

NC State University Human Resources

2018-19 Annual Report



NC STATE
UNIVERSITY



In 2018, my staff and I launched a bold and ambitious plan to transform University Human Resources at NC State. One of our promises was to keep you abreast of our progress.

We are pleased to launch this inaugural report as an update on the progress we have made during fiscal year 2018-19 — the first year of our three-year plan. We presented the goals for HR in our 2018-21 strategic plan. That plan and its five strategic focus areas serve as the road map for the beginning of our transformational journey.

I am proud of the hard work and passionate effort each member of UHR and our HR campus leads have put toward the pursuit of our plan's goals. We are motivated by our desire to collectively enhance the HR operation at NC State.

In UHR, we align our mission, vision, values and strategic goals with those of the university. One of the university's goals is to achieve organizational excellence. That goal perfectly aligns with one of HR's core values: to pursue excellence in everything we do. That value is a critical guidepost as we strive to provide exemplary service to all of our campus constituents.

In this report, you will read about our major achievements in each of our focus areas. Many of those accomplishments are the result of the agile mindset we have adopted in HR and of our collaborations with campus partners to find creative and innovative solutions to HR-related challenges. Those accomplishments include:

- Working with faculty to find ways to streamline the faculty hiring process.
- Creating a new unit that provides HR data our university leaders use to make decisions.
- Hosting a professional development and networking conference for our HR professionals at NC State.

We still have much work to do on our transformational journey, but we hope you see the effort and the positive impact we are already having as we transform HR at NC State. It truly takes a village to embark on the ambitious plan we have put forth. I appreciate you taking the time to read this report and your continued support of HR during this exciting period of change.

Best regards,

Marie Williams

Marie Williams

Associate Vice Chancellor for Human Resources

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HUMAN RESOURCES



Meet HR

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 GUIDING PRINCIPLES

As a division within Finance and Administration, we are guided by three principles of work: employee engagement, customer service and responsible stewardship.

OUR CORE VALUES AND HR CULTURE

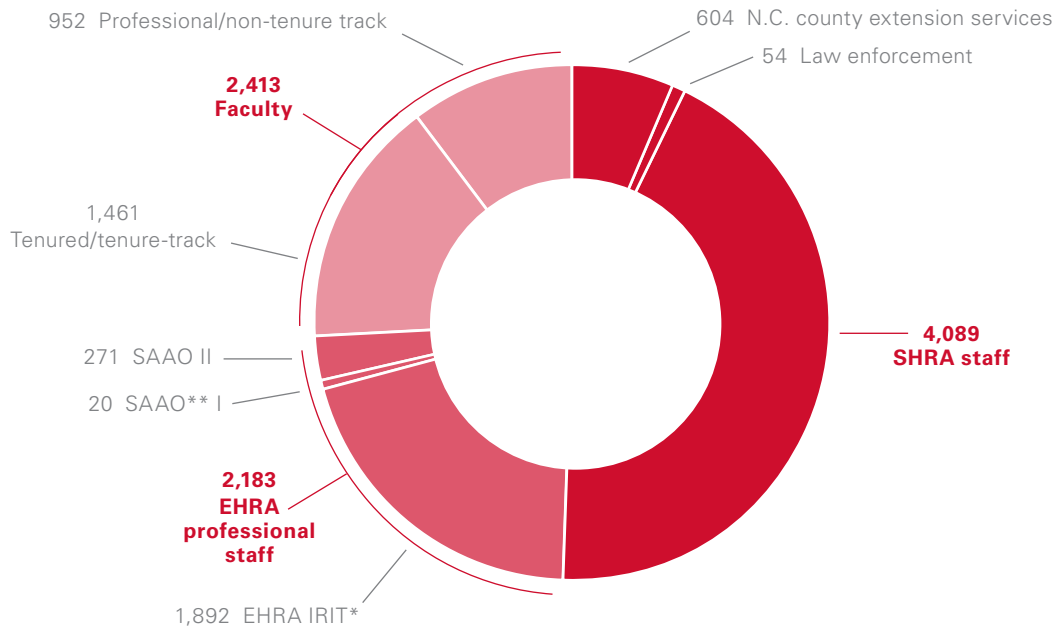
We are committed to developing an HR team that is passionate about HR in higher education and an HR operation that exemplifies service excellence in all that we do. Our CREATIVE core values embody an agile framework that promotes the collaborative and inclusive HR culture we are building at NC State.

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

NC State at a Glance: FY 2018-19

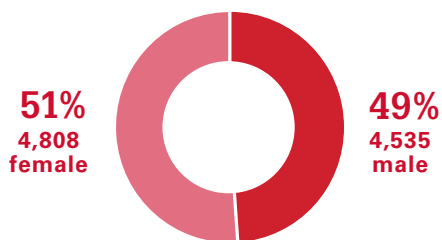
9,343

Total Permanent Faculty and Staff



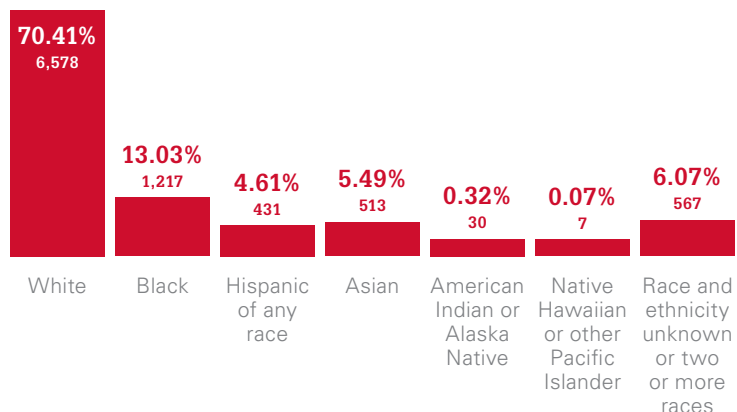
Faculty and Staff Demographics

By Gender



This data is self-reported by employees based on a selection of either male or female.

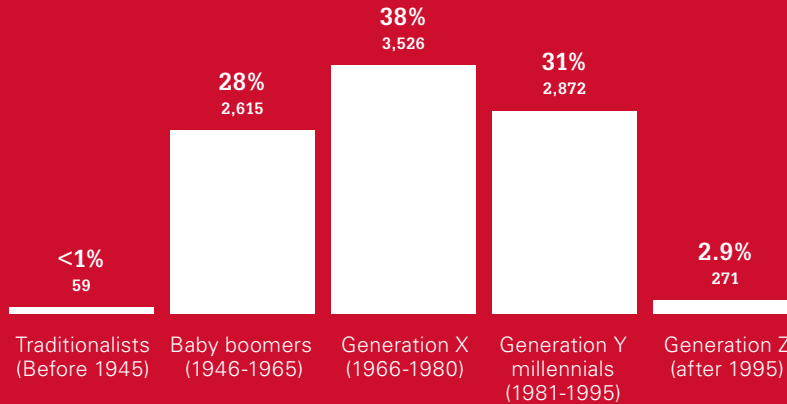
By Ethnicity



* Instructional, research and information technology | ** Senior academic and administrative officers

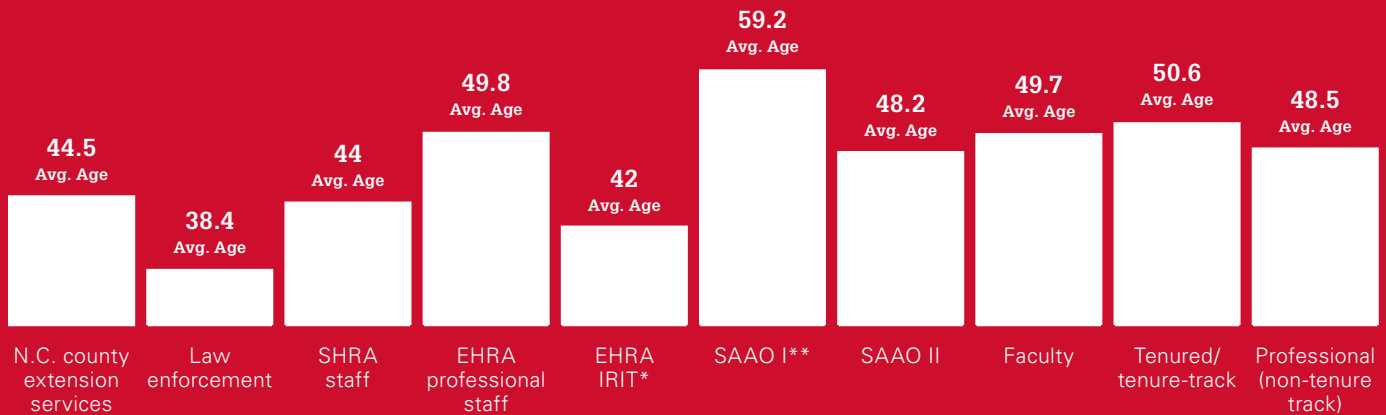
Generational Breakdown

Total Employee Population



45.2

Average Age of Employees



10.4

Average Years of Service

11.3 N.C. county extension services
6.7 Law enforcement
9.7 SHRA staff
10.8 EHRA professional staff
8.2 EHRA IRIT*
11.4 SAAO** I
12.8 SAAO II
12.7 Faculty
15.3 Tenured/tenure-track
8.8 Professional/non-tenure track

97,098

Total Years of Service

6,928 N.C. county extension services
361.7 Law enforcement
39,823.1 SHRA staff
19,233.6 EHRA professional staff
1,5537.7 EHRA IRIT*
228.6 SAAO** I
3,467.3 SAAO II
30,751.6 Faculty
22,388.2 Tenured/tenure-track
8,353.4 Professional/non-tenure track

Employee Life Cycle

By the Numbers

The life cycle serves as the road map that guides our employees through the five stages of employment at NC State.



Recruitment

1,651

Total positions posted

705

EHRA

809

SHRA

137

N.C. county
extension
services

92,426

Total applications received

1,182

New hires

91%

Offer
acceptance rate

Executive Search Services

17

Executive
searches

Types of searches

Deans
Department heads
Assistant and associate
vice chancellors
Provosts and others

97%

Executive
Search Services
acceptance rate

\$494,714 to \$748,064

Executive Search Services
potential cost savings compared to
using external search services

University Temporary Services

1,179

Temporary
employees

181

Temporary employees
who were hired into
permanent positions
at NC State

International Employment

99%

H-1B visa petition
approval rate

34

New employee
orientation sessions

1,202

New employee
orientation participants

Benefits Orientations

241

Online
participants

467

In-person
participants

23

In-person
sessions

90-Day Survey Responses

96%

responded YES

Did your Onboarding Center
experience help you feel like a
welcomed member of the Pack?

95%

responded YES

Did new employee
orientation meet
your expectations?

90%

responded YES

Did benefits
orientation meet
your expectations?

85

Professional development
courses offered by HR

2,646

Course attendance

Types of Courses Offered

Management and
supervision

Communication

Change management

Conflict resolution

Self-awareness and
team dynamics

Online Learning

8,775

Hours engaged by
university employees

99

Custom departmental
courses and retreats
delivered by Learning and
Organizational Development

94%

Employees surveyed would
recommend a Learning
and Organizational
Development course/event

Onboarding

Professional Development

Retention

89.2% Retention
rate

Benefits Utilization

Tuition waiver usage at NC State

570

NC State
employees

238

Non-NC State
employees

Benefits enrollment

96%

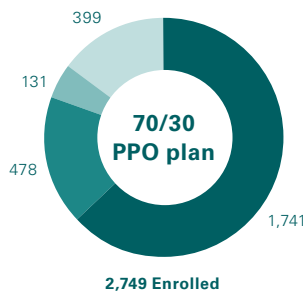
of eligible employees are enrolled in
an NC State-offered health care plan

Tobacco Cessation

8,012 or 97%

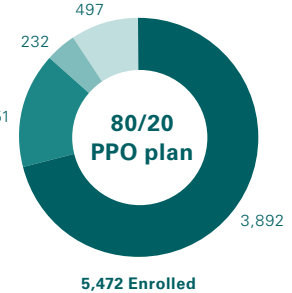
of employees enrolled in health care plans
received the tobacco cessation credit

State Health Plan Breakdown by Plans and Types



8,221
Enrolled in health care

- Employee only
- Employee and child/children
- Employee and spouse
- Family



NC Flex Breakdown

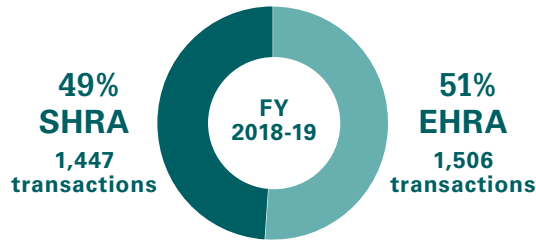
Plan Name	Number of Employees Enrolled	Percentage of Eligible Employees
Dental	6,797	79%
Vision	6,746	78%
Accidental death and dismemberment	4,203	49%
Health care flexible spending account	3,566	41%
Dependent care flexible spending account	589	7%
Critical illness	2,231	26%
Accident plan	3,069	36%
Cancer plan	2,540	29%
NCFlex life insurance	3,920	45%

Payroll, Classification and Compensation

\$1,028,000,000

Total annual employee payroll
(as of June 30, 2019)

Classification and Compensation Transactions by Employee Classification



2,953

Total transactions

Retention

Retention

13 Organizational Studies Conducted by Classification and Compensation

- Office of Research and Innovation
 - Nonwovens Institute
 - Campus Enterprises
 - College of Sciences
 - Contracts and Grants
 - Graduate School
- University Temporary Services
- College of Education HR unit
- Park Scholars
- Department of Materials Sciences
- College of Agriculture and Life Sciences Communications
- Poole College of Management
- College of Natural Resources Research Administration
- Department of Parks, Recreation and Tourism Management

Employee Relations

100%

Grievances
resolved

10%

Increase
in usage of the Faculty
and Staff Assistance
Program since
FY 16-17

9,287

Enrolled in an NC State-
Offered Retirement Plan

5,831

Teachers' and
State Employees'
Retirement System

3,394

Optional
Retirement
Program

62

Law Enforcement
Officers Retirement
System

63%

Enrolled in Teachers'
and State Employees'
Retirement System

37%

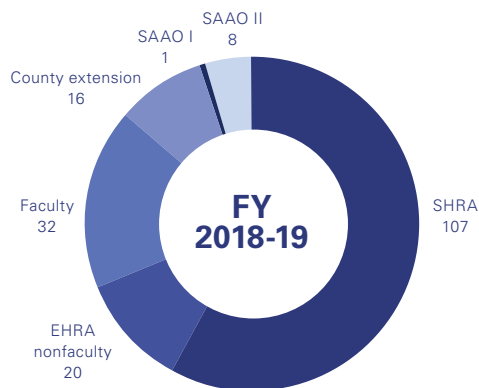
Enrolled in
Optional Retirement
System

Separation

Separation

184

Retirees

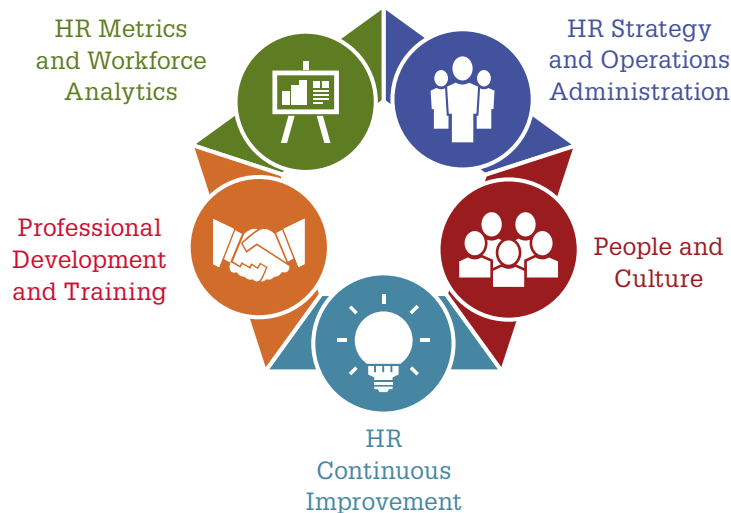


Turnover Rate by Employee Group

FY 2018-19

County extension services	7.9%
EHRA faculty	5.8%
EHRA nonfaculty	12.4%
EHRA SAAO Tier 1	15.4%
EHRA SAAO Tier 2	9.3%
Law enforcement officers	11.4%
SHRA employees	10.6%
Average	9.5%

HR Strategic Focus Areas and Highlights



HR Strategy and Operations Administration

Consistently demonstrate HR strategic and operational excellence to position NC State as a recognized HR leader in higher education.

2018-19 Highlights

The HR Transformation



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.

2018-19 Highlights

Employee Engagement Survey

Child Care Program Enhancements

EHRA IT Conversion Phase I



HR Continuous Improvement

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

2018-19 Highlights

Non-Tenure Track Faculty Project

WolfTime

Faculty Recruitment and Hiring Project



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.

2018-19 Highlights

Management Essentials

HR Professionals Conference



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.

2018-19 Highlights

HR Analytics Unit



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.

The HR Transformation

In late 2017, UHR embarked on a journey to transform the HR function at NC State in order to implement innovative HR solutions that foster a culture of employee engagement and productivity and that cultivate a community of HR excellence in higher education.

We used our CREATIVE core values as a foundation to develop five strategic focus areas that demonstrate our commitment to transform HR into an agile operation. These strategic focus areas and our new guiding principles of employee engagement, customer service and resource stewardship will be instrumental in guiding our transformational journey going forward.

Through an independent consulting firm, UHR asked more than 100 campus stakeholders to help identify areas where the university's HR operation could be enhanced to meet the HR needs of our campus community.

In May 2018, we began implementing the first phase of our reorganization plan. This structural change enabled UHR to enhance the services it provides and to start meeting the evolving needs of our campus community.

We worked with the consulting firm to conduct a comprehensive assessment of HR. The assessment recommended changes to HR's organizational structure, including the creation of two new units: HR Operations and HR Strategy. Each unit is headed by a new assistant vice chancellor.

“HR is sending a message to the university community that it is committed to hearing you, being a good partner and moving quickly to solve your problems. Those are things our faculty and staff will all be very excited to hear and see from HR.”

— Courtney Thornton, associate vice provost for academic personnel and policy



We also made the following key organizational changes between May and December 2018:

- › The Onboarding Center joined the HR Strategy unit. The center provides efficient and positive onboarding and offboarding experiences for our employees.
- › Talent Acquisition and Employment has a new primary focus to work with campus partners to implement proactive recruitment strategies, including streamlining the university's faculty and staff recruitment processes.
- › Classification and Compensation now provides strategic consultation for SHRA and EHRA salaries and position-related actions. This consolidation of our classification and compensation functions provides a single point of contact for our campus partners.
- › Benefits and Leave Administration changed its name to Benefits, Employee Wellness and Work Life to reflect the broader scope of benefits and wellness resources the unit provides to faculty and staff.
- › A new HR analytics unit was formed under Human Resources Information Management. This unit develops workforce analytics and enhanced HR reporting to enable UHR and our campus partners to make data-driven HR decisions.
- › Learning and Organizational Development made some internal organizational changes to implement Management Essentials, a mandatory nonfaculty program for supervisors. An enhanced version of the Management Essentials course was offered to supervisors in the spring of 2019.
- › A new HR Continuous Improvement unit was established as a dedicated change management team. This team is responsible for developing, enhancing and streamlining many of our HR processes to improve efficiency and optimize services for our campus community.
- › We partnered with University Communications and Marketing to form a new communications and marketing unit in HR. The unit was established to develop strategic communications for dissemination to faculty, staff and prospective NC State employees. This unit also oversees our division branding efforts.





We used the valuable feedback we received from campus partners to develop our five strategic focus areas and strategic plan initiatives. While this is a bold plan, it is our hope that this annual report gives you a sense of the amazing work UHR and our campus partners have completed to address some of the pain points you shared with us as part of the assessment of HR. Since this is a three-year strategic plan, our work is ongoing. We are grateful for your continued feedback, support and patience as we complete this important work for our campus constituents.

We have included a copy of our HR strategic plan progress dashboard so you can see which projects we completed in fiscal year 2018-19 and which projects are ongoing.

A recent *Forbes* article stated that “agile recognizes that the future of an organization depends on inspiring those doing the work to accelerate innovation and add genuine value to customers.”

That was the premise behind our decision to not only transform HR, but to transform HR in a way that empowers our employees to make decisions that enable us to be more responsive to the HR needs of our campus community.

UHR at NC State was one of the first HR operations in the country to embark on transforming its HR operations using the principles of agility. We are using those principles to develop innovative solutions to complex HR problems.

2017

• **December 2017 – spring 2018**

Conducted a comprehensive HR assessment study.

2018

• **May – December 2018**

Implemented phase I of the HR reorganization.

• **January – March 2019**

Launched and rolled out the 2018–21 UHR strategic plan.

2019

• **January – April 2019**

Conducted comprehensive HR agile training for all UHR division employees.

• **April – May 2019**

Conducted the first pilot sprint project using an agile approach. Some HR campus stakeholders participated in the project.

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.

Employee Engagement Survey

Description: The Employee Engagement Survey is a five-year initiative of the UNC System. The survey was administered to UNC System employees in 2018 and will be administered again systemwide in 2020 and 2022.

Purpose: The survey is being administered for the following reasons:

- › To establish baseline metrics for employee engagement and other areas, including turnover, performance management, professional development and promotion.
- › The survey will allow UNC System and campus leaders to address areas in which employee engagement challenges may exist and recognize those areas that are successfully fostering employee engagement.
- › The survey results may assist the UNC System in advocating for improvements to human resources policies.

Impact: At NC State, 54% of faculty and staff participated in the 2018 UNC System Employee Engagement Survey, exceeding the 50% participation goal set by the UNC System. The thoughtful and candid input we received from our faculty and staff will help NC State and the UNC System create a culture of continuous improvement.

Four Focus Areas NC State's Employment Survey Action Plan

- › Diversity and inclusion
- › Institutional pride and employee recognition
- › Policies, resources and efficiency
- › Professional development: leadership and performance management

“The work of NC State’s faculty and staff drives and supports the mission of our great university. We would not have reached the level of success that we have today without their dedication to their work and their passion for NC State. We are lucky to have such an incredible Wolfpack.”

— Chancellor Randy Woodson

At NC State, the results of the 2018 UNC System Employee Engagement Survey were positive.

The survey measured employee satisfaction based on responses to 60 statements in 15 areas, ranging from professional development and compensation to communication and fairness. A majority of NC State employees gave a favorable response of “strongly agree” or “agree” to 53 of the 60 statements.

NC State’s Employee Engagement Advisory Group was charged with administering the survey; preparing reports on the results; communicating with university stakeholders; and developing an action plan to guide the university’s efforts to support and enhance employee engagement.

Nancy Whelchel, director of survey research and co-chair of the Employee Engagement Advisory Group, and her team were extremely instrumental in synthesizing the voluminous survey data. Whelchel gave more than 20 presentations to university stakeholders, including the Chancellor’s Cabinet, the Faculty and Staff senates and other campus leaders. Advisory group members joined Whelchel in giving many of the presentations.

Each time Whelchel presented the results, she tailored her presentation to her audience. But she made sure to share one fact with every group she talked to.

“A big takeaway from the survey is that overall as an institution we are doing pretty well,” Whelchel says.

One indication of how well NC State fared on the survey was the overall average rating survey respondents gave the institution, which was slightly more favorable than the UNC System average.

After [the survey results](#) were released, the Employee Engagement Advisory Group, a team of staff and faculty members that started meeting in the fall of 2017, reviewed the survey data and developed an action plan. NC State’s action plan:

- › Focuses on NC State’s mission, vision and values.
- › Aligns survey focus areas with NC State’s strategic plan and the UNC System strategic plan.
- › Celebrates and builds on the university’s strengths.
- › Addresses opportunities for further improvement.

After NC State’s action plan was developed, Whelchel and advisory group members gave a second set of presentations around campus to educate stakeholders about four focus areas being targeted for improvement.

Their effort was part of an overall communications strategy to inform campus about the focus areas and to prepare employees for the 2020 survey.

Employee Engagement Survey Results

86%

of respondents say NC State contributes to the community

84%

of respondents say they are given the responsibility and freedom to do their jobs

84%

of respondents say they are proud to be part of NC State

77%

of respondents say NC State has a good balance of teaching, service and research

74%

of respondents say senior leadership has the knowledge, skills and experience necessary for institutional success



Child Care Program Enhancements

Description: University Human Resources and the Child Care Advisory Group enhanced the child care program at NC State, expanding its services and increasing access to quality child care providers for the university's faculty, staff and postdoctoral employees.

Purpose: We enhanced NC State's child care program as part of our ongoing effort to develop and maintain a holistic, robust and inclusive child care program for our employees. Our efforts to increase the capacity of and access to high-quality child care are driven by our commitment to implementing family-friendly initiatives to support our campus community.

Impact: As part of the effort to enhance the child care program, the following providers were added:

- Bright Horizons' nine Triangle-area child care centers. The centers give our employees greater access to five-star child care facilities. In collaboration with Bright Horizons, NC State increased the number of child care slots available to our eligible faculty, staff and postdoctoral employees from 34 to approximately 100.
- The Goddard School for Early Childhood Development on Ridge Road in Raleigh. The school offered 24 child care slots to NC State employees when it joined the program. The child care center is located about a mile and a half from campus, making the school a convenient child care option for some employees.
- RightTime KiDS Drop-in Childcare centers on Oberlin and Durant roads in Raleigh. RightTime offers discounts to NC State employees and students.

NC State's child care program is a partnership between NC State and child care centers. The centers offer discounted rates to eligible employees.

NC State started this program to show its support for and commitment to family-friendly initiatives and to increase access to quality child care for its employees.

Last year, UHR and the Child Care Advisory Group made an exhaustive effort [to expand the university's child care program](#). As a result of this effort, we added more than 100 child care slots to the program.

"I think the expansion of the program shows the university's commitment to our working families, and we will assist them in any way we can to help facilitate work-life balance," says Britt Hurst, the Employee Recognition and Wellness Program manager in UHR.

Bright Horizons managed a single child care facility for NC State before its nine Triangle-area facilities were added to the child care program. The NC State center closed June 30, 2019, as a result of the city

of Raleigh's ongoing development of Dorothea Dix Park. The families affected by the closure were guaranteed a spot at one of the newly added Bright Horizon centers.

"I give a lot of credit to Human Resources for what it was able to accomplish and its diligence in seeking out arrangements that guaranteed a spot for the people whose services were disrupted at the Dorothea Dix facility," says Carolyn Bird, immediate past chair of the Faculty Senate.

UHR and the Child Care Advisory Group are working to expand the child care program again in an effort to make it more beneficial to employees who live in Wake County and surrounding counties. UHR is researching child care facilities and contacting them about joining the program. Three-star rated child care providers will be permitted to join our child care discount program.

"It is a really important program. Many of the faculty that we are recruiting have young families, so it's helpful to be able to let them know there are different kinds of support for them at NC State as a faculty member, including child care options."

— Carolyn Bird, immediate past chair,
Faculty Senate



EHRA IT Conversion Phase I

Description: In 2017, the UNC System received statutory authority to convert information technology positions that are exempt from the Fair Labor Standards Act from SHRA to EHRA nonfaculty positions.

Purpose: Known as the Research Triangle, the Raleigh-Durham area is one of the top tech hubs in the U.S. As a result, the market for talented IT professionals is very competitive. To address this recruitment and retention challenge, the UNC System advocated for a change in state law to give its 17 system institutions a greater competitive advantage in attracting and retaining talented IT employees.

Impact: Of the 462 eligible SHRA IT employees at NC State, 107 converted to EHRA status during the first election period. UHR hopes the benefits of being an EHRA employee will have a positive impact on future recruitment. Those benefits include the following:

- EHRA employees can earn merit pay increases.
- Full-time EHRA employees earn 24 days of annual leave.

"This really has been an exceptional example of a collaborative process that went really well."

*Julie Ricker,
senior classification
and compensation
consultant, University
Human Resources;
member, EHRA IT
work group*

UHR created a nine-member work group to oversee NC State's EHRA conversion process for IT employees. The work group consists of IT and UHR professionals.

As a part of the conversion process, the UNC System created 14 information technology titles for current and future IT professionals at its member schools. NC State adopted those titles and their salary ranges. The university also created a new position — the IT implementation professional — based on a work group recommendation. After a comprehensive analysis by the work group and campus subject matter experts, 540 IT positions were assigned one of the new titles.

EHRA IT Conversion	Number of Positions Evaluated	
Vacant positions converted	53	10%
Positions abolished by unit	10	2%
Positions converted to nonexempt	9	2%
Positions converted to non-IT classifications	6	1%
Employees who retained SHRA status	355	65%
Employees who elected EHRA status	107	20%
Total positions evaluated	540	100%



"The conversion has been going unbelievably well," says Marc Hoit, vice chancellor for information technology and a work group member. "The university did something none of the other universities did: IT and UHR partnered in a completely integrated way to create successful new positions and help people understand the migration."

The employees who switched to EHRA status were not obligated to make the change, but their decisions are irrevocable. Those who elected to retain their SHRA status will have two more opportunities to convert to EHRA status. Election periods are planned for fiscal years 2020-21 and 2021-22.

The work group took the following steps to ensure the first conversion process was implemented successfully:

- Developed, reviewed and updated position description questionnaires.
- Hosted information sessions for managers who supervise newly converted EHRA IT employees.
- Created and implemented a comprehensive communications plan for employees, their supervisors and unit HR leads.
- Hosted information sessions for employees eligible to convert to EHRA status.

The work group's development and review of the position description questionnaires was a pivotal part of the conversion process. The questionnaires gave IT employees, their supervisors, unit leaders and HR leads a chance to weigh in on the process.

"The conversion process in my view had to be smooth, had to be helpful and most importantly had to look out for the welfare of the employees because, ultimately, what we are trying to do is to attract and maintain good employees," Hoit says.

"I think the conversion process has gone very well. I was really pleased with the relationship that developed between IT and HR. I really appreciated having a voice in this process."

*Debbie Carraway,
director of information
technology, College
of Sciences;
member, EHRA IT
work 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.

Non-Tenure Track Faculty Project

Description: A 24-member work group reviewed the faculty hiring approval process for NC State faculty who receive nine-month appointments and begin work in the fall.

Purpose: The group's goal was to streamline the hiring approval process for nine-month tenured/tenure-track and non-tenure track faculty.

Impact: The group recommended a process that gives new faculty access to university systems, housing and onboarding services before the start of each fall semester.



“I truly appreciate that Human Resources has moved toward an agile mindset. There is open communication between the colleges and our university HR office. We are part of the problem-solving process rather than just identifying issues.”

— Nikki Price, assistant dean for culture, talent and human resources,
College of Sciences; member, work group

One result of our promise to transform UHR was the formation of HR Continuous Improvement, a unit that partners with stakeholders to find solutions to HR-related challenges.

When the need to streamline the nine-month faculty hiring approval process was brought to our attention, HR Continuous Improvement was tasked with leading the effort.

The main issue that needed to be resolved was how to give new faculty access to university systems, housing and onboarding services before the start of each fall semester.

At NC State, nine-month faculty who will begin teaching in the fall have a start date in July. Those faculty members receive their first paycheck in August due to a requirement in an NC State regulation. That regulation caused Human Resources Information Management and Analytics to delay entering hiring actions for the faculty in its system until late July or later. As a result of the delay, the faculty members were not given immediate access to university systems and other services.

The first step HR Continuous Improvement took in search of a solution was to contact HR leads in the

colleges that have the most faculty on nine-month contracts and ask what they would most like to see improved about the hiring approval process. Then the unit formed the work group, making sure to include representatives from colleges and departments that would be most affected by changes to the process.

The work group discussed trying to get the regulation changed before deciding to pursue another solution. That solution, which has been implemented, calls for HR to approve the hiring actions for nine-month faculty when the actions are received. Those faculty members are then put on a list that is sent to payroll to ensure they are not paid until August.

[As a result of the new process](#), nine-month faculty are receiving their Unity IDs and getting access to the email system and systems needed to create courses much sooner. They are also being invited to participate in the university’s onboarding process earlier, too.

“This makes for a much smoother transition to come onboard, especially for those people who are anxious to get started preparing for classes,” says Ellen Coster, an HR Continuous Improvement consultant.

Training Attendance

193

Timekeeper and leave
coordinator class

550

Online leave
coordinator training

382,225

Online weekly timesheets
approved since
launch of WolfTime

7,564

Comp on demand entries

WolfTime

Description: WolfTime is NC State's electronic timekeeping and leave-tracking system.

Purpose: Due to the size and decentralized nature of the university's operations, the use of paper time sheets and the old Web Leave system resulted in a highly inefficient and ineffective timekeeping and leave tracking system. At the request of NC State's Board of Trustees, the CASE was made to implement WolfTime to address the following:

- | | |
|---|--|
| C | Compliance with the Fair Labor Standards Act. |
| A | Accuracy of pay for our employees. |
| S | Streamlined timekeeping and leave tracking processes. |
| E | Efficiency and automation in processing timesheets and leave requests. |

Impact: WolfTime creates an automated, accurate record of employees' work hours and leave balances.

WolfTime was rolled out for campuswide use in July 2017. Since then, we've enhanced WolfTime to make it more user-friendly. Based upon the feedback we received from many of our stakeholders, the improvements we have made to WolfTime over the past couple of years have been well received. Nonetheless, we realize for some of our operational units additional enhancements are needed to align more closely with their operational models. UHR and IT are continuing to work in a continuous improvement fashion to find timekeeping solutions that will meet their unit and workforce needs.

One improvement was the introduction of the weekly time summary page in 2018. The page updates every time employees clock in and out. It shows employees in real time how many hours they've worked and how many hours they still need to work to reach their standard hours for a workweek.

"I like WolfTime a lot. I think it has helped a lot with saving time. Before, we had to do a lot of manual processing using the paper time sheets, the paper leave forms and calculating overtime and shift premiums. That's all done automatically now."

— Adrienne Ellis, administrative support specialist, Campus Enterprises; focus group participant

Time Sheet Approval

After a weekly time summary page was added to WolfTime in 2018, the amount of time supervisors take to approve employee time sheets decreased by eight days.

17
Days

Before enhancement

9
Days

After enhancement

Since the introduction of the weekly time summary, the time it takes supervisors to approve time sheets has decreased by more than a week.

In April 2019, we sought stakeholders' opinions on WolfTime. We assembled 87 employees from 28 departments and split them into four focus groups. The participants included business officers, timekeepers, leave coordinators, supervisors and nonsupervisors.

We asked the participants to list their most-liked WolfTime features and the improvements they believe need to be made to WolfTime. The participants told us what they like the most about WolfTime is its automated features. They also said they'd like for us to provide even more automated features.

Based on our conversations with the focus groups, we gave employees, supervisors and leave coordinators the ability to see when comp time will expire. We are working on implementing even more of the focus group's suggestions.

"I think our employees do see the benefits of WolfTime, and those benefits have given them ideas of how it could be even better," says Erin Amari, WolfTime program manager.

Number of Manual Entries Avoided

146,725

Gap and overtime
comp leave
earnings

2,235

Payouts for
separating
employees

4,789

Holiday
payouts

99,704

Shift premium
entries

4,460

Expired comp time
payouts

2018

- **July 2018**

Made improvement to allow overnight employees' timesheets to automatically calculate their holiday hours.

- **November 2018**

Created weekly time summary for a more consistent view of weekly time and leave for employees and supervisors.

- **January 2019**

Simplified the page supervisors use to approve time.

2019

- **May 2019**

Made enhancements to the "For Managers" section.

- **July 2019**

Created report to let managers and HR know when comp time will expire.

This an abbreviated project timeline. To see the complete timeline, visit go.ncsu.edu/wolftime-timeline.

Faculty Recruitment and Hiring Project

Description: In 2018, University Human Resources, Sibson Consulting and 20 campus stakeholders started work on a faculty recruitment and hiring project.

Purpose: The group was established to address faculty hiring concerns raised as part of the 2017 Faculty Burden Survey and to assess ways to streamline the faculty hiring process at the university.

Impact: The work to streamline the process is ongoing, but the project's intended goals are to make the hiring process more efficient and effective; improve the candidate experience during the process; and bolster the university's efforts to retain quality candidates for faculty positions.

"I have been really excited and pleased with the collaborative effort of everyone involved in the faculty hiring project. I believe we are going to achieve our goal of developing more successful hiring practices for NC State."

Beth Wright Fath, head, Department of Health and Exercise Studies; member, Faculty Recruitment and Hiring Project

At HR, we take the university's mantra to Think and Do seriously.

So when we heard our faculty were voicing concerns about the length of the faculty hiring process, we accepted the challenge to resolve their concerns.

So far, our 20-member work group has recommended a new proposal for verifying foreign degrees and enhancements that will make the job waiver process easier to manage and complete.

Our effort to streamline the faculty hiring process began with a small internal HR team that included other campus HR professionals. Soon that team realized HR could use some assistance in this endeavor and asked Sibson Consulting to help map out a project plan.

<h2>Faculty Recruitment and Hiring</h2> <p>University Human Resources and a 24-member work group are focused on streamlining and enhancing the faculty recruitment and hiring process at NC State. Here is an update on their work:</p>	<table><tr><th>Completed</th><th>In Progress</th></tr><tr><td><ul style="list-style-type: none">› Job waiver recommendations› Background check recommendations› Job alerts feature on NC State jobs website</td><td><ul style="list-style-type: none">› Position request recommendations› Hiring proposal recommendations› Department of Labor verification recommendations› Spousal hire recommendations› Offer letter recommendations› Interview process recommendations</td></tr></table>	Completed	In Progress	<ul style="list-style-type: none">› Job waiver recommendations› Background check recommendations› Job alerts feature on NC State jobs website	<ul style="list-style-type: none">› Position request recommendations› Hiring proposal recommendations› Department of Labor verification recommendations› Spousal hire recommendations› Offer letter recommendations› Interview process recommendations
Completed	In Progress				
<ul style="list-style-type: none">› Job waiver recommendations› Background check recommendations› Job alerts feature on NC State jobs website	<ul style="list-style-type: none">› Position request recommendations› Hiring proposal recommendations› Department of Labor verification recommendations› Spousal hire recommendations› Offer letter recommendations› Interview process recommendations				

“I really appreciate HR’s effort, and I think HR has been doing a good job so far. Changing a time-consuming process is time-consuming. This is not something we are going to fix in one night, but most of the meetings have been very productive.”

— David Zonderman, head, Department of History;
member, Faculty Recruitment and Hiring Project

The first task from that plan was to complete a gargantuan assignment: an overhaul of NC State’s 300-plus-step faculty recruitment and hiring process.

That thorough review identified 53 enhancements that could be made to the hiring process. Many of those improvements can be made by automating steps in the process. Others can be achieved through eliminating duplicative steps. Some of the enhancements can’t be made by HR because they are outside our purview.

After the enhancements were identified, our work group was split into smaller groups. Over periods ranging from one to five days, the groups sat in a room and pored over ideas to improve different parts of the hiring process.

That’s how the work group conceived the enhancements for the job waiver process and the proposal for verifying foreign degrees. The group is using the same process to develop and review ideas for additional improvements to the hiring process. The group’s plan is to complete its work by June 2020.



“I would say that everybody involved has been remarkably committed to genuinely trying to improve the hiring process — to make it more effective, more responsive and more useful. There is a genuine level of commitment, and that shows good intentions.”

Neal Parker, professor of information technology, Poole College of Management; member, Faculty Recruitment and Hiring Project



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.

What Participants Are Saying About Management Essentials

"It was helpful to learn from colleagues and brainstorm ways we can improve efforts in each of our units."

"It's always good to take the time to reassess your skills so you can continue to improve. I was glad this was required training."

"This was a great course. I walked away with so many ideas."

Management Essentials

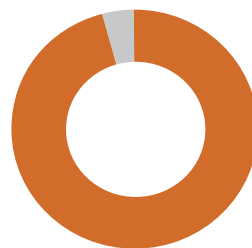
Description: Management Essentials is an in-depth, interactive one-day course that is an investment in the professional development of our nonfaculty managers.

Purpose: The course provides managers with the essential resources — leadership skills, knowledge and tools — they need to be effective leaders, communicators and motivators.

Impact: This course has contributed to the development of a well-trained, productive and engaged managerial workforce at NC State.

1,495

Management
Essentials
Participants



92%

of participants

agreed they will be able to apply what they learned in the program to their work.

Learning and Organizational Development collaborated with campus partners to create Management Essentials, a required course for nonfaculty managers launched in 2017.

Its length was reduced to one day after L&OD revamped and enhanced it in 2018 based on participant feedback. L&OD also created a guide of required and suggested courses for managers to take after finishing Management Essentials.

Although faculty leaders aren't required to take Management Essentials, some have chosen to participate in the course, which is a testament to the high quality of the course's content.

Based on the overwhelmingly positive feedback we've received about Management Essentials, we believe it is a valuable resource for new managers at NC State.



“I hope it’s a continued investment. I think it is well worth the time investment for people to have a chance to sit down and reflect on what the expectations are to be a leader at NC State.”

— Amy Orders, director, Emergency Management and Mission Continuity

What Participants Are Saying About the HR Professionals Conference

"I appreciate HR creating a community of HR professionals and elevating what we do."

"It was great to see how important we are as HR to the university."

"Regardless of content, I think it goes a long way for morale to have the university invest in their own employees and encourage professional development right here on campus."



HR Professionals Conference

Description: The HR Professionals Conference is an annual all-day seminar held at NC State for HR professionals in University Human Resources and in our colleges and units.

Purpose: The one-day conference satisfies our HR professionals' desire to have a structured training program at NC State and a time to gather as a group to network and exchange ideas.

Impact: HR professionals at NC State are better equipped to do their jobs. They are more prepared to deal with the unique aspects of working in human resources in an academic setting. They also have gained a deeper understanding of their role at NC State.

The HR Professionals Conference is an investment in a unique group of NC State employees.

The annual professional development and networking conference was created for university employees who spend at least half their time performing HR duties.

Each year the conference includes a mix of lectures, discussions and exercises. Experts cover a broad range of topics, ranging from best practices to the latest trends in higher education HR.

The first HR Professionals Conference was held in 2018. That year's conference theme was Cultivating Community.

“Both of the conferences were very good. When you go to these conferences, not only are you networking, but you go there and you are able to bring something back and apply it to your job.”

— Joyce Barron, human resources manager,
McKimmon Center for Extension and Continuing Education

“We want people to understand that HR at NC State is different from HR at any other institution in the UNC System, and we want them to be proud of that,” says Makeba Jackson, a former Learning and Organizational Development consultant. “We want to do things on the cutting edge. And so when we bring people together, we just kind of show them how and plant the seeds.”

In 2019, the conference theme was Agility: Embracing a New HR Mindset.

Marie Williams, associate vice chancellor for University Human Resources, made a special presentation during the 2019 conference. She unveiled HR’s strategic plan, its focus areas and how the plan will be implemented.

“This past year’s theme on the agile work environment and being able to adapt to change was probably the biggest takeaway for me,” says Kristie Juda, human resources manager at Campus Enterprises. “It was an opportunity to put that word ‘agile’ in individuals’ minds in order to be able to think creatively and think on your feet.”

What Participants Are Saying About the HR Strategic Plan

“I am excited about the strategic plan and the new implementations that are coming.”

“I appreciate that UHR has a plan/direction for moving the university forward.”

“The presentation ... with the strategic goals were clear and to the point. I feel like HR has an identity.”

2018 HR Professionals Conference

163

Attendees

39%

rated the conference
as excellent.

45%

rated the conference
as very good.

2019 HR Professionals Conference

160

Attendees

54%

rated the general
sessions as excellent.

30%

rated the general
sessions as very good.





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 UHR's strategic plan.

HR Analytics Unit

Description: In 2018, University Human Resources formed an analytics unit. The unit joined an existing HR department to form Human Resources Information Management and Analytics.

Purpose: The analytics unit is responsible for gathering and maintaining workforce data and fielding data requests, including requests from campus partners. Much of the data the unit collects will be made available to college, department and university leaders and various state and federal agencies.

Impact: The statistical information the unit gathers and analyzes enables NC State to make essential data-driven decisions regarding its workforce and HR operations.





Marie Williams, associate vice chancellor for University Human Resources, recognized the urgent need for the HR operation at NC State to develop a unit dedicated to HR data reporting and workforce analytics.

"HR is a treasure trove of vital information, but it lacked the structure, focus and foresight until now to create this unit and make it a key part of an HR transformational process," Williams says.

After Williams decided HR needed to form an analytics unit, Ryan Bernarduci wanted to learn how other higher education human resources offices were using data to make decisions.

Bernarduci, assistant director of HR and Workforce Data Analytics, hoped to get answers from peers at other higher education institutions. He attended a conference, but he didn't glean much about what he wanted to learn.

"The practice of using analytics to make advance business decisions has been around for a while, but this is a new environment, I think, for academia, especially in the higher education HR space," Bernarduci says.

For NC State, the creation of the unit is an important achievement. Since the unit was

formed, university leaders have depended on it for data, including faculty and staff turnover statistics and compensation studies, to make critical decisions.

"I don't know if higher education HR offices will ever use it to gain a competitive edge from a business sense, but they are going to be able to use it to make better business decisions around their human capital," Bernarduci says.

A key project the unit is working on is building an online dashboard that will serve as a central location for viewing various HR metrics. The dashboard will be a one-stop shop where senior administrators will find universitywide data drilled down by colleges, departments, types of employees and other categories.

"I think it's important to emphasize that the dashboard is a key part of what we are doing because it will give us multiple avenues to provide information to people," Bernarduci says. "It also will allow us to lay the foundation for forecasting and providing statistical analysis to campus as a consultative service."

The analytics unit's goal is to have a dashboard available for university leaders in fiscal year 2021 and then to add data to the dashboard on an ongoing but warranted basis.

Campus HR Partners and Senates/Committees

UHR collaborates with colleges, units and various university committees across campus to enhance the culture, environment and HR processes at NC State. Below, our partners provide some recent highlights of their efforts.

College of Sciences

The College of Sciences continues to work toward organizational excellence in a number of areas, including HR functions, organizational development, and creating and implementing standard operating procedures. Although the college has recently experienced several leadership changes, through the dedicated efforts of our HR staff a leadership team is now in place.

College of Veterinary Medicine

At the College of Veterinary Medicine we started on a journey to change our complex culture as part of our 2016-20 strategic plan. We focused on our values and our plan to become a values-driven college. This effort has included our faculty, staff, students, house officers and postdoctoral employees. We are now seeing signs of our values permeating our college community and providing a framework for how we interact, make decisions and solve problems. We still have a great deal of work to complete. One of our strategic goals is to build an inclusive college community and a culture of pride and integrity. Our four-year objectives under this goal are to:

- › Enhance leadership development and performance across the college.
- › Build a culture of inclusion that values diversity of people and ideas and embraces the meaningful participation of all.
- › Build a common sense of purpose, pride and ownership through open, transparent, multidirectional communication and shared experiences.
- › Ensure a healthy work environment through a values-driven culture.



Wilson College of Textiles

The college used the process improvement tool Lean Six Sigma to create and implement a new onboarding and orientation program. The creation of the program involved input and participation from college stakeholders and the use of survey data collected from recent hires.

Faculty Senate

Faculty Senate conducted a survey to gauge what barriers were prohibiting faculty members from focusing on and efficiently executing their responsibilities. Carolyn Bird, immediate past chair of the Faculty Senate, shared some of the survey results with Marie Williams, associate vice chancellor for University Human Resources at NC State. One of the concerns faculty expressed was the length of the faculty hiring process. To address this concern, HR has tasked a work group that includes faculty members with streamlining the hiring process.

Council on the Status of Women

The Council on the Status of Women led an effort to get a paid parental leave policy implemented for all UNC System employees. In 2019, the UNC System Board of Governors passed a paid parental leave policy that went into effect in 2020. At first, the council's aim was to convince NC State to create a paid parental leave policy. A group of council members and other concerned NC State employees organized to develop a policy proposal. But as the team started researching paid parental leave and NC State's leave policies, members recognized that if a change was going to be made, it needed to apply to all institutions in the UNC System. The council successfully sought the support of NC State leadership, the UNC System and other stakeholders.



NC State University Libraries

- › The NC State University Libraries has adopted a [diversity and inclusion statement](#) that appears on our website. A link to the statement appears on vacancy announcements.
- › The Libraries Diversity Committee chair participates in one interview session with candidates for library faculty positions.
- › We offer staff members the opportunity to include their gender pronouns and to display the badges they earn as Project SAFE and Green Zone Ally participants in their directory entries.
- › In 2019, supervisors attended the Racial Equity Institute, a two-day training program that helps participants better understand racism in its institutional and structural forms. Of our supervisors, 95% attended phase I of the training, and 95% attended one of the two-day community-based sessions in Raleigh or Durham during phase one of the training.

Office of Research and Innovation

The Office of Research and Innovation has begun publishing a bimonthly newsletter to enhance its HR communications efforts. The Office of Research and Innovation Human Resources Newsletter informs employees about ORI HR initiatives, important events and deadlines. The newsletter also highlights areas in HR such as performance management, talent acquisition, benefits and leave administration. The newsletter introduces new ORI employees and announces when employees are leaving the office.

ORI also is revamping and improving its Pride of the Wolfpack award program. The award currently is part of our Awards for Excellence program. We have decided to separate the programs and promote Pride of the Wolfpack as a standalone award program. We plan to roll out the new Pride of the Wolfpack program in 2020.

Staff Senate

The NC State Staff Senate is a communication conduit between the university's staff and administration. In carrying out its mission, Staff Senate strives to support two of the goals in the university's strategic plan: organizational excellence and local and global engagement. During fiscal year 2018-19, Staff Senate accomplished the following:

- › Successfully advocated for WolfTime enhancements and leave without pay during adverse weather declarations.
- › Helped to advocate for paid parental leave.
- › Served as a resource for other UNC System institutions in the creation of staff ombuds programs.
- › Sponsored more than a dozen programs designed to provide employees with personal and professional development opportunities, including lunch-and-learn sessions, on- and off-campus tours, demonstrations and hands-on activities such as Create Your Own Holiday Centerpiece, a program that uses recycled plant clippings from campus.
- › Our community service effort included the distribution of 34 computers through our computer loan program, a Feed the Pack food drive, a Warm the Pack coat drive, serving meals at the Shepherd's Table soup kitchen in downtown Raleigh and participation in the Second Annual Brickyard Blitz with Habitat for Humanity.



University Human Resources FY 2018-19 Strategic Initiatives and Progress



HR Strategy and Operations Administration

HR Strategic Planning

- 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.

○ Not started ● In progress ● Completed

Some items listed that are not complete will span multiple fiscal years.



People and Culture

Strategic Recruitment

- Redesign the jobs.ncsu.edu website to enhance the applicant and user experience.

Classification and Compensation

- Complete phase I 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.

Benefits, Employee Wellness and Work Life

- 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.

Employee Engagement

- 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).

○ Not started ● In progress ● Completed

Some items listed that are not complete will span multiple fiscal years.



HR Continuous Improvement

- In collaboration with Academic and Student 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 faculty.
- Evaluate, implement and/or enhance processes for conducting faculty and staff “stay and exit” interviews.

Technological/System Enhancements

- 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.



Professional Development and Training

- 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).

○ Not started ● In progress ● Completed

Some items listed that are not complete will span multiple fiscal years.



HR Metrics and Workforce Analytics

- ① 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).
- ① Develop a UHR annual performance report for FY 18-19 (annually thereafter).
- ① Re-evaluate and enhance HR dashboard metrics and workforce analytics data, and create an online dashboard.

○ Not started ● In progress ● Completed

Some items listed that are not complete will span multiple fiscal years.



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