

NC STATE
UNIVERSITY

Human Resources

2019-20 Annual Report





From the Associate Vice Chancellor

As a university, we've faced a multitude of challenges as a result of the COVID-19 pandemic. Even though many of those challenges have seemed almost insurmountable, we haven't let them deter us from carrying out the mission and goals of our institution. We've been agile, resilient and adaptable.

In University Human Resources, we've continued on a journey we started in 2017 to transform the HR function at NC State, while also responding to the complex problems caused by the pandemic. I must commend my team and our HR campus partners for their efforts to address the daily needs of our employees while we strive to attain our long-term HR transformational goals.

The purpose of this annual report is to keep our promise to update you on the progress of our transformational journey. We published the goals for our journey in our 2018-21 strategic plan. This report covers our accomplishments during the 2019-20 fiscal year and how UHR responded to the challenges of COVID-19.

Our strategic plan consists of five focus areas. In this report, you'll read about how my team has collaborated with campus partners to achieve goals in those areas. These achievements include:

- > Offering HR-related academic resources and a training curriculum for HR professionals at NC State.
- > Launching a program that helps campus partners customize their onboarding programs.
- > Making progress on an initiative to enhance NC State's faculty hiring and recruitment process.

Our accomplishments would not be possible without the support of our campus community. Thank you for all you have done and will do in the future as we continue to overhaul our HR functions. If you have feedback about this report or ideas for how we can further enhance HR operations at NC State, write to us at hrcommunications@ncsu.edu.

Best regards,

A handwritten signature in black ink that reads "Marie Williams". The signature is written in a cursive, flowing style.

Marie Williams
Associate Vice Chancellor for Human Resources

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Meet UHR

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 the Office of Finance and Administration, we are guided by three principles of work: employee engagement, customer service and responsible stewardship.

OUR CORE VALUES AND HR CULTURE

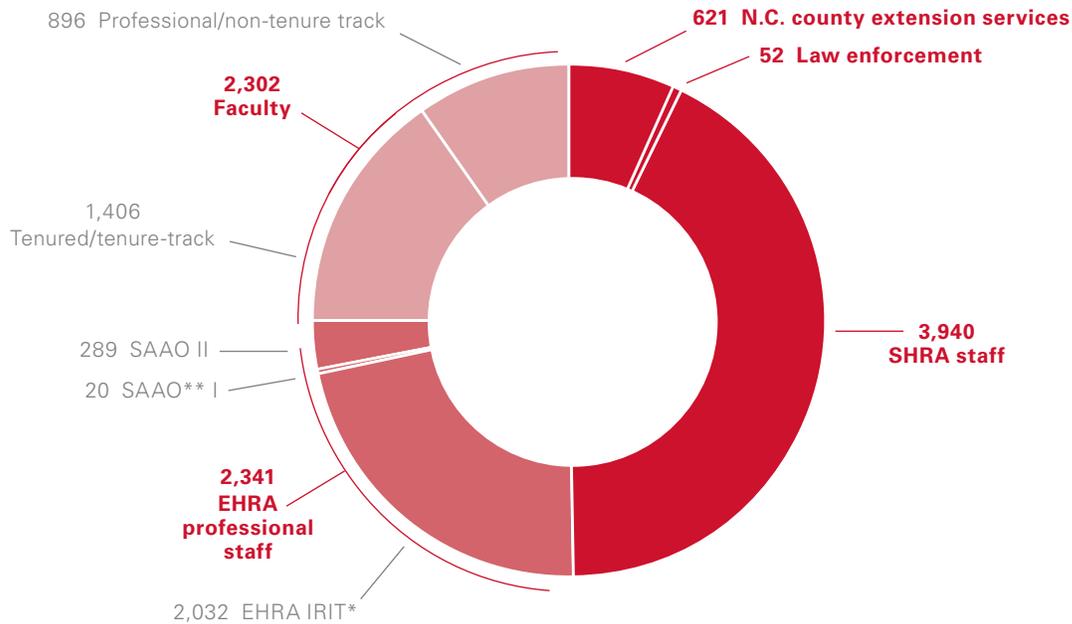
We are committed to developing an HR team that is passionate about HR in higher education and an HR operation that exemplifies service excellence in all that we do. Our CREATIVE core values embody an agile framework that promotes the collaborative and inclusive HR culture we are building at NC State.

- 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 2019-20

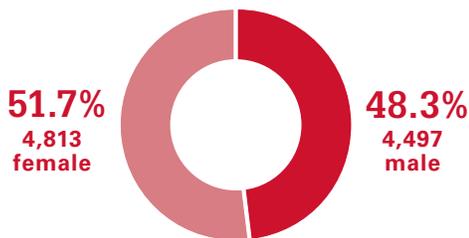
9,256

Total Permanent Faculty and Staff



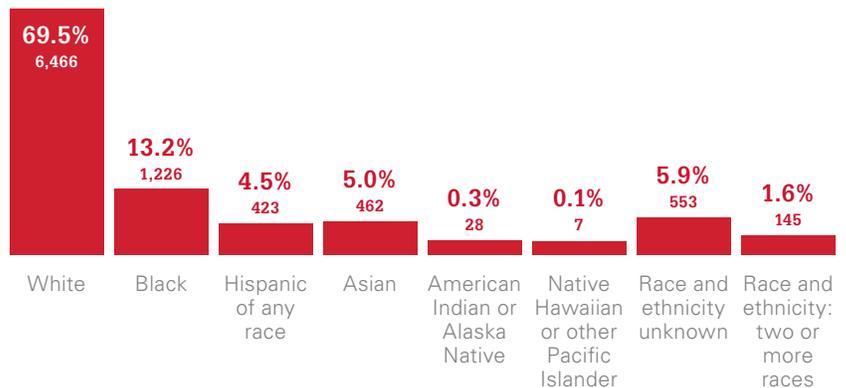
Faculty and Staff Demographics

By Gender



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

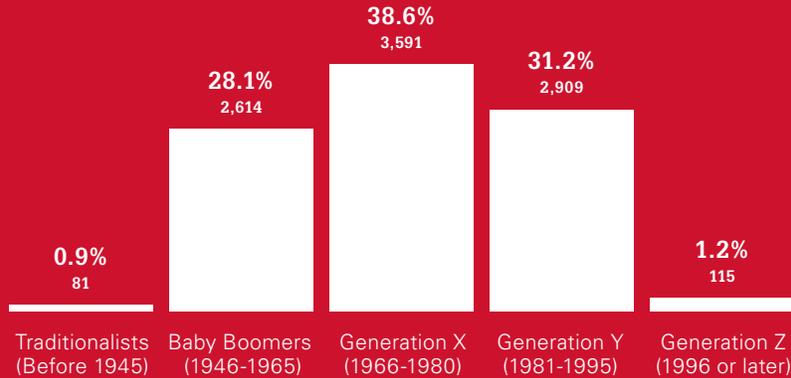
By Ethnicity



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

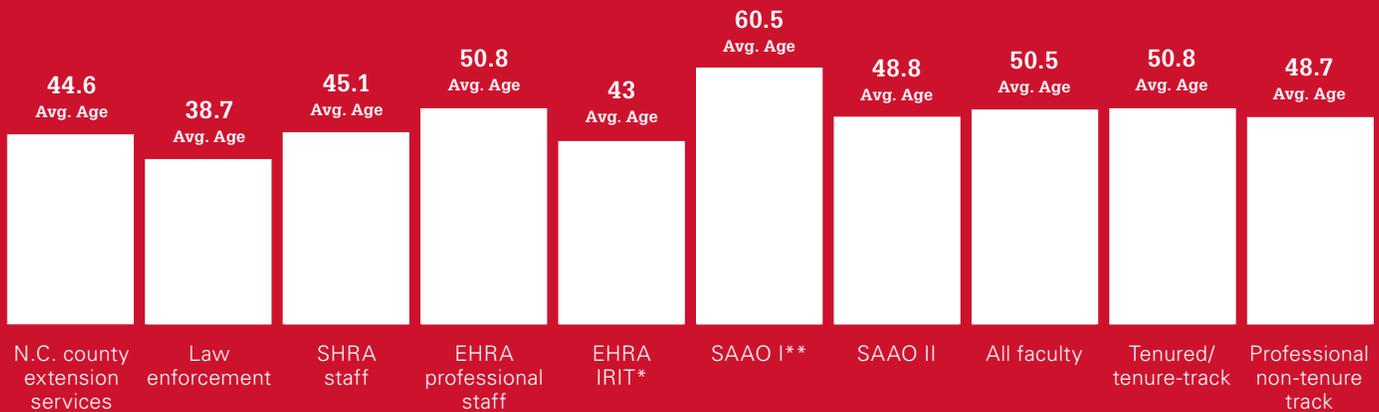
Generational Breakdown

Total Employee Population



48.1

Average Age of Employees



11.1

Average Years of Service

- 10.9 N.C. county extension services**
- 7.0 Law enforcement**
- 10.0 SHRA staff**
- 11.6 EHRA professional staff**
 - 8.4 EHRA IRIT*
 - 14.1 SAAO** I
 - 12.4 SAAO II
- 12.9 Faculty**
 - 14.7 Tenured/tenure-track
 - 9.1 Professional/non-tenure track

96,733

Total Years of Service

- 6,899 N.C. county extension services**
- 363 Law enforcement**
- 39,520 SHRA staff**
- 21,029 EHRA professional staff**
 - 1,7161 EHRA IRIT*
 - 282 SAAO** I
 - 3,586 SAAO II
- 28,922 Faculty**
 - 20,734 Tenured/tenure-track
 - 8,188 Professional/non-tenure track

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

Talent Management Life Cycle

By the Numbers

The new Talent Management Life Cycle represents the six stages of an employee experience at NC State. The stages are the principal ways that employees engage with the university. The cycle begins with the attraction stage — NC State’s efforts to attract talented employees by maintaining its world-class brand and promoting the university as a great place to work — and progresses through offboarding, the stage when employees separate from the university. Three guiding principles — employee engagement, resource stewardship and customer service — encompass all phases of the life cycle. The entire cycle is informed by the strategic priorities of NC State and its constituent units, which derive from the university’s mission, vision and values.



#1

Best public college
in North Carolina

([Money](#), 2020)

#9

Best employer
in North Carolina

([Forbes](#), 2020)

#4

Best veterinary medicine
program nationally

([US News & World Report](#), 2019)

#3

Best place for business
and careers, Raleigh

([Forbes](#), 2019)

#2

Most family-friendly
city, Raleigh

([Homes](#), 2019)

#2

Best place to live,
Raleigh

([Livability](#), 2019)

Attraction

Recruitment

1,339

Total positions posted

601

EHRA

644

SHRA

94

N.C. county
extension
services

74,524

Total applications received

953

New hires

92%

Offer
acceptance rate

Executive Search Services

22

Executive
searches

Types of searches

Deans
Department heads
Assistant and associate
vice chancellors
Provosts and others

90%

Executive Search
Services offer
acceptance rate

University Temporary Services

711

Temporary
employees

22.4%

Temporary employees
who were hired into
permanent positions
at NC State

International Employment

\$550,000 to \$700,000

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

100%

H-1B petition
approval rate

36
New employee
orientation sessions

1,053
New employee
orientation participants

Benefits Orientations

196
Online
participants

380
In-person
participants

26
In-person
sessions

90-Day Survey Responses

97.4%
responded YES
Did your Onboarding Center
experience help you feel like a
welcomed member of the Pack?

94.5%
responded YES
Did new employee
orientation meet
your expectations?

93.2%
responded YES
Did benefits
orientation meet
your expectations?



158
Professional development
courses offered by HR

5,130
Course attendance

Types of Courses Offered

- HR policy and procedure
- Learning and development
- Staff Senate Learn at Lunch
- Benefits and wellness
lunch and learns

Online Learning

10,014 Hours engaged by
university employees

53
Custom departmental
courses and retreats
delivered by Learning and
Organizational Development

94.9% | **96.3%**
Before COVID-19 | During COVID-19
Employees surveyed would
recommend Learning and
Organizational Development courses

Retention Rate

89.2%

Benefits Utilization

Tuition waiver usage at NC State

945

NC State employees

402

Non-NC State employees

Benefits enrollment

93%

of eligible employees enrolled in NC State-offered health care plans

Tobacco Cessation

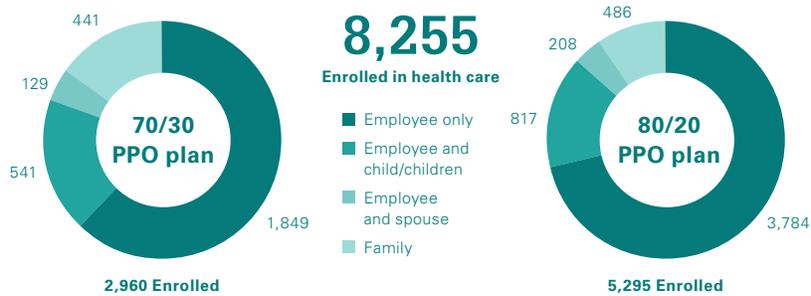
8,047 or 98%

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

Retention

Retention

State Health Plan Breakdown by Plans and Types



NC Flex Breakdown

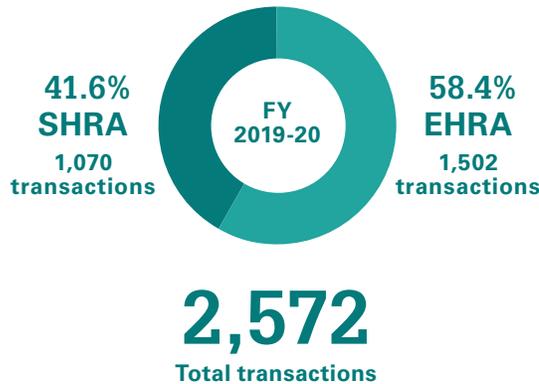
Plan Name	Number of Employees Enrolled	Percentage of Eligible Employees
Dental	6,923	78%
Vision	7,018	79%
Accidental death and dismemberment	7,017	79%
Health care flexible spending account	3,728	42%
Dependent care flexible spending account	516	6%
Critical illness	2,254	25%
Accident plan	3,277	37%
Cancer plan	2,615	29%
NCFlex life insurance	1,009	11%

Payroll, Classification and Compensation

\$1,072,131,921

Total annual employee payroll
(as of June 30, 2020)

Classification and Compensation Transactions by Employee Classification



Retention

Retention

Employee Relations

100%
Grievances
Resolved

31.5%
Faculty and Staff
Assistance Program
Usage Rate

Unemployment Claims Processed

1,460
FY 2019-20

297
FY 2018-19

8,792

Enrolled in an NC State-Offered Retirement Plan

5,457
Teachers' and State Employees' Retirement System

3,275
Optional Retirement Program

60
Law Enforcement Officers Retirement System

62.1%
Enrolled in Teachers' and State Employees' Retirement System

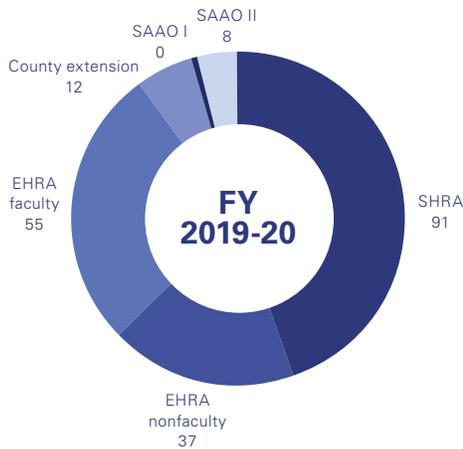
37.2%
Enrolled in Optional Retirement System

0.7%
Enrolled in Law Enforcement Officers Retirement System

Offboarding

Offboarding

203
Retirees



Turnover Rate by Employee Group

FY 2019-20

County extension services	5.1%
EHRA faculty	2.7%
EHRA nonfaculty	10.8%
EHRA SAAO Tier 1	0.0%
EHRA SAAO Tier 2	4.5%
Law enforcement officers	9.4%
SHRA employees	10.0%
Average	7.9%

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.

2019-20 Highlights

The HR Transformation: Our Journey Continues



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.

2019-20 Highlights

Paid Parental Leave

Wellness

Employee Engagement Survey

Faculty and Staff Assistance Program

Financial Wellness

EHRA IT Conversion Project



HR Continuous Improvement

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

2019-20 Highlights

Faculty Recruitment and Hiring Project
HR System Enhancements



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.

2019-20 Highlights

Culture of Training
Academic HR Resources and Training Curriculum
Customizing Onboarding Programs for Campus Partners



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.

2019-20 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: Our Journey Continues

UHR is proud of the progress we've made in transforming the HR operation at NC State. We're starting to see positive results from our efforts. Those results wouldn't be possible without the partnerships we've developed to help implement our ambitious plan.

For this journey, we developed a three-year strategic plan to serve as our guide. In our inaugural annual report, we outlined the progress made during fiscal year 2018-19, the first year of implementing the plan's initiatives. This report is a detailed account of the progress made during the second year of carrying out the plan and includes updates on initiatives started during the first year of implementation. Here are some highlights from our journey so far:

Creating and Promoting an Agile Culture

Since 2019, UHR has led a transformative initiative to establish and promote an agile HR culture at NC State. This new mindset requires us to be responsive to the HR-related challenges of campus partners and university employees, and to find innovative solutions to those challenges. NC State may be the first research institution in the nation to implement such a culture in its HR operations. We've received inquiries from other universities about how to implement a similar culture in their own HR operations.



When UHR formed a work group to study NC State's faculty recruitment and hiring process and to make recommendations to improve it, we asked the group to apply the new HR mindset to its work. That project, which is ongoing, is one of our early success stories. The work group was split into subgroups, which suggested enhancements to different aspects of the recruitment and hiring process. The subgroups met in sprints — time-limited periods set aside to focus solely on a designated project. The subgroups used their sprints to study their respective parts of the process and develop recommendations for improvement.

Over several months, those groups analyzed each step of the process, identified opportunities to shorten the timeline, recommended best practices and enhancements to the applicant experience, and developed an implementation plan.

Establishment of an HR Communications Unit

As part of our HR transformation, UHR formed a communications and marketing unit. The unit, a partnership with University Communications and Marketing, was established to develop strategic communications targeted toward faculty and staff and to oversee UHR marketing and branding efforts. The unit maintains the UHR website; writes, edits and disseminates digital and printed materials; produces graphics; and distributes vital communications to campus.

Some of the unit's major accomplishments include publishing the first UHR annual report; launching Howl You Know, UHR's monthly newsletter; and developing the NC State Pandemic and Communicable Disease Guidelines and Resources website.





The unit emails the newsletter to about 12,000 permanent and temporary employees. The newsletter's average open rate is 59%, and it's viewed an average of 10,400 times per month. The newsletter has increased readership of the news section of the UHR website by 72% since its launch in August 2019.

The Pandemic and Communicable Disease Guidelines and Resources website has been a crucial source of information for employees since its launch in March 2020. As of September 2020, the site has been visited more than 40,000 times. It offers a vast amount of HR information related to COVID-19, including benefits information, wellness resources and leave provisions.

Integration of Principles of Work

When Charles Maimone was appointed vice chancellor for finance and administration in 2019, one of his first division initiatives was to develop, implement and promote [three principles of work](#): employee engagement, customer service and responsible stewardship. UHR integrated the principles in its strategic plan and work culture by:

- › Revising its five strategic plan focus areas to include language that aligns the focus area themes with the principles.
- › Promoting the principles in UHR leadership and division meetings and in HR Advisory Committee meetings.
- › Developing a talent management life cycle graphic that includes the three principles.

In UHR, the principles influence not only our long-term strategic plans but also the effectiveness of our customer service-oriented department. As we proceed on our journey to transform the HR operation at NC State, we will continue to use the principles as a guide when making decisions and providing services to our constituents.

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.

Paid Parental Leave

Description: On Sept. 1, 2019, the University of North Carolina Board of Governors approved a paid leave program for parents who welcome a child through birth, adoption, foster care or other legal placement. On Jan. 1, 2020, NC State implemented the program. [The leave program](#) provides birth mothers up to eight weeks of paid time off for recuperation and bonding time with their child. Non-birth parents can request and receive four weeks of paid time off for bonding.

NC State’s Council on the Status of Women led the advocacy effort that resulted in the Board of Governors adopting the leave program. The Office of Institutional Equity and Diversity, University Human Resources, Staff and Faculty senates and the Provost’s Office supported the effort.

Purpose: The purpose of paid parental leave is to encourage bonding between a child and parent during the critical period after birth, adoption or foster care placement.

Impact: NC State is committed to supporting the health and well-being of employees, as demonstrated by the addition of family-friendly programs such as paid parental leave. Through this program, birth mothers can take up to four weeks of recuperation time immediately following the birth of a child and can schedule up to four weeks of bonding leave within a 12-month window of time that starts when a child is born. Employee response to the paid parental leave program has been overwhelmingly positive. As of June 30, 2020, 114 employees have taken paid parental leave.



Employee Wellness Champions

This program consists of staff and faculty who have a special interest in facilitating an innovative culture and environment of wellness in their college, unit or department. Employees volunteer to promote universitywide wellness initiatives. Each year, the program recruits new members.

2019-20 Wellness Champion Trainings

4

Training Sessions

130

People Attended
Training Sessions

Wellness Champions By the Numbers

Year	Number of New Champions	Staff	Faculty	Total Number of Champions
2016-17	47	46	1	47
2017-18	41	70	2	72
2018-19	16	78	2	80
2019-20	36	105	2	107

Note: 2016-17 was the first year of the program.

Wellness

Description: The University Human Resources benefits team works with campus partners to create a culture of wellness at NC State. The team's goal is to improve the lives of our faculty and staff by offering wellness resources, programs, events and training sessions that focus on NC State's six elements of wellness: purpose, financial, physical, emotional, social and community. Those elements are part of a campuswide wellness initiative that encourages students, faculty and staff to live healthier lives.

Purpose: UHR offers wellness programs because the university is dedicated to building a thriving Pack. In 2014, NC State formed a task force to build a foundation and framework for the future of wellness at NC State. That task force created NC State's campuswide wellness initiative. In 2019, the NC State Wellness Advisory Committee was formed to create, maintain, support and promote the culture of wellness that the university is

striving to achieve. The committee has published a [strategic plan](#), which is the university's first blueprint for wellness.

Impact: Employees are showing a consistent interest in the university's wellness programs. That interest is an encouraging sign that the campus community wants the university to create a culture of wellness and achieve its wellness goals. One of the most encouraging signs is the number of employees participating in the Employee Wellness Champion program. The program started with 47 participants in 2016 and now has more than 100 participants. Another positive sign is the attendance at wellness workshops. During fiscal year 2019-20, UHR offered 11 physical, social and emotional wellness sessions that were attended by 696 people. Ninety-six employees attended the workshop titled "Self-Care: Helping Employees Develop Simple Strategies That Stick," making it the most popular workshop offered during the fiscal year.

Physical, Social and Emotional Wellness Sessions

UHR and Wellness and Recreation offer workshops on a variety of wellness-related topics. Here is a sampling of the sessions offered in fiscal year 2019-20 and the number of attendees at each one.

Topic	Attendees
It Takes a Village: Volunteering for Good	64
Diabetes Prevention Program	15
Think Pink: Surviving With Courage and Hope	50
You Belong Here: Finding Connections and Purpose	73
Caring For Family: Everyday Practices for Caregivers	52
Flipping the Change Switch: Effective Goal-Setting	59
A Healthy Heart Cooking Demo: Tools You Can Use	66
Nutrition 101: Understanding Food Labels	81
Maintaining Nutrition During COVID-19	92
Self-Care Matters: Simple Strategies That Stick	96
Men's Health: Understanding the Trends and Strategies for Support	48

Well Wolfpack Certified Organizations

Every year [this program](#) recognizes campus units that commit to cultivating a culture of wellness at NC State.

Year	Number of New Well Wolfpack Certified Organizations	Total Number of Well Wolfpack Certified Organizations
2017	N/A	19
2018	17	36
2019	4	40

Wolfpack Way of Life Wellness Fair

In 2018, UHR partnered with Wellness and Recreation to host the first universitywide wellness fair. The fair is an opportunity for students, faculty and staff to learn about local and campus resources and to connect with programs that promote a healthy and active lifestyle.

Year	Number of Attendees	Number of Vendors
2018	2,000	66
2019	3,000	70
2020	2,250	70

Note: Attendance figures are estimates.

Employee Engagement Survey

Description: [The Employee Engagement Survey](#) is a five-year system-wide initiative of the University of North Carolina System to support the development of excellent and diverse institutions, a key goal of the system's strategic plan. The biennial survey is conducted by ModernThink, an independent management consulting firm. The survey was first administered in January 2018 and again in January 2020. The 2020 survey contained 60 belief statements that employees rated on a five-point scale. The survey will be administered again in 2022.

Purpose: The survey is administered for the following reasons:

- › To establish baseline metrics for employee engagement and other areas, including retention, turnover, performance management, professional development and promotion.
- › To 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 results may assist the UNC System in advocating for enhancements to human resources policies.

Impact: [For 2020, one of NC State's goals](#) was to increase survey participation. The university attained that goal, increasing the participation rate from 54% to 57%. NC State was one of 10 system institutions to surpass its 2018 response rate.

The 2020 survey was only available online. To ensure that employees with limited computer access could take the survey, UHR led an effort to promote and staff 15 survey stations in Campus Enterprises and the Facilities Division.



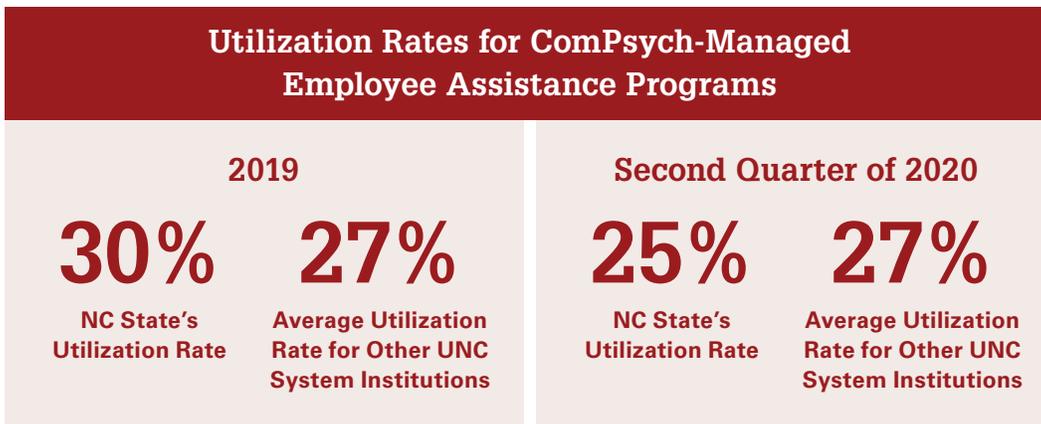
Faculty and Staff Assistance Program

Description: The Faculty and Staff Assistance Program provides support, resources and information to help employees address personal and work-life issues. The university-sponsored program is confidential and provided at no charge to employees and their household members. ComPsych, the world’s largest provider of employee assistance programs, manages FASAP. The program’s resources include financial information, counseling services and legal support.

Purpose: We encourage the use of this program so our employees can work well and live well. FASAP is designed to help them and their household members deal with stressful issues before they become big problems.

Impact: Employees are taking advantage of FASAP’s wealth of resources. The program’s utilization rate jumped by 7 percentage points between 2018 and 2019, increasing from 23% to 30%. The 30% rate represents the program’s highest utilization rate since NC State began using the ComPsych-managed program in February 2012.

NC State and seven other schools in the University of North Carolina System offer employee assistance programs managed by ComPsych.



Financial Wellness

Description: The University Human Resources benefits team provides free financial workshops where employees can ask on- and off-campus financial experts for advice and tips on a variety of topics, including how to build substantial savings and manage debt. Employees at all financial stages — from buying their first home to retirement planning — are welcome to attend the workshops.

Purpose: UHR offers these workshops because the university is dedicated to helping faculty and staff become and stay financially well. The university demonstrates that dedication not only through these workshops but also as a part of its wellness strategy. That strategy includes [six elements of wellness](#), one of which is financial wellness.

Impact: During fiscal year 2019-20, UHR offered nine financial workshops that were attended by 720 employees. The most popular workshop was Ready to Retire, which was offered twice and attracted a total of 450 employees. The overall attendance figure demonstrates that NC State employees see the value of attending UHR's financial workshops. They know that the workshops and other financial resources provided to employees empower them to achieve financial success.



Financial Wellness Workshops Fiscal Year 2019-20

Workshop	Summary of Workshop	Attendance
Women and Investing	Employees learned how to manage their personal finances and investments, build healthy financial habits, save for multiple goals and invest wisely.	17
Raising Smart Kids	Parents learned how to teach their children good financial habits.	35
Ready to Retire	Employees were prepared for the retirement process.	First session: 215 Second session: 235
Retirement Income Planning for Her	Designed for women investors, this workshop offered tips and advice related to retirement savings and planning for future income.	17
Save for Tomorrow	This workshop was offered to Spanish-speaking employees in the Facilities Division. The class covered the importance of financial planning, managing and reducing debt and how to budget.	10
To Your Credit: Credit Repair and Understanding Your Credit Score	Participants learned how to read and analyze their credit reports, build and improve their credit history and use credit effectively.	86
Inside Money: Managing Income and Debt	This workshop offered advice on a variety of personal financial matters, including how to manage debt and saving money.	57
Money at Work: Foundations of Investing	Employees learned about investing and augmenting programs to help accelerate savings and tools for managing their portfolio.	48

Financial Wellness Resources

NC State offers employees a variety of financial resources. For more information, visit the [UHR website](#).



EHRA IT Conversion Project

Description: The EHRA IT conversion project is the result of state legislation that allows EHRA nonfaculty status to be applied to SHRA information technology positions that are exempt from the Fair Labor Standards Act. Employees in those exempt positions have been given two opportunities — once in fiscal year 2019-20 and again in fiscal year 2020-21 — to voluntarily convert to EHRA nonfaculty status. They will be given a third and final opportunity to convert in fiscal year 2021-22.

Purpose: The University of North Carolina System sought this change to be more competitive in the highly competitive IT labor market with respect to certain compensation and leave issues.

Impact: A work group that consists of Classification and Compensation team members from UHR and IT leaders from across campus is overseeing the conversion project. The group and the subject matter experts in the IT field conducted a comprehensive review of 540 eligible positions during the first phase of the project. The work group also developed and implemented an extensive communication and training plan for affected employees, their supervisors and campus HR leaders. As a result of those efforts, 23% of eligible employees chose to convert to EHRA nonfaculty status during the first phase of the project in fiscal year 2018-19. In fiscal year 2019-20, 330 SHRA employees were eligible to convert to EHRA nonfaculty status. Of those employees, nine or 2.7% chose to convert to EHRA nonfaculty status.

In recognition of the EHRA IT work group's efforts, the group received the 2019 Extraordinary Project Team Impact Award as part of the NC State IT Community Awards. The award recognizes cross-campus collaborations that further the mission and strategic goals of the university.

For phase 2 of the project, eligible SHRA employees were given from Oct. 1 to Nov. 16, 2020, to decide whether to convert to EHRA status.



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.

Faculty Recruitment and Hiring Project

Description: University Human Resources engaged campus stakeholders and Sibson Consulting to advance a campuswide initiative to enhance the faculty hiring and recruitment process at NC State.

Purpose: A diverse work group consisting of staff and faculty stakeholders was formed to implement the project. The work group’s objectives were to provide role clarity for those involved in the recruiting and hiring process; develop a streamlined, sustainable and scalable process; advocate for the automation of processes through the use of integrated technologies; enhance transparency; and eliminate unnecessary oversight and practices.

Impact: From December 2018 to July 2019, the work group met to map out the existing hiring and recruitment process, redesign the process and create a plan for implementing the new process. In collaboration with Sibson Consulting, the group identified 53 enhancements that could improve the process, such as automating and eliminating duplicative steps. The group was divided into subgroups that focused on different aspects of the process during sprints — time-limited periods set aside to focus solely on a designated project. The subgroups studied: position requests, job waivers, background checks, hiring proposals, offers to job candidates, recruitment, interviews and Department of Labor verifications.

During those sprints, each subgroup developed recommendations to improve the part of the process it was focusing on. UHR and campus partners are implementing these improvements using an agile incremental approach. Phase one enhancements were completed in October 2020.

Those improvements led to a variety of streamlined HR system enhancements, the development of classification and compensation resources and tools, and new recruitment processes and training opportunities. Phase two enhancements are scheduled for implementation before July 2021. Here are a few of the enhancements UHR and its partners have made:

Job Waivers

UHR and the Office for Institutional Equity and Diversity announced an enhanced version of the procedure to request a waiver of the recruitment process for EHRA positions in early 2020. The former job waiver process began with requests for waivers being emailed to the Office for Institutional Equity and Diversity. A subgroup identified 13 enhancements that could be made to the job waiver process, including eliminating the need to send emails to OIED. That team met with stakeholders to gather feedback on the next steps and finalized a new process. The new procedure, which went into effect March 2, 2020, provides:

- › More defined roles for users of the procedure.
- › Enhanced transparency and improved workflow.
- › Clearer definitions of the job waiver request categories.
- › An automated waiver request procedure in PeopleAdmin, eliminating the need to send emails to OIED.
- › Guidelines for teaching users how to use the new process.



Background Checks

One of the subgroups focused on the part of the background check process that required permanent employees with foreign degrees to pay for a foreign degree equivalency evaluation. World Education Services conducted the evaluations. The team met with stakeholders to gather feedback on the process. The subgroup recommended that the university no longer require candidates to pay for a degree equivalency evaluation. The service cost between \$130 and \$200. A new process that eliminated the requirement for candidates to pay for the evaluations went into effect Jan. 1, 2020. Under that new process, a background check vendor verifies foreign degrees for the university.

HR System Enhancements

Description: The HR system consists of technological tools that HR professionals use to fulfill their responsibilities. Those tools are:

- › PeopleAdmin, a platform that has multiple functions, including helping HR professionals and others post jobs and manage the recruitment process.
- › PeopleSoft, the application that supports the HR hiring process.
- › MyPack Portal, the one-stop shop that employees and their supervisors use for a variety of functions, including clocking in and out and submitting leave requests.

Purpose: This robust system streamlines processes for employees and HR professionals. HR updates the system as needed to improve its functions and the user experience.

Impact: The HR system helps employees remain productive. Each time the system is updated, it becomes more streamlined, works better with mobile devices and processes requests more quickly. Here are some recent HR-related technology and system enhancements:

Job Alerts

Talent Acquisition launched the job alerts feature in October 2019. The feature allows applicants to receive notifications when new jobs are posted on the [NC State jobs](#) website. From October 2019 through June 2020, 2,783 individuals signed up for job alerts. Of those who subscribed, 1,715 or 61.6% applied for jobs between Jan. 1 and June 30, 2020. Both numbers exceeded the expectations and goals for this project.



MyPack Portal

The university continues to transition [MyPack Portal](#) into streamlined landing pages and a tile structure. The landing pages have new tiles that make navigation easier when using the latest personal computers and mobile devices. Here are some other improvements to the portal:

- › A new Manager Self Service was created, giving supervisors a streamlined landing page to navigate to a variety of functions, including WolfTime.
- › A new WolfTime Manager tile provides supervisors with a more streamlined method of managing time sheets and leave submissions.
- › A new Approval Monitor tile gives specific employees a dynamic view of transactional items that require review and approval. It is specifically intended for managers and HR administrative personnel with the appropriate security access roles.
- › Employees who legally change their names now have [two options for processing a name change](#). Employees can start the process online through MyPack Portal, or they can schedule a virtual appointment with a Human Resources Information Management specialist. These options eliminate the need for employees to bring documentation to an in-person meeting.



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.

Culture of Training

Description: Learning and Organizational Development strives to provide top-tier professional development, leadership and job skills training to NC State’s diverse workforce. L&OD facilitates learning by delivering a comprehensive array of talent and organizational development strategies and services. Those strategies and services are meant to motivate, engage and educate NC State’s committed and high-performing workforce. The L&OD team designs and implements a variety of customized training and professional development solutions to assist our employees.

Purpose: NC State embraces a culture of leadership and values continuous improvement. L&OD’s goal is to help staff and faculty develop the knowledge and skills they need to reach their professional goals and to support the strategic initiatives of the university as well as their offices, units and departments.

Impact: When our employees achieve their potential, NC State succeeds. When we invest in talent and organizational development strategies, our workforce is more engaged and performs better. Below are some of the courses and training L&OD and other partners have developed to motivate staff and faculty to think and do the extraordinary.

Professional Development and Job Skills Training

L&OD offers relevant training and best practices that leaders and employees can readily apply in their daily work to produce immediate results. During fiscal year 2019-20, 2,770 employees participated in 246 instructor-led courses that took place in classrooms and online.

LinkedIn Learning

In July 2019, NC State University Libraries began offering its employees free access to LinkedIn Learning, a vast online library of instructional videos. Employees are encouraged to use the online library to learn new professional skills. L&OD has incorporated the use of LinkedIn Learning videos in its Leadership Foundations and Leadership Advance programs.



Faculty and Staff Usage of LinkedIn Learning

3,227

Courses
Completed

5,236

Hours Spent
Training

1,829

Faculty and
Staff Users



Custom Learning and Organizational Development Services

Through organizational needs assessments, we partner with university leaders to provide solutions that improve team collaboration and dynamics, ultimately helping departments better achieve their goals. In fiscal year 2019-20, L&OD collaborated with units and departments from across campus to deliver 43 custom learning and organizational development initiatives. Those initiatives focused on team building, planning and goal setting, improving communications, strategic planning and more. COVID-19 disrupted the delivery of this service during spring 2020. As a result, the number of sessions offered in 2019-20 declined when compared to fiscal year 2018-19. During that year, L&OD facilitated 78 custom learning and organizational development initiatives for teams and departments.

Employee Learning Plans

L&OD established a pilot learning plan program in fiscal year 2019-20. This pilot project is designed to create learning plans to identify employee development needs, foster employee growth and serve as a strategic guide for employees' talent development paths. Learning plans will be integrated into annual performance plans in 2021 to provide a seamless process and tool for training accountability. Fifty managers from one college and three departments participated in the pilot learning plan program in 2020. The departments that participated were:

- > College of Sciences.
- > University Controller's Office.
- > University Human Resources.
- > Procurement and Business Services.

Employee Training Dashboard

The Employee Training Dashboard, which is still being developed, will help NC State employees discover training opportunities related to their unique professional goals. The dashboard will feature up-to-date training information that will be pulled from REPORTER, NC State's nondegree registration and tracking system. The dashboard will highlight collections of training sessions related to featured topics, certification series and more. The unique combination of handcrafted training collections and automated search features will make it easier than ever for employees to find professional development opportunities relevant to their career goals. The dashboard will launch in early 2021.

Agile Training

More than 80 HR professionals, including all staff and leadership team members from the main UHR office, completed the Agile HR Practitioner Certification Course in 2019. This two-day workshop was sponsored by UHR and taught by Fabiola Eyholzer, co-founder and CEO of Just Leading Solutions. The course content included how to develop an organization that is focused on agile thinking, learning why and how agile thinking is changing the world of work, and clarifying the meaning of HR agility at NC State.

Management Essentials

Management Essentials is a required one-day training course for permanent EHRA non-faculty and SHRA new supervisors and managers. The course, which was first offered in 2017, provides new managers and supervisors with the foundational leadership skills, knowledge, tools and resources they need to be effective in their roles. Since the program started, 1,976 managers and supervisors have completed the program. During fiscal year 2019-20, of the 263 employees eligible to participate in Management Essentials, 152 of them completed the course.

COVID-19 also interrupted the frequency of the delivery of Management Essentials in spring 2020. Due to guidelines on physical distancing and gatherings, L&OD transitioned Management Essentials from an in-person course to a virtual one.

Additional Compensation System Training

UHR is designing web-based training modules for new and existing users of the [additional compensation](#) system. In fiscal year 2019-20, UHR and campus partners reviewed and prioritized recommendations from multiple campuswide focus groups for how to enhance additional compensation training and the system's features, resources and tools. Once developed, the training modules will help users understand the university regulation that governs additional compensation and how the additional compensation system functions. The training is expected to be available in early 2021.

Academic HR Resources and Training Curriculum

Description: University Human Resources and the Provost's Office are developing HR-related academic resources and a training curriculum for HR professionals at NC State. A six-member work group was established to plot the project's direction. That group was later expanded to 13 members and given the responsibility of implementing the program. The 13-member group is rolling out the initiative in three phases. It has completed one phase and will finish the other phases in 2021.

Purpose: Human resources in an academic environment is unique and differs quite a bit from the corporate world. We've provided training and tools to HR professionals on campus to help them gain a better understanding of some of the idiosyncrasies of HR in higher education.

Impact: One of our goals in UHR is to provide employees with professional development opportunities. During phase one, HR professionals were given an opportunity to take two free online courses offered by the College and University Professional Association for Human Resources. Those who complete the courses also are eligible for HR professional recertification credits. We plan to offer our HR professionals more training opportunities in the future.

We've also provided HR professionals with an [Academic HR Toolkit](#) during phase one. That toolkit is a collection of resources from a variety of NC State units that are involved in the coordination and oversight of academic positions across campus. The toolkit serves as a one-stop shop for HR professionals to identify units, find contact information and locate other information that relates to their HR support roles.



Customizing Onboarding Programs for Campus Partners

Description: The Onboarding Center launched a pilot project designed to help campus partners develop and enhance their onboarding programs. Four partners and the main UHR office participated in the pilot program. As a result of the pilot program’s success, the center decided to continue offering the service to campus.

Purpose: By helping campus partners develop customized onboarding programs and processes, the center hopes to:

- › Enhance the employee onboarding experience at NC State.
- › Increase employee productivity during the early stages of their employment.
- › Increase employee awareness of university resources.

Impact: While the Onboarding Center mostly carries out the responsibility of preparing new hires for employment at NC State, our campus partners play an integral role in making sure that the process is effective. Through this program, UHR hopes to ensure that new employees are productive and engaged in their roles soon after they start their jobs.

Onboarding Program Enhancements for Campus Partners

The Onboarding Center helped these campus partners customize their onboarding programs. If you would like assistance with your program, visit go.ncsu.edu/onboardingconsultation.

Campus Partner	Enhancement to Onboarding Programs
Wilson College of Textiles	Created a formal onboarding process and an intranet site for the college's employees.
Department of Nuclear Engineering	Created a welcome packet for faculty.
University Human Resources	Created an intranet for all employees and a new hire checklist. The project is ongoing.
Department of Mathematics	Created a welcome packet for all employees and a packet specifically for faculty.
College of Veterinary Medicine	The project’s launch was delayed due to the COVID-19 pandemic.

Employee Satisfaction with College and Unit Onboarding Experience

Fiscal Year 2019-20 Survey

64.39%
Very satisfied

31.75%
Satisfied

2.97%
Dissatisfied

0.89%
Very dissatisfied

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 July 2018, University Human Resources formed an analytics team that joined an existing HR department to form Human Resources Information Management and Analytics.

Purpose: The analytics team within HRIM gathers and maintains workforce data and fields requests for data and other information, including requests from campus partners. Much of the data the team collects will be made available to college, department and university leaders and various state and federal agencies.

Impact: The analytics team has been evaluating ways to enhance data collection processes so we can better enable NC State to make essential workforce and HR operations decisions that are data driven. Those evaluations led the team to:

- › Design plans for streamlining HR systems (e.g., PeopleAdmin and PeopleSoft job action requests and additional compensation modules) to improve reporting capabilities and the effectiveness of the systems' functions.
- › Identify key HR metrics for NC State to make essential data-driven decisions.
- › Develop data visualizations that represent a variety of university-related statistics, including additional compensation, employee headcounts and employee turnover and retention rates.



COVID-19: How UHR Responded

When Chancellor Randy Woodson announced on March 17, 2020, that NC State was reducing campus operations due to concerns related to the new coronavirus, our community had to transition rapidly.

Most employees quickly shifted to working remotely. Employees designated as mandatory continued to work on-site to tend to essential campus operations. Those employees who weren't designated as mandatory and couldn't perform their duties remotely received paid administrative leave.

As a result of the sudden changes, employees asked many questions. Here is how University Human Resources responded to this unprecedented challenge:

Remote Work Guide

UHR created an eight-page guide that serves as a resource for employees working remotely. The guide includes tips about video conferencing, creating a home office and how to stay focused when working at home. More remote work resources, including e-learning opportunities, are included on the UHR website.

COVID-19 Website

UHR's Pandemic and Communicable Disease Guidelines and Resources website serves as a one-stop shop for HR information related to the COVID-19 pandemic. The website's breadth and depth have grown as the pandemic has continued. The site is where UHR posts policy updates, details about COVID-19 paid leave options, FAQs and links to other COVID-19 resources.

COVID-19 Wellness Resources

Health experts are concerned about the negative effects the COVID-19 pandemic is having on people's social, emotional and mental well-being. Due to those concerns, UHR's benefits team created a wellness guide that includes resources to help NC State employees stay active, eat nutritious food, sleep well and keep a positive attitude.

Regular Meetings With HRAC

Marie Williams, associate vice chancellor for Human Resources, held regular meetings with the Human Resources Advisory Council to update its members on HR matters related to COVID-19. UHR also created a Google site to share COVID-19-related information, tools and resources with the group and respond to members' questions.

Reviewed and Calculated Thousands of Leave Entries

The University of North Carolina System announced several changes to the COVID-19 paid administrative leave program between March and August. Those changes forced UHR's leave team and its Human Resources Information Management team to take on the formidable task of reviewing, calculating and entering thousands of leave entries and requests into our HR system. The teams also responded to a myriad of questions from employees.

The HRIM team also made several modifications to MyPack Portal to address the ever-changing leave policies and calculations.

Special-Edition Newsletter; Email Updates

The Marketing, Communications and Technology Support team is the heart of our communication efforts related to COVID-19. In April 2020, the team published [a special edition of our monthly newsletter](#) that included COVID-19 resources. The May 2020 edition of the newsletter included a story about [the challenges of teleworking during the pandemic and a toolkit designed to help supervisors recognize employees](#). The team also distributed emails to employees and campus leaders that provided updates on the COVID-19 leave provisions.

The team provided desktop support for HR employees who needed cables, cameras and other technological supplies to carry out their daily work responsibilities from home.

Policy Changes

In response to COVID-19, UHR modified several policy guidelines with the approval and direction of the University of North Carolina System Office. Since March 16, 2020, the University of North Carolina System has made 14 changes to leave and mandatory compensation guidance.

Special Circumstances Review Process

Many employees and students have had special circumstances arise as a result of the pandemic. To manage requests related to those circumstances, UHR, the Office for Institutional Equity and Diversity, Environmental Health and Safety and Student Health Services collaborated to create a special circumstances review process. That process is used to review and respond to employee and student requests for exceptions to policy guidelines, foster flexibility and meet the needs of the Wolfpack community.

Mandatory On-site Employee Designation

UHR created a page in the HR system that allowed temporary employees to be designated as on-site mandatory employees.





Virtual L&OD Classes

To prevent the spread of COVID-19, the university began following guidelines that limit how many people can gather in person at one time. Accordingly, Learning and Organizational Development transitioned its courses from in-person to a virtual environment.

Online Interviews and Orientations

UHR made changes to other services it provides as a result of the pandemic. University Temporary Services, the Onboarding Center and Employee Relations began conducting virtual consultations and interviews. The onboarding and benefits teams started facilitating virtual new employee orientations. International Employment met virtually with employees to help them complete I-9 forms.

Payment Transactions

In response to rapid policy changes and reporting requests, UHR created a temporary Google form for employees who have received approval to take paid administrative leave for reasons related to COVID-19 to record their leave hours. The office also created a form for mandatory on-site employees to record hours worked on-site during the pandemic. Information from those forms was loaded into PeopleSoft. UHR uploaded and managed 21,899 payment transactions for employees who were approved to take paid administrative leave and for those designated as mandatory.

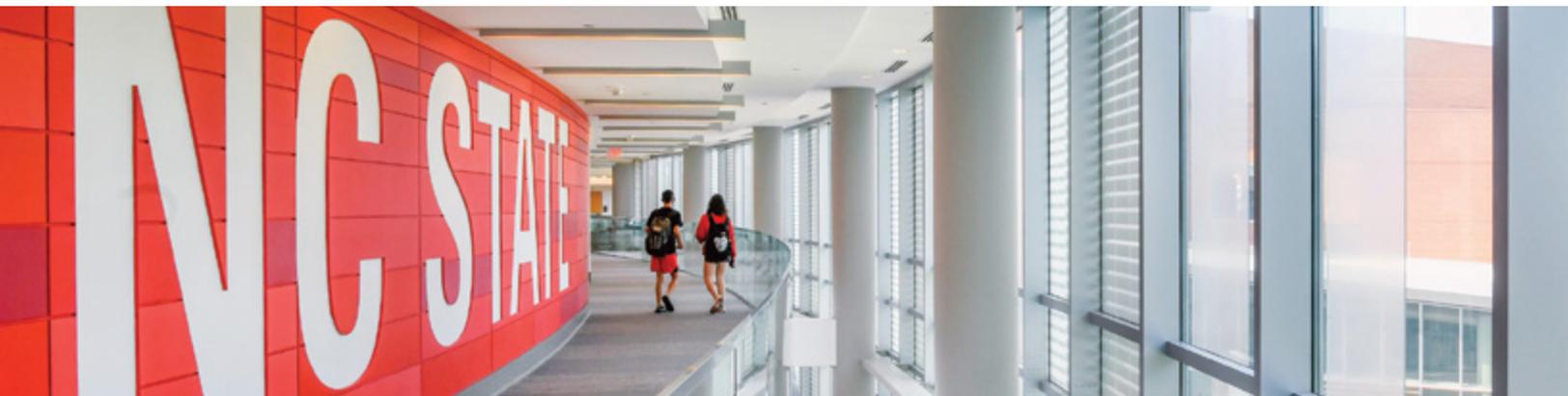
Campus HR Partners and Senates/Committees

UHR, colleges, units and committees across campus enhance the culture, environment and HR operations at NC State. Below, our partners provide some recent highlights of their efforts.

DELTA

One of the ways DELTA encourages its employees is through recognition. DELTA receives many nominations each year for Pride of the Wolfpack. Often, DELTA needs to ask the Provost's Office for more awards due to the overwhelming number of nominations it receives. Former HR consultant Alexis Simison established a way to acknowledge all of the nominees by creating the Cheers for Peers program. A selection committee chooses DELTA's Pride of the Wolfpack Award winners; but those nominees who aren't selected receive Cheers for Peers recognition. Their nominations are printed on a [template](#), and the employees are recognized at an awards staff meeting.

After the university instructed most employees to begin working from home in March, DELTA started hosting staff check-in meetings. The meetings, which are usually part business and part fun, sparked a creative idea. DELTA usually honors its Pride of the Wolfpack and Cheers for Peers recipients during in-person meetings. DELTA couldn't do that due to the COVID-19 pandemic, so it hosted a [virtual awards ceremony](#) via Zoom. The ceremony included an awards presentation with a drum roll and applause, employees dressed in glam attire, and red carpet and Hollywood-themed virtual backgrounds. Tom Miller, senior vice provost for academic outreach and entrepreneurship, read the nominations, just as he would in person. It was well received and a nice way to end the workweek.





College of Agriculture and Life Sciences and Division of Academic and Student Affairs

Beth Buck, assistant vice chancellor for human resources in the Division of Academic and Student Affairs, and Rebecca Zuvich, assistant dean for human resources in the College of Agriculture and Life Sciences, presented a workshop titled “Strengths-Based Leadership for the Atlantic Coast Conference Academic Leaders Network” in 2019. The workshop took place at the University of Pittsburgh. Zuvich and Buck, both of whom are Gallup-certified strengths coaches, drew on their extensive experience working with faculty to create content for the conference that included learning objectives that met the needs of attendees. Participants explored how strengths-based

development can impact leadership, employee engagement, student success, inclusiveness and diversity and the well-being of their campuses. They also learned how a strengths-based approach can provide a framework for approaching campus challenges.

The ACC Academic Leaders Network, an exciting leadership program for faculty at ACC institutions, is designed to facilitate cross-institutional networking and collaboration among academic leaders. The program’s primary goal is to build leadership capacity for faculty who aspire to leadership roles in higher education.

Facilities Division

The Facilities Division is building a culture of workplace safety. Facilities employees receive regular training on identifying hazards and establishing methods to control those hazards. The division hosts weekly safety talks, which are available in English, French and Spanish and include safety videos. In May 2020, Facilities

published the first edition of the [Safety Field Guide](#) in print and electronic versions to ensure employees are equipped with safety protocols no matter where they are working on campus. The division’s ongoing employee education and communication efforts are helping build a safety culture in which everyone takes responsibility for ensuring a safe workplace.



NC State University Libraries

NC State University Libraries involved its staff in developing a set of strategic priorities to guide its initiatives and to facilitate creative engagement at all levels of the organization. One of our four major goals is organizational sustainability, diversity and excellence. The Libraries contracted with Gallup for use of its Q12 survey instrument and associated services, which include a set of follow-up activities based on the results. The Libraries administered the Libraries Quality of Worklife Survey in early 2020 and is working to analyze and follow up on the results with tangible and meaningful actions.

Poole College of Management

Poole College of Management is a uniquely positioned college that has experienced significant change and growth. Over the past year, the college reorganized its Office of Business Services in an effort to strengthen compliance and reach our goal to be recognized as the model college at NC State. Our entire team is committed to delivering A-1, top-notch service with deliberate and forward-thinking initiatives. The goals of the restructuring effort also include delivering exceptional customer service and consistent processes. The restructuring will also allow for better mentoring and professional development in key areas. The college wants all of its customers to receive concierge-level service.

Team initiatives contribute to the organizational strategic goals and mission of the college. Those initiatives include developing knowledge and skills, sharing information and best practices, and implementing standard operating procedures that will standardize operations and provide our key stakeholders with the ultimate customer experience.

Another initiative that the college undertook was to assess the support of the college's administration. The college surveyed faculty and staff about their support and evaluated workloads and the college's needs. The college also has been working to update its organizational structure. These efforts will allow more consistency and oversight of fiscal and HR processes within the college. The initiatives also will position the college to reach its goal of becoming NC State's model college.

Staff Senate

Staff Senate is a communication conduit between the university's staff and administration. In carrying out its mission, the senate strives to support two of the goals in the university's strategic plan: organizational excellence and local and global engagement. During fiscal year 2019-20, Staff Senate accomplished the following:

- › Sponsored more than a dozen programs designed to provide employees with personal and professional development opportunities, including Learn at Lunch sessions; on- and off-campus tours; activities such as the Bike at Work lunchtime bicycle ride on Bike to Work Day; and conversations around topics such as working as a person with a disability and nontraditional parenting.
- › Collaborated with the Department of Athletics to offer employee appreciation events at a women's basketball game, women's volleyball and soccer matches, a men's soccer match and a gymnastics meet.
- › Distributed 33 computers through our computer loan program; collected and distributed more than 500 coats and other winter items through a Warm the Pack coat drive; donated approximately 1,400 pounds of food through multiple food drives for Feed the Pack food pantry; and collected 675 toys for Toys for Tots.
- › Volunteered for activities sponsored by university entities, such as Packapalooza; student move-in; International Housekeeping Week; debris cleanup at the Betsy-Jeff Penn 4-H Educational Center; the Good Neighbor Initiative neighborhood canvassing project; Pack the Polls; and Feed the Pack food pantry.
- › Added the NC Cooperative Extension Happenings section to Staff Senate Connections, the senate's newsletter, to increase awareness of the scope of Extension's efforts.
- › Developed protocols for standing committees and a budget template to guide the operations of the seven Staff Senate standing committees and the computer loan program.



Wilson College of Textiles

The Wilson College of Textiles has been on a journey the past few years that is well worth telling. That journey reached a new high point when the college won the 2020 Chancellor's Recognizing Excellence Award.

In 2016, the college launched a robust and ambitious strategic plan to guide it through 2020, with a fundamental theme for the college to be recognized as an excellent place to learn, work and grow. The college measures its success based on how well it implements its core values: leadership, innovation, engagement, inclusiveness, respect and connectedness.

When the University of North Carolina System Employee Engagement Survey was first conducted in 2017, the data revealed a disconnect in our college. The college's response rate came in at a mere 36.8%. This sent all of us a clear message that we had an opportunity for change and improvement.

The college charged a team that consisted of representatives from all employee categories — except for leadership — to critically examine the survey results. The team engaged the college community to gauge the pulse of where we were and where we wanted to be. As a result, the college invited a consulting firm that works at the intersection between strategic planning and equity, diversity and inclusion to serve our community in connecting the dots between equality, effectiveness and prosperity. With this firm's guidance, the college community developed and endorsed a revised strategic plan and culture charter that was inspired by the college's diverse perspectives to work toward a common goal with unique value.





The revised strategic plan was published in January 2020. The college's first-ever organizational culture charter embodies 10 tenets that the college's leaders have committed to. Members of the college community are using those tenets to hold the college's leaders — as well as themselves and their peers — accountable in terms of performance and implementation.

Each strategic priority in the redesign plan, each core value and each culture tenet brought together members of the college through focused listening sessions, qualitative questionnaires and participatory design sessions. Those sessions and the questionnaires allowed all members of the college to contribute their perspectives on the direction of our organization. Their ideas have been synthesized into various documents, including the strategic plan, the culture charter and the culture insights report. Those ideas led to the creation of a new Community Engagement Team and Lean Process Improvement Project Team. Both teams are tasked with improving the cultural and operational environment within the college. Their efforts will support the college's ongoing efforts to establish and foster a more inclusive and equitable work environment.

The college has accomplished a great deal since it began this journey and has much more to achieve. We are confident we're on the right path as evidenced by the college's 2020 survey response rate — an astounding 80%.

University Human Resources FY 2019-20 Strategic Initiatives and Progress



HR Strategic and Operational Excellence

HR Policies and Administration

- * 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

- 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.

○ Not started ● In progress ● Completed

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

*This initiative was delayed or completed after June 30, 2020, due to COVID-19-related priorities.



People and Culture

Strategic Recruitment

- 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.

Classification and Compensation

- Develop a compensation philosophy for NC State.
- Implement phase 2 of the UNC System Office EHRA IT conversion project (three-year conversion project).

Benefits, Employee Wellness and Work Life

- 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.

Employee Engagement

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

○ Not started ● In progress ● Completed

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

*This initiative was delayed or completed after June 30, 2020, due to COVID-19-related priorities.



HR Continuous Improvement

- Implement recommendations to enhance faculty search and recruitment processes.
- Enhance and streamline the search and recruitment processes for EHRA nonfaculty and SHRA positions.

Technological/System Enhancements

- 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.



Professional Development and Training

Performance Management

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

Professional Development and Employee Training

- 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.

○ Not started ● In progress ● Completed

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

*This initiative was delayed or completed after June 30, 2020, due to COVID-19-related priorities.



HR Metrics and Workforce Analytics

- 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 2018-19 (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.

Learn About the HR Strategic Plan

University Human Resources' 2018-21 strategic plan is on the [UHR website](#). Please visit the website to review that plan and get status updates on the plan's strategic initiatives.

○ Not started ● In progress ● Completed

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

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