NC State University Human Resources

2018 - 2021 Strategic Plan

NC STATE
UNIVERSITY

FROM THE ASSOCIATE VICE CHANCELLOR

University Human Resources (UHR) is excited about the journey we are embarking on in our pursuit of new HR possibilities at NC State. As the HR division for a pre-eminent public research university with more than 9,000 faculty and staff, we understand the importance of organizational transformation. To ensure alignment with the university's mission, vision, values and strategic goals, this HR strategic plan provides the road map guiding the next stage of our transformation at NC State.

One of our primary goals is for UHR to evolve as a valued strategic partner for the various constituents we serve, both on and off campus. We will also adopt an agile HR mindset and culture that enables us to more effectively implement innovative HR solutions that foster a culture of collaboration, productivity, engagement and inclusion at NC State.

Our faculty and staff are one of our greatest resources and strengths. We are committed to striving for organizational excellence and doing our part to ensure that NC State is positioned as a great place to work and as a leader in attracting, developing and retaining a diverse and talented workforce.

I look forward to you joining us as we embark on our journey of new HR possibilities. We will keep you updated on our transformational progress, so please stay tuned!

Best regards,

Marie Williams

Marie Williams
Associate Vice Chancellor for Human Resources

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OUR VALUE PROPOSITION

New HR Thinking, New HR Possibilities

OUR VISION

NC State Human Resources will be a recognized HR leader cultivating a community of HR excellence in higher education.

OUR MISSION

NC State Human Resources is committed to advancing the university's mission and strategic priorities for achieving institutional excellence. We will accomplish this by implementing innovative HR solutions that foster a culture of productivity, engagement and inclusion to attract, develop and retain a diverse and talented workforce.

OUR CORE VALUES AND HR CULTURE

We are committed to developing an HR team that is passionate about HR in higher education and an HR operation that exemplifies service excellence in all that we do. Our CREATIVE core values embody an agile framework that promotes the collaborative and inclusive HR culture we are building at NC State.

C   Customer-Centric
R   Results-Driven
E   Engaged
A   Agile
T   Trustworthy
I   Inclusive
V   Valued HR Services
E   Excellence

Customer-Centric

We believe that a customer-centric focus is an essential component of our transformation into a highly valued strategic partner at NC State. This guiding principle informs our transformational efforts both within UHR and beyond it, helping us serve, meet and exceed the HR strategic and operational needs of campus partners and the local community. We endeavor to hire great people and to provide positive employee experiences throughout all stages of the employee life cycle.

Results-Driven

We believe in producing results. Using an approach focused on objectives and key results (OKRs) and internal best-practice reviews, we will measure our performance according to the successful accomplishment of our HR strategic initiatives. OKRs will enable UHR to leverage its productivity based on measurable university and HR goals, metrics and analytics.

Engaged

We believe in the importance of having a highly engaged faculty and staff. Our team members will conduct their work with passion, enthusiasm and a positive attitude. We will work with our campus partners to promote employee-engagement principles to increase faculty and staff satisfaction, productivity and retention. We will promote NC State's initiatives that make the university a great place to work.

Agile

We believe that an agile HR culture, mindset and orientation will enable us to use continuous improvement techniques to create and implement more adaptable and responsive HR processes and services for the university. This includes collaborating with our HR campus partners in the colleges and administrative units to standardize, streamline and enhance HR processes, tools and resources wherever possible. We will leverage technology to enhance our operation, and we will create an environment in which we encourage learning from our mistakes, seeking out best practices in our field and using our imagination and ideas to implement new HR business solutions.

We believe in embracing change and continuous improvement in a positive and proactive way. We will endeavor to challenge the status quo, and we will implement new and/or enhanced HR solutions to transform the strategic and operational aspects of our HR operation at NC State.

Trustworthy

We believe in creating an environment of accountability, integrity and trust by modeling these principles in a transparent, consistent, accurate and timely manner. We will use a shared-governance approach to strengthen our partnerships with our campus HR partners, governance committees, faculty and staff. This will involve proactively listening to and addressing their concerns — as well as leveraging their valued expertise and input, when possible — to help enhance NC State's HR processes, services, resource tools, and learning and development opportunities.

Inclusive

We believe in promoting a work environment that encourages diversity and inclusion at all levels of the university and within UHR. We will treat our colleagues with fairness, respect, dignity and a high level of professionalism. We will be open to new ideas, perspectives and cultural beliefs, and we will do our part to ensure that we are implementing initiatives that support the university's commitment to attract and retain a diverse and talented workforce.

Valued HR Services

We believe in the importance of delivering valued HR services to our campus community. We will adapt our HR services and offerings as needed to meet the evolving HR needs of the university, the HR division, the future HR workforce and technological advances.

Excellence

We believe service excellence should be exemplified in all aspects of our operation, actions and interactions. We will seek to go above and beyond to deliver the best service possible to our campus constituents and customers in order to consistently meet and exceed their needs and expectations.
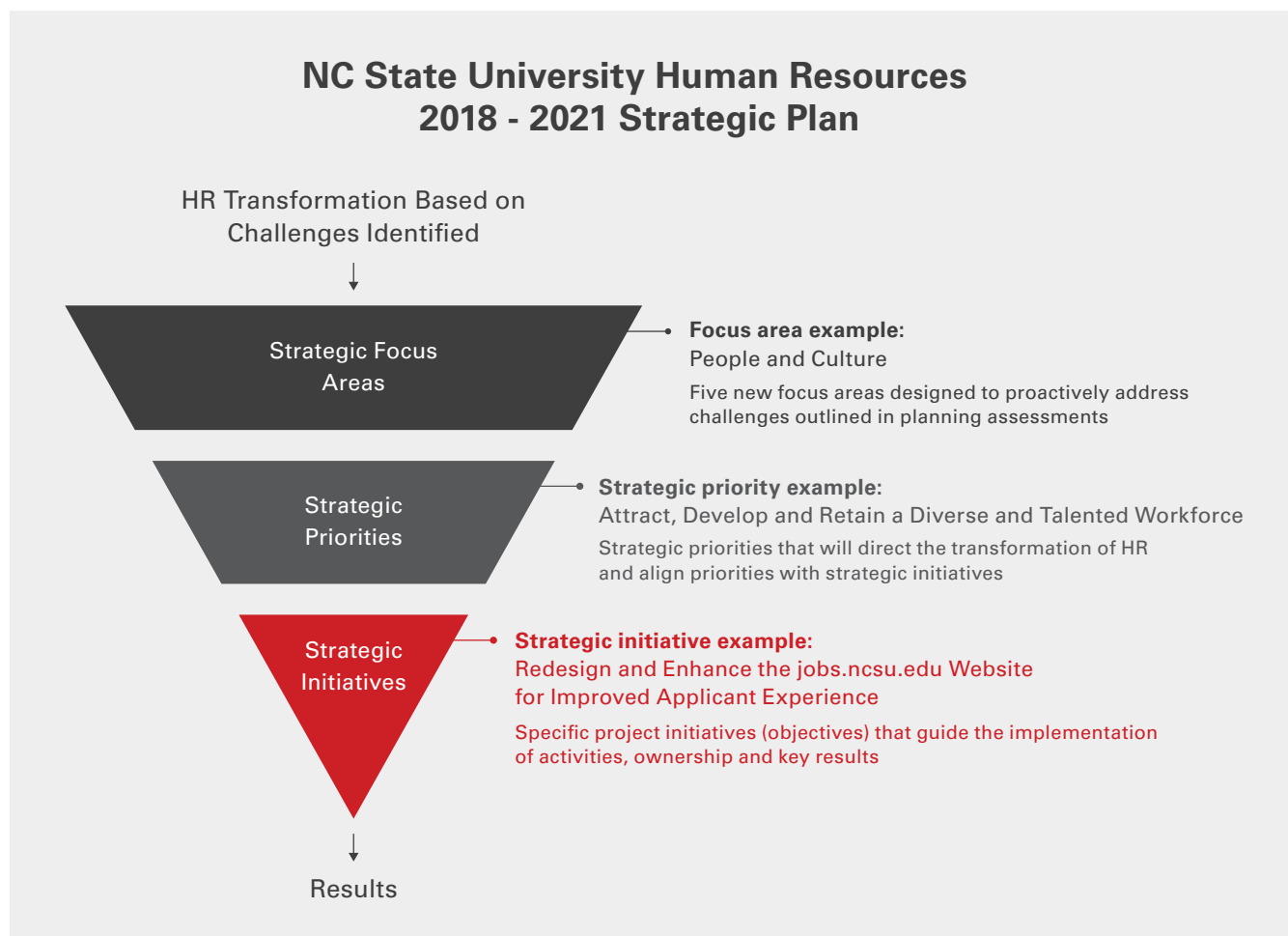
THE CASE FOR HR TRANSFORMATION

As part of an effort to transform UHR, we solicited feedback and encouraged input from a diverse array of campus stakeholders to help us identify areas where the university's HR operation can be enhanced to meet the current and future HR needs of our campus community. These stakeholders included the Chancellor's Cabinet, college deans, other university leadership, HR campus partners, the Faculty Senate and the Staff Senate. In addition, from fall 2017 to spring 2018 NC State worked with an independent consulting firm to conduct a comprehensive high-level assessment of UHR. We conducted this study to achieve two primary outcomes:

> A comprehensive assessment of the quality, effectiveness and efficiency of existing HR structures, strategies, services, practices, processes, policies, roles and culture
> A list of recommendations to improve HR services and functions, including the identification of an appropriate central HR model that will enable the university to effectively meet its evolving HR needs in the years to come

2018 HR Assessment: Five Main Recommendations

1. Develop the UHR capacity to provide more strategic services to meet the long-term workforce needs of NC State.
2. Redesign the current HR service delivery model and organizational structure to deliver strategic and consultative services to campus.
3. Enhance HR processes and leverage technology to improve service-level response times and provide strategic, value-added HR services.
4. Implement initiatives that enhance the HR culture within the university.
5. Enhance UHR's reputation and brand.

NC State University Human Resources
2018 - 2021 Strategic Plan

HR Transformation Based on
Challenges Identified
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Strategic Focus Areas

Focus area example:
People and Culture

Five new focus areas designed to proactively address challenges outlined in planning assessments

Strategic Priorities

Strategic priority example:
Attract, Develop and Retain a Diverse and Talented Workforce

Strategic priorities that will direct the transformation of HR and align priorities with strategic initiatives

Strategic Initiatives

Strategic initiative example:
Redesign and Enhance the jobs.ncsu.edu Website for Improved Applicant Experience

Specific project initiatives (objectives) that guide the implementation of activities, ownership and key results

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Results

HR STRATEGIC FOCUS AREAS AND STRATEGIC PRIORITIES

UHR has five new HR strategic focus areas that are designed to intentionally and proactively address the challenges identified in the 2018 HR assessment. These HR strategic focus areas constitute the pillars of our new business model, and they will serve as the road map that will direct the transformational journey of the HR operation at NC State over the next three-plus years. Each focus area is also linked to a corresponding strategic priority.

The New HR Organizational Excellence Business Model

- People and Culture
- HR Continuous Improvement
- Professional Development and Training
- HR Metrics and Workforce Analytics
- HR Strategy and Operations Administration

HR STRATEGIC PRIORITIES

1. **People and Culture:** Proactively develop and enhance HR services and strategies to attract, develop and retain a diverse and highly talented workforce to accomplish the mission of NC State University.

2. **HR Continuous Improvement:** Model HR agility through innovation, process re-engineering and continuous improvement in delivering effective and efficient strategic and consultative HR services.

3. **Professional Development and Training:** Strategically invest in our employees through professional development and training to meet the current and future workforce needs of NC State.

4. **HR Metrics and Workforce Analytics:** Measure our success by analyzing, monitoring and evaluating the effectiveness of our HR services and programs through HR metrics and workforce analytics.

5. **HR Strategy and Operations Administration:** Consistently demonstrate HR strategic and operational excellence to position NC State as a recognized HR leader in higher education.

PEOPLE AND CULTURE

In our highly competitive job market, NC State's ability to deliver a world-class quality education for our students will depend on our ability to attract, develop and retain a diverse and highly talented workforce.

In partnership with our campus community, we will focus our collective efforts on promoting NC State as a great place to work and creating a customer-centric HR culture that promotes collaboration, engagement, productivity and inclusion.

Attract, Develop and Retain a Diverse and Highly Talented Workforce

Strategic Recruitment

FY 2018 - 2019
> Redesign the jobs.ncsu.edu website to enhance the applicant and user experience.

FY 2019 - 2020
> In collaboration with the Office of Institutional Equity and Diversity, execute a talent acquisition plan that includes strategies for community outreach and recruitment of a diverse workforce.
> In collaboration with University Communications, enhance HR communications and the university website to promote NC State as a great place to work.
> Enhance University Temporary Services and Executive Search Services business models to expand the talent pipeline.
> Evaluate and enhance the university's employee onboarding services.

FY 2020 - 2021
> Assess and enhance the university's dual-career program and services.

Classification and Compensation

FY 2018 - 2019
> Complete phase 1 of the UNC System Office EHRA IT conversion project, including developing EHRA information technology salary ranges (three-year conversion project).
> Enhance the faculty and SAAO II salary range processes and annual review schedule.

FY 2019 - 2020
> Develop a compensation philosophy for NC State.
> Implement phase 2 of the UNC System Office EHRA IT conversion project (three-year conversion project).
> Enhance and streamline processes for classification and compensation of positions (SAAO tier I, SAAO tier II, faculty, EHRA IRIT and SHRA).

FY 2020 - 2021
> Implement phase 3 of the UNC System Office EHRA IT conversion project (three-year conversion project).
> Develop a compensation strategy and guidelines for NC State, including updates to SAAO tier II, faculty and EHRA IRIT salary ranges.

Benefits, Work-Life and Employee Wellness

FY 2018 - 2019
> Partner with campus stakeholders/ committees, university leadership and/or the UNC System Office to assess the feasibility of implementing additional family-friendly work-life initiatives.
> Enhance faculty/staff wellness initiatives, including the continued promotion of the faculty/staff wellness ambassador program.
> Implement educational campaign for the Faculty and Staff Assistance Program.
> Provide enhanced child-care service offerings for our faculty and staff.

FY 2019 - 2020
> Provide enhanced child-care service offerings for our faculty and staff.
> Enhance employee recognition and appreciation programs and events.
> Evaluate current benefit offerings and enhance benefit processes, benefits website, training resources and other benefit-related forms and literature.
> Partner with campus stakeholders/ committees, university leadership and/or UNC System Office to assess the feasibility of implementing additional family-friendly work-life initiatives.

FY 2020 - 2021
> Evaluate post-tax benefit offerings for NC State employees, and make recommendations for enhancements.

Employee Engagement

FY 2018 - 2019
> Present the 2018 Employee Engagement Survey results and action plan to university leadership, colleges/units, and faculty and staff.

> Commence implementation of the 2018 Employee Engagement Survey Action Plan (Employee Engagement Survey Advisory Group).

FY 2019 - 2020
> Administer the 2020 UNC System Employee Engagement Survey, and disseminate results and action plan to university leadership, colleges, units, faculty and staff.

FY 2020 - 2021
> Commence implementation of the 2020 UNC System Employee Engagement Survey Action Plan (Employee Engagement Survey Advisory Group).

HR CONTINUOUS IMPROVEMENT

To be recognized as an HR leader in higher education, we will focus our efforts on implementing innovative solutions and leveraging existing and/or new technology to re-engineer our processes to make our HR operation more efficient and effective.

In addition, we will use agile strategies to make our operation more collaborative and adaptable to meet the evolving HR needs of our campus community.

Innovation, Process Re-engineering and Continuous Improvement

HR Continuous Improvement

FY 2018 - 2019
- In collaboration with Academic Affairs, the Office of Institutional Equity and Diversity and HR campus partners, develop recommendations to enhance faculty search and recruitment processes.
- Enhance the hiring and onboarding process for new non-tenure-track (NTT) faculty.
- Evaluate, implement and/or enhance processes for conducting faculty and staff "stay and exit" interviews.

FY 2019 - 2020
- Implement recommendations to enhance faculty search and recruitment processes.
- In collaboration with Academic Affairs and key college stakeholders, examine the contract renewal process for NTT faculty, and make recommendations as appropriate.
- Enhance and streamline the search and recruitment processes for EHRA nonfaculty and SHRA positions.

FY 2020 - 2021
- Develop a universitywide standard process for hiring temporary employees at NC State.

Technological/System Enhancements

FY 2018 - 2019
- Implement an online project management tool to aid the division in monitoring, tracking and updating progress on our strategic plan initiatives and developing an HR master calendar for UHR and HR campus partners.

- Continue to improve functionality and implement timekeeping enhancements utilizing the university's timekeeping and leave management system.

FY 2019 - 2020
- Improve functionality and implement timekeeping enhancements utilizing the university's timekeeping and leave management system.
- Evaluate current HR systems; assess the feasibility of new HRIS systems and/or technological enhancements to existing HR systems.
- Implement process and workflow enhancements for existing HR systems.
- Leverage use of database software to assist in the recruitment and outreach activities of Executive Search Services, University Temporary Services, and Talent Acquisition and Employment.
- Make system enhancements to the manager dashboard.

FY 2020 - 2021
- Develop the implementation plan and launch the new HR Concierge Service Center (contingent upon funding).
- Automate faculty and staff off-boarding processes.

PROFESSIONAL DEVELOPMENT AND TRAINING

We are committed to supporting the university's mission by investing in the professional development and training of our faculty and staff.

We will promote a continuous learning culture by delivering talent and organizational development strategies focused on motivating, engaging and educating a high-performing workforce.

We will use a diverse array of training and learning formats to provide customized courses that meet the university's business needs.

Invest in Our Employees

Performance Management

FY 2019 - 2020
- > Evaluate software options for an online SHRA and EHRA performance management tool.
- > Enhance and/or develop performance management training workshops, training materials and resources.

FY 2020 - 2021
- > Implement an online SHRA and EHRA performance management tool and user training courses and materials.

Professional Development and Employee Training

FY 2018 - 2019
- > Provide HR agile and project management leadership and division training for all UHR employees.
- > Continue implementation of the Management Essentials training program for employees newly hired or promoted into a managerial or supervisory role.
- > Revamp learning and organizational development training offerings and services.
- > Conduct an HR professional training conference for UHR and HR professionals in the colleges and administrative units (annually thereafter).

FY 2019 - 2020
- > Develop and launch phase II of the university's Management Essentials leadership development program.
- > Partner with HR campus partners and the Office of Faculty Development to commence development of a robust HR academic training curriculum and resources for HR professionals on campus.
- > In partnership with the Office of Faculty Development, commence development of a faculty leadership training program for faculty responsible for supervising EHRA and SHRA employees.
- > Continue to build the university training model framework, and align and integrate the university training model with performance management learning plans.
- > Collaborate with pilot colleges and units to develop customized departmental onboarding programs.
- > Enhance new hire orientation and new hire benefits orientation curriculum.

FY 2020 - 2021
- > Collaborate with HR campus partners and campus subject-matter experts to design new on-demand and classroom-specific training sessions.

HR METRICS AND WORKFORCE ANALYTICS

A critical part of our HR transformation journey involves building a more robust HR data analytics structure to assist campus partners in making data-driven HR decisions and to measure our success in accomplishing the goals outlined in both the university's strategic plan and this planning document.

Measures for HR Success

FY 2018 - 2021

> Develop baseline dashboard metrics and workforce analytics for UHR (annually thereafter).

> Conduct a strategic data-driven assessment and reporting of HR's transformation progress and accomplishments (quarterly and annually thereafter).

> Develop a UHR annual performance report for FY 18-19 (annually thereafter).

> Re-evaluate and enhance HR dashboard metrics and workforce analytics data, and create an online dashboard.

> Develop baseline HR dashboard metrics for the university's Office of Finance and Administration online dashboard.

HR STRATEGY AND OPERATIONS ADMINISTRATION

The increasingly competitive HR landscape is rapidly changing and becoming more complex.

As a result, we will ensure that our strategic plan is the core foundation of our HR operation. We will address the need for enhanced and more frequent communications, and we will monitor our compliance with UNC System policies and guidelines as well as state and federal HR regulations. We will implement HR quality-control measures and best practices to mitigate risks and pursue excellence as a division.

HR Strategic and Operational Excellence

HR Strategic Planning

FY 2018 - 2019
> Implement the organizational structure recommendations outlined in the 2018 HR assessment study.
> Develop and conduct a universitywide rollout of the HR strategic plan.
> In collaboration with University Communications, commence the development of a cohesive and integrated HR communications and rebranding strategy for UHR.
> Develop a visual employee life cycle model framework.

HR Policies and Administration

FY 2018 - 2021
> In collaboration with the Office of General Counsel, develop and implement a comprehensive three-year rotating schedule for HR policy/regulation review and HR form updates.

> Enhance the university's additional compensation policy to include system configuration, process enhancements and user training.
> Develop/revise standard operating procedures for all university HR units.

HR Program Review

FY 2018 - 2021
> Annually conduct HR compliance program review to assess the effectiveness of HR's compliance-related programs and activities, identify areas for improvement and develop action plans to address areas requiring improvement.

HR CONNECT: KEEPING YOU UPDATED ABOUT OUR TRANSFORMATIONAL JOURNEY

We are so excited that you are interested in learning more about our new HR transformational journey. We consider our campus constituents to be a critical element in helping us successfully accomplish our ambitious plan to rebuild the foundational aspects of our HR operation over the next three-plus years by pursuing goals in our five strategic focus areas.

Please visit our website at **go.ncsu.edu/hr-strategicplan** to obtain updates about the progress we are making with our key HR strategic initiatives. In addition, we will provide periodic updates via the following communication methods:

> Project updates on the HR website and articles in various HR newsletters and/or other universitywide communications

> Quarterly and annual reports to UHR team members, HR campus partners and HR Connections advisory groups

> Periodic and annual reporting to the Chancellor's Cabinet, Dean's Council, Faculty Senate, Staff Senate and other governance committees as appropriate

We value your input, participation and feedback. Please feel free to contact us any time with ideas, suggestions and questions at **hrcommunications@ncsu.edu**.

We look forward to new HR thinking and the pursuit of new HR possibilities!

NC STATE

Note: The strategic initiatives presented in this document may be subject to change.