<ul style="list-style-type: none"> <li>• WolfPerks</li> <li>• Employee Resources Website</li> <li>• Wellness initiatives</li> <li>• Recognition &amp; Rewards               <ul style="list-style-type: none"> <li>○ Ideas of things to do at department level.</li> <li>○ Ideas of things to do at college/division level</li> <li>○ What is done at university level</li> <li>○ What is done at state of NC level</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Leave coordinator responsibilities</li> <li>• Workers comp</li> <li>• FMLA</li> <li>• Differences between leave programs (annual, community service, civil, transfer, adverse weather)</li> <li>• How it is tracked.</li> <li>• Expectations of <u>time keepers</u></li> <li>• Resources available</li> </ul>

# PEOPLE AND POSITION MANAGEMENT

**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.



# PEOPLE AND POSITION MANAGEMENT

<p><b>Getting the right people</b> On-line and in-person options</p>	<p><b>Engagement and Work Life Balance</b> On-line and in-person options</p>	<p><b>Writing effective job descriptions</b> On-line and in-person options</p>	<p><b>Managing Performance</b> On-line and in-person options</p>	<p><b>Managing Pay and Salaries</b> On-line and in-person options</p>	<p><b>Hire actions, records, and Misc</b> On-line and in-person options</p>
<ul style="list-style-type: none"> <li>• Workforce planning</li> <li>• Strategic recruitment</li> <li>• Aligning talent to organization needs</li> <li>• Effectively sourcing candidates                             <ul style="list-style-type: none"> <li>◦ What tools are available and rules on how to use</li> <li>◦ Free resources</li> <li>◦ Web resources</li> <li>◦ Job fairs, college recruiting</li> </ul> </li> <li>• Behavioral Based Interviews</li> <li>• Search committee purpose and role</li> <li>• Writing proper offer and appointment letters</li> <li>• Assessment tools for interviewing-What options are available and how to use them.</li> <li>• Background check process; how it connects with other processes &amp; what is reviewed</li> <li>• PeopleAdmin details</li> <li>• Diversity recruitment, tools, resources, expectations.</li> <li>• Hiring and processing temporary employees</li> </ul>	<ul style="list-style-type: none"> <li>• Employer of choice mentality. What does it mean &amp; what is NC State doing to work towards it.</li> <li>• HR's role, supervisor's role, HR Reps role.</li> <li>• Ideas</li> <li>• Tools</li> <li>• Resources</li> <li>• 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?</li> <li>• How does the university define work/life balance? What is available for guidance?</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the differences between EHRA vs SHRA vs Post Doc</li> <li>• Understanding the classification systems and what information needs to be included in job description to allow for quick review</li> <li>• Titrting EHRA positions</li> <li>• What questions to ask of supervisors and faculty when HR rep is trying to write the job description for them.</li> <li>• ADA Checklist, how it is used.</li> <li>• Resources (template job descriptions)</li> <li>• PeopleAdmin details-Position Management</li> <li>• Organizational design-what is it? How does it impact classifications and titling?</li> </ul>	<ul style="list-style-type: none"> <li>• Aligning performance to mission, strategies, and goals.</li> <li>• Measuring work and performance</li> <li>• Defining what success looks like</li> <li>• Managing performance problems</li> <li>• Recognizing and acknowledging good performance</li> <li>• What does "good documentation" look like.</li> <li>• Performance review plan and process</li> </ul>	<ul style="list-style-type: none"> <li>• Pay factors</li> <li>• Salary adjustments</li> <li>• 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)</li> <li>• Comp Time</li> <li>• Overtime</li> <li>• Addl Comp</li> <li>• Temporary supplements</li> <li>• Flat rates</li> <li>• Total compensation</li> <li>• Shift premium</li> <li>• Holiday pay</li> <li>• Call back pay</li> <li>• Entering/Managing time in WolfTime</li> </ul>	<ul style="list-style-type: none"> <li>• Entering actions in PeopleSoft (weekly and biweekly)</li> <li>• Payroll schedule</li> <li>• Tools and resources to help with planning of lockout</li> <li>• Retention schedules</li> <li>• Queries-basic understanding of what a query is and how to run</li> <li>• Queries-advanced level in writing queries</li> </ul> <p><b>MISCELLANEOUS</b></p> <ul style="list-style-type: none"> <li>• International Hires</li> <li>• Visa types</li> <li>• Visa process</li> <li>• I-9s</li> <li>• Volunteers</li> <li>• Minors</li> <li>• Student workers</li> </ul>

# SKILL DEVELOPMENT

**Objective:** To provide opportunities to further develop HR skillsets based upon professional career goals. This may not be an all inclusive list.

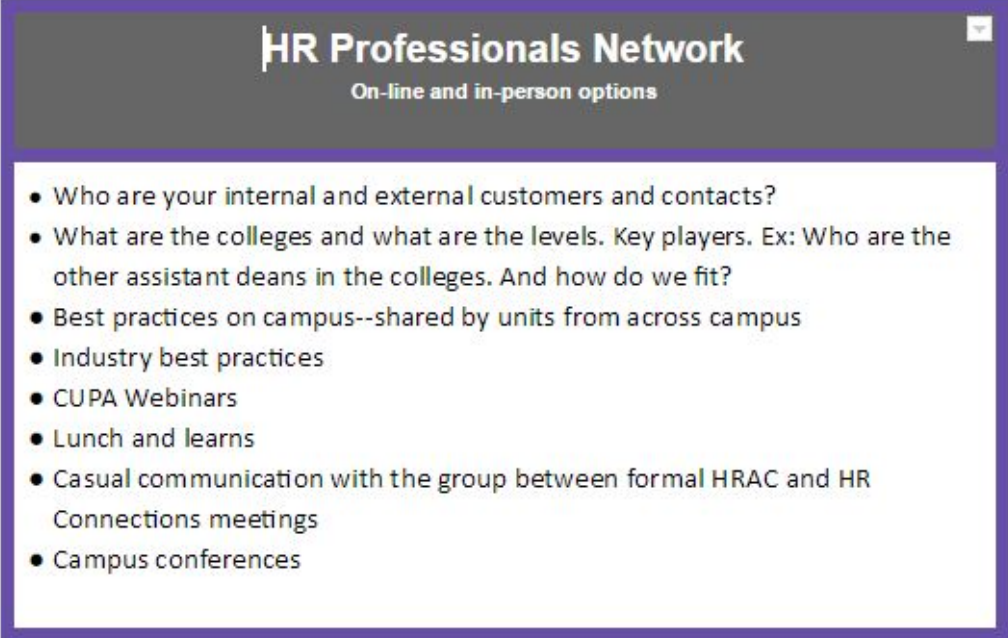
**Target Audience:** Any interested employees or by supervisor recommendation

<b>Communication</b> <small>On-line and in-person options</small>	<b>Professional Certifications</b> <small>On-line and in-person options</small>	<b>Leadership</b> <small>On-line and in-person options</small>	<b>Misc</b> <small>On-line and in-person options</small>
<ul style="list-style-type: none"> <li>• Technical writing in the context of HR</li> <li>• Business writing</li> <li>• Written communication</li> <li>• Verbal communication</li> <li>• Writing/creating policies and procedures</li> <li>• Facilitation skills</li> </ul>	<ul style="list-style-type: none"> <li>• HRCI study classes, groups, resources</li> <li>• SHRM study classes, groups, resources</li> </ul>	<ul style="list-style-type: none"> <li>• Change management</li> <li>• Business acumen</li> <li>• Project management</li> <li>• Team building</li> <li>• Coaching/mentoring</li> <li>• Conflict resolution</li> </ul>	<ul style="list-style-type: none"> <li>• Critical thinking in the context of HR</li> <li>• Customer service</li> <li>• Consulting skills</li> <li>• Identifying metrics</li> <li>• Theories, practices, and principles of human behavior</li> <li>• HR data and metrics-analytics--Excel/queries</li> <li>• Leveraging technology to do your job</li> <li>• Navigating the HR website</li> <li>• EOI</li> </ul>

# HR PROFESSIONALS NETWORK

**Objective:** To provide engagement opportunities to share ideas and best practices amongst HR partners and representatives.

**Target Audience:** Any HR partner or representative



The image shows a slide titled "HR Professionals Network" with the subtitle "On-line and in-person options". The slide lists several bullet points:

- 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.