

# NC State University Human Resources

## 2020-21 Annual Report



**NC STATE**  
UNIVERSITY



**Margaret Erickson**

## A Letter From Our Assistant Vice Chancellors

In this report, you'll read about the goals and projects University Human Resources completed during the final year of our three-year strategic plan.

That plan covered 2018-21 and set UHR on a journey to radically transform the HR operation at NC State. The UHR team knew this ongoing journey was not going to be easy, but we still accepted the challenge. Our entire team has done an extraordinary job trying to achieve the goals listed in the plan while also responding to our community's needs related to the COVID-19 pandemic.

UHR has adopted an agile mindset as part of its core values. That's one reason why the team has been able to juggle implementing many of our strategic goals alongside contending with the challenges presented by the pandemic. That mindset means our team is adaptable and responsive in any situation, even one as difficult and massive as a pandemic. Our overall focus is always to deliver on our promise to transform UHR, but the pandemic caused us to readjust our priorities at times.

As in our last annual report, one section of this report is an overview of the pandemic-related initiatives UHR launched during fiscal year 2020-21. All the projects in that section, such as our I-9 drive-through inspection facility and the programs to help our furloughed employees, were vitally important to meet critical needs for our faculty and staff.

Our team in UHR and our partners throughout the university deserve praise for successfully implementing those COVID-19-related programs and the 2018-21 strategic initiatives you will read about. The strategic initiatives covered in this report helped to improve processes at NC State and our work environment. They include the following:

- › Engaging our university community about ways to reduce variation and inconsistencies in the hiring process for temporary employees.
- › Enhancing the university's employee recognition program.
- › Launching Leadership Education and Development, a professional development program that helps employees achieve career goals and equips them with the tools and skills to address tomorrow's leadership challenges.
- › Improving the approval processes for paid parental leave, family medical leave and family illness leave.

Thank you for taking the time to read this report. If you have feedback about this report or ideas for how we can further enhance HR services at NC State, please write to us at [hrcommunications@ncsu.edu](mailto:hrcommunications@ncsu.edu).

Best regards,

Margaret Erickson  
Assistant Vice Chancellor, HR Operations

Ursula Hairston  
Assistant Vice Chancellor, HR Strategy

# Table of Contents

Meet UHR .....	5
NC State at a Glance: FY 2020-21 .....	6
Talent Management Life Cycle .....	8
HR Strategic Focus Areas and Highlights .....	14
HR Strategy and Operations Administration .....	16
> The HR Transformation: A Milestone Is Not an Endpoint .....	16
People and Culture .....	20
> Employee Recognition Programs .....	20
> Wellness .....	21
> Employee Engagement Survey .....	24
HR Continuous Improvement .....	25
> Hiring Temporary Employees .....	25
> WolfTime Enhancements .....	26
> Additional Compensation: Summer Salary Training Compliance .....	27
> i-Sight.....	27
Professional Development and Training .....	28
> Leadership Education and Development .....	28
> Employee Learning Plan Discussion Guide .....	30
HR Metrics and Workforce Analytics .....	31
> HR Analytics Unit .....	31
Responsive, Proactive and Innovative: Our Continued Response to COVID-19 .....	33
Campus HR Partners and Senates/Committees .....	35
University Human Resources FY 2020-21 Strategic Initiatives and Progress .....	40



# 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

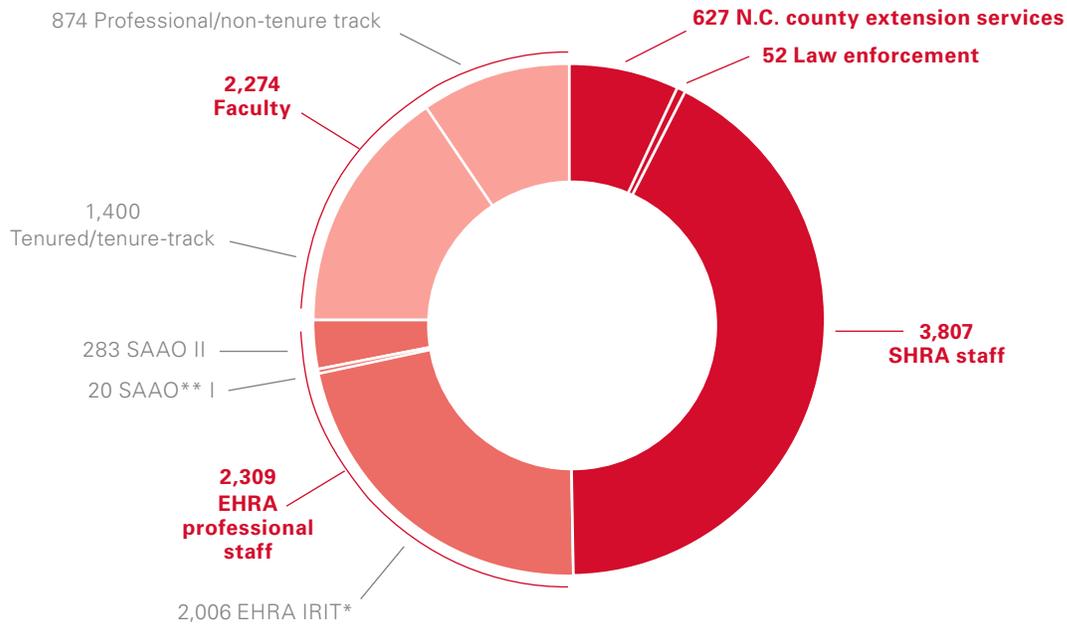
We are committed to developing an HR team that is passionate about HR in higher education and an HR operation that exemplifies service excellence in all that we do. Our CREATIVE core values embody an agile framework that promotes the collaborative and inclusive HR culture we are building at NC State.

- 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 2020-21

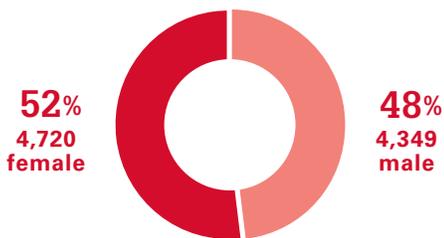
# 9,069

## Total Permanent Faculty and Staff



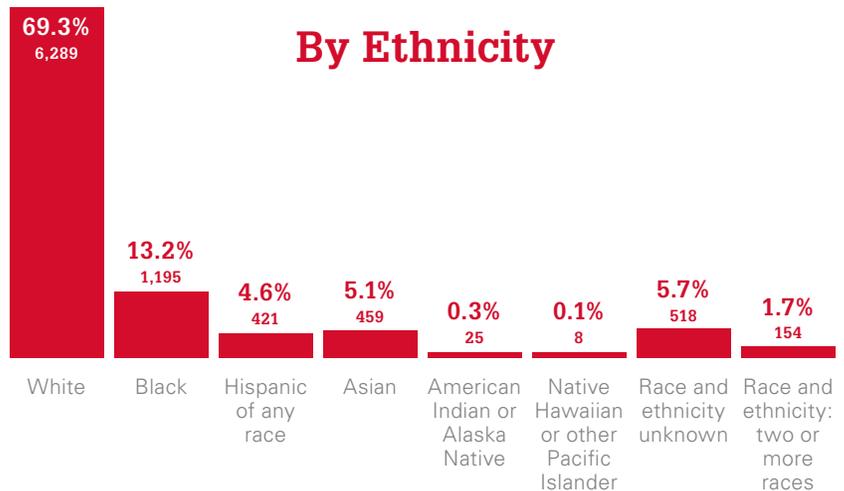
## Faculty and Staff Demographics

### By Gender



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

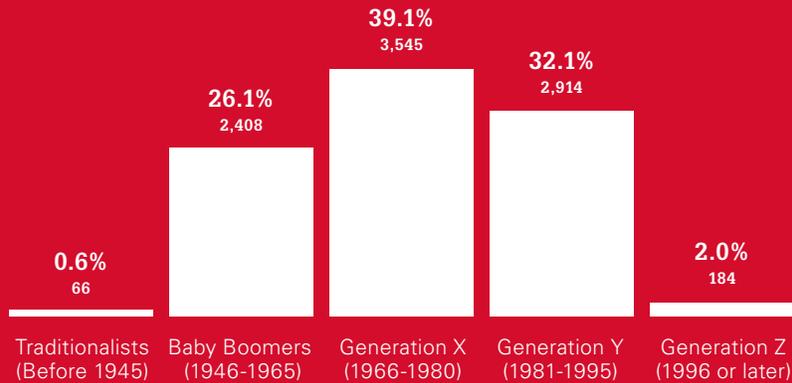
### By Ethnicity



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

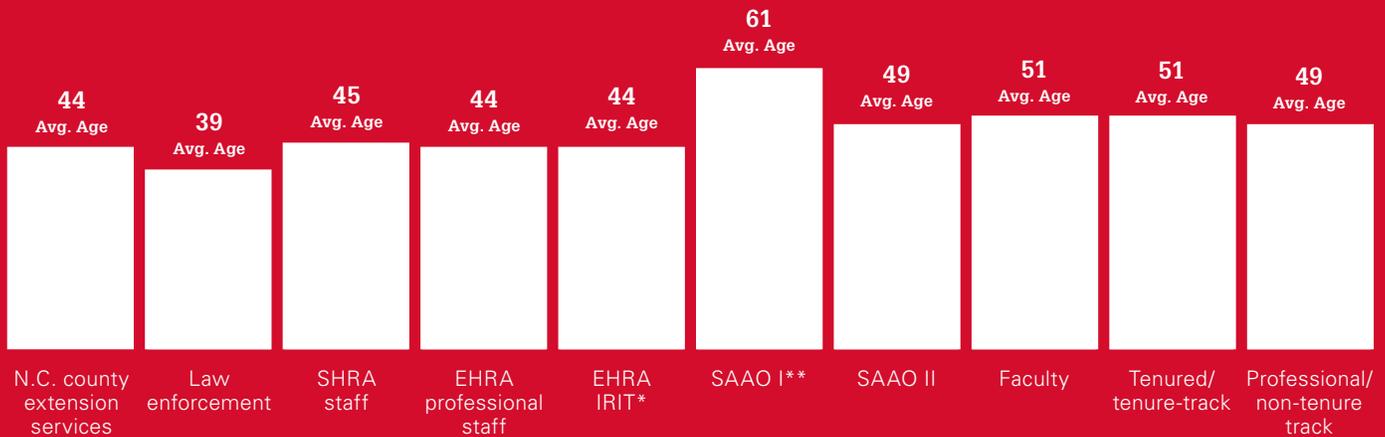
# Generational Breakdown

## Total Employee Population



# 46

## Average Age of Employees



# 10.6

## Average Years of Service

- 11.4 N.C. county extension services**
- 7.3 Law enforcement**
- 10.5 SHRA staff**
- 9.3 EHRA professional staff**
  - 8.8 EHRA IRIT\*
  - 15.4 SAAO\*\* I
  - 12.7 SAAO II
- 13.2 Faculty**
  - 15.0 Tenured/tenure-track
  - 9.9 Professional/non-tenure track

# 98,252

## Total Years of Service

- 7,160 N.C. county extension services**
- 379 Law enforcement**
- 39,876 SHRA staff**
- 21,500 EHRA professional staff**
  - 17,594 EHRA IRIT\*
  - 308 SAAO\*\* I
  - 3,598 SAAO II
- 29,337 Faculty**
  - 20,720 Tenured/tenure-track
  - 8,617 Professional/non-tenure track

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

# Talent Management Life Cycle

## By the Numbers

The Talent Management Life Cycle represents the six stages of an employee's 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.



**84%**

of employees agree that NC State works to provide a safe and secure campus environment

(Employee Engagement Survey, 2020)

**89%**

of employees say they understand how their work relates to the mission of the institution

(Employee Engagement Survey, 2020)

**84%**

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

(Employee Engagement Survey, 2020)

**#4**

Best employer in North Carolina

(Forbes, 2021)

**#5**

Best-performing large cities, Raleigh-Cary

(Milken Institute, 2021)

**#2**

Best place to live, Raleigh

(U.S. News & World Report, 2021)

**Attraction**

**Recruitment**

**1,384**

Total positions posted

**572**

EHRA

**704**

SHRA

**108**

N.C. county extension services

**59,872**

Total applications received

**720**

New hires

**Executive Search Services**

**20**

Executive searches

Types of searches

Deans

Department heads

Assistant and associate vice chancellors

Provosts and others

**93%**

Executive Search Services offer acceptance rate

**University Temporary Services**

**711**

Temporary employees

**8.9%**

Temporary employees who were hired into permanent positions at NC State

**International Employment**

**\$575,000**

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

**100%**

H-1B petition approval rate

38

New employee orientation sessions

850

New employee orientation participants

### Benefits Orientations

581

Online participants

269

In-person participants

25

In-person sessions

### 90-Day Survey Responses

96.8%

responded YES

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

93.0%

responded YES

Did new employee orientation meet your expectations?

91.6%

responded YES

Did benefits orientation meet your expectations?

Onboarding

Development

90

Professional development courses offered by HR

8,513

Course attendance

### Types of Courses Offered

- UHR policy and procedure
- Learning and organizational development
- Leadership education and development
- Events/collaboration labs

### Online Learning

9,817

Hours engaged by university employees

### LinkedIn Learning

6,974

Users

2,442

Courses completed

5,377

Hours engaged in learning

# Retention Rate

## 91%

### Benefits Utilization

Tuition waiver usage at NC State

**757**

NC State employees

**297**

Non-NC State employees

Benefits enrollment

**98%**

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

Tobacco Cessation

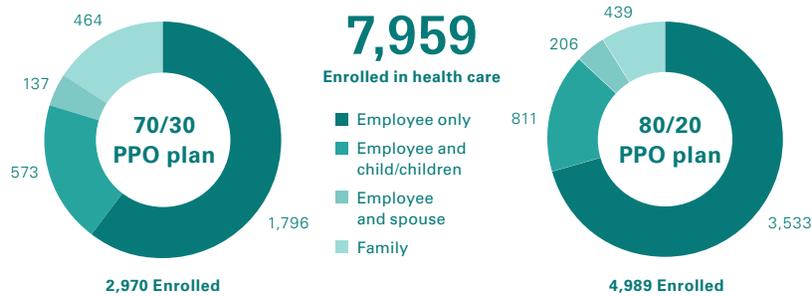
**7,705 or 97%**

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

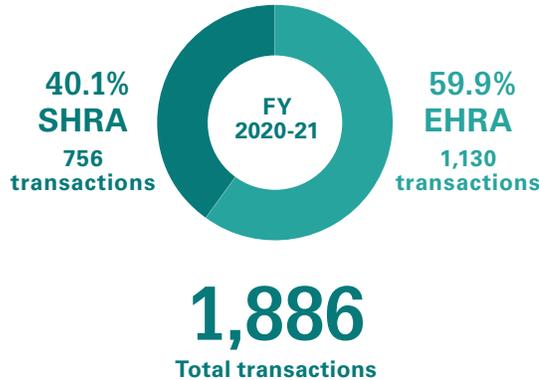
Plan Name	Number of Employees Enrolled	Percentage of Eligible Employees
Dental	6,855	76%
Vision	6,930	76%
Accidental death and dismemberment	3,306	36%
Health care flexible spending account	3,626	40%
Dependent care flexible spending account	376	4%
Critical illness	2,276	25%
Accident plan	3,306	36%
Cancer plan	2,644	29%
NCFlex life insurance	1,030	11%

# Payroll, Classification and Compensation

## \$1.03 Billion

Total annual employee payroll  
(as of June 30, 2021)

### Classification and Compensation Transactions by Employee Classification



Retention

Retention

### Employee Relations

**100%**  
Grievances  
Resolved

**17.8%**  
Faculty and Staff  
Assistance Program  
Usage Rate

### Processed Unemployment Claim Volume

**1,460**  
FY 2019-20

**776**  
FY 2020-21

# 8,712

Enrolled in an NC State-Offered Retirement Plan

**5,326**  
Teachers' and State Employees' Retirement System

**3,333**  
Optional Retirement Program

**60**  
Law Enforcement Officers Retirement System

**61.1%**  
Enrolled in Teachers' and State Employees' Retirement System

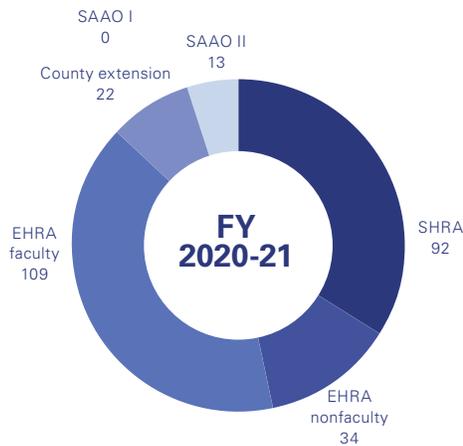
**38.3%**  
Enrolled in Optional Retirement System

**0.6%**  
Enrolled in Law Enforcement Officers Retirement System

**Offboarding**

**Offboarding**

**270**  
Retirees



**Turnover Rate by Employee Group**

FY 2020-21

EHRA IRIT*	9.6%
Faculty	3.5%
County extension services	5.9%
SAAO I**	0.0%
SAAO II	6.3%
Law enforcement officers	12.5%
SHRA	10.0%
<b>Average</b>	<b>7.8%</b>

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

# 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.

### 2020-21 Highlights

**The HR Transformation: A Milestone Is Not an Endpoint**



## 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.

### 2020-21 Highlights

**Employee Recognition Programs**

**Wellness**

**Employee Engagement Survey**



## HR Continuous Improvement

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

### 2020-21 Highlights

**Hiring Temporary Employees**

**WolfTime Enhancements**

**Additional Compensation: Summer Salary Training Compliance**

**i-Sight**



## 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.

### 2020-21 Highlights

**Leadership Education and Development**

**Employee Learning Plan Discussion Guide**



## 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.

### 2020-21 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: A Milestone Is Not an Endpoint

This report marks the end of our initial efforts to revolutionize the HR operation at NC State. The blueprint for that effort was our 2018-20 [strategic plan](#). UHR created five focus areas for the plan and goals for each area by gathering feedback from stakeholders across NC State. With help from those stakeholders and other university partners, UHR achieved many of the goals in its strategic plan. These achievements have put UHR on the right course to continue to evolve and meet the needs of our workforce.

The first year of the plan set the tone for what UHR is trying to accomplish. In our first-ever annual report, UHR shared some of the major accomplishments achieved during fiscal year 2018-19. We made some important organizational changes that year, including the creation of our Continuous Improvement unit and our analytics team.

In fiscal year 2019-20, we continued the transformational journey by building out organizational structures to support campus initiatives, such as creating a new marketing and communications team, and incorporating agile principles and the Office of Finance and Administration's principles of work into our work culture.

In fiscal year 2020-21, UHR made significant progress based on the goals we set in our strategic plan. UHR reached full staffing for the first time in several years. UHR used agile principles to implement functional internal processes and changes reflected in this report.

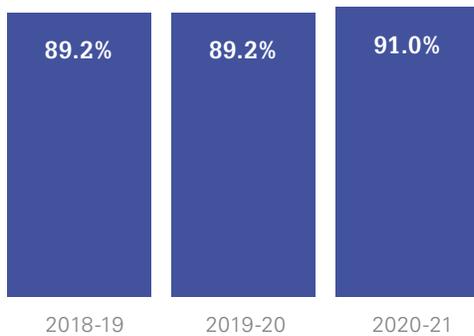


UHR has been aggressive in its efforts to transform the HR operation at NC State. As a result, UHR has implemented continuous improvements that have enhanced the employee experience at NC State. That's a notable accomplishment for a UHR team working amid a global pandemic that significantly affected the operation of this university. The positive impacts our efforts have had across the university are reflected by these metrics:

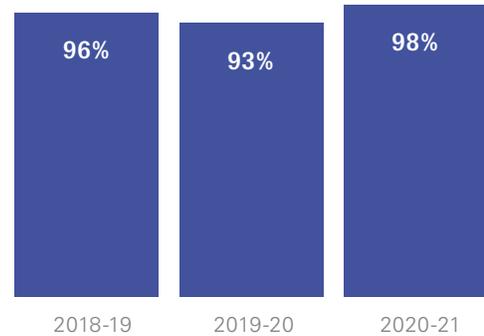
- > For fiscal years 2018-2021, retention rates remained relatively stable.
- > During a time when women in the workplace faced significant challenges due to COVID-19 affecting schools, day cares, and home and health care, the percentage of women among NC State's permanent staff and faculty has remained slightly above 50 percent, recent statistics show.
- > Benefit utilization rates increased from 96% in fiscal year 2018-19 to 98% in fiscal year 2020-21.
- > Attendance in UHR-sponsored training courses increased by more than 50% from fiscal years 2018-19 to 2019-20, and increased again by 60% in fiscal year 2020-21.

UHR will continue to strive to meet the goals of the division and the needs of the university. UHR will also maintain the culture of continuous improvement it has established as it works as a strategic partner with campus to usher in a new phase of workforce culture. UHR has crossed some important milestones in its journey so far, but we have not yet reached our endpoint. The UHR transformational journey continues.

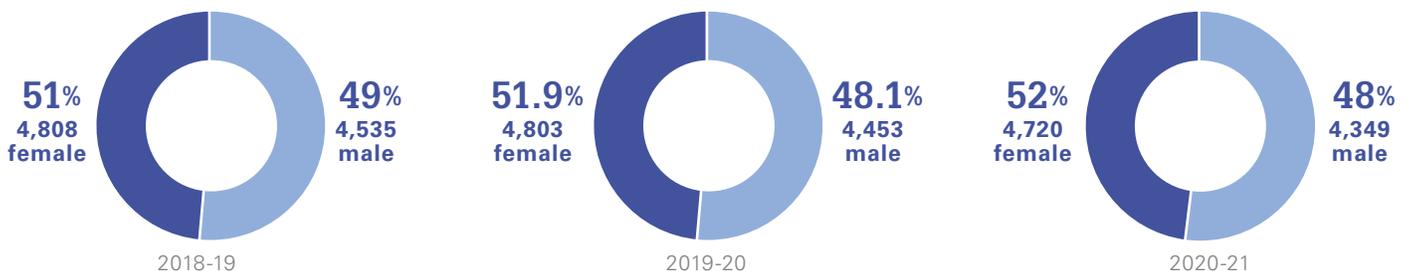
## Retention Rate



## Benefits Utilization



## Permanent Faculty and Staff: By Gender





# 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 Recognition Programs

**Description:** In May 2019, a group of NC State employees began a months-long process to enhance the university’s employee recognition programs. NC State has three signature recognition programs: the Service Awards program, Pride of the Wolfpack and Awards for Excellence. In March 2020, the work group announced the following enhancements:

- › A new name for the overall employee recognition program: Our Extraordinary Pack.
- › Updated webpages for all university employee recognition programs.
- › A new peer-to-peer recognition program: Paws and Say Thanks.
- › A new employee recognition toolbox.
- › An enhanced Pride of the Wolfpack program.
- › New program logos for Pride of the Wolfpack, Awards for Excellence and Service Awards.
- › A new webpage highlighting college and division recognition programs.

**Purpose:** UHR decided to enhance the recognition programs due to specific employee responses to the 2018 University of North Carolina System Employee Engagement Survey. Thirty-nine percent of respondents said NC State’s recognition and rewards programs were meaningful to them, but 29% said they were not. One in five employees said they weren’t recognized regularly for their contributions. In 2020, the survey results were slightly better. Forty percent agreed that NC State’s awards and recognition programs were meaningful to them, but 28% disagreed. UHR hopes the enhancements to the employee recognition programs will help improve those numbers.

**Impact:** Employee recognition programs help retain employees, increase employee engagement and satisfaction and encourage high performance. By enhancing our employee recognition programs, our goal is to make our employees feel appreciated and ensure that more of their unique contributions to the university are acknowledged.

13,495

Extraordinary Pack Website Visits

488

Paws and Say Thanks Submissions

Note: As of June 30, 2021

# Employee Wellness Champions

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

## Wellness Champions By the Numbers

Year	Number of New Champions	Staff	Faculty	Total Number of Champions
2018-19	16	78	2	80
2019-20	36	105	2	107
2020-21	19	123	3	126

## 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 launched NC

State’s campuswide wellness initiative. In 2019, the NC State Wellness Advisory Committee was formed to create, maintain, support and promote a culture of wellness. The committee has published a strategic plan, which is the university’s first blueprint for wellness.

**Impact:** Each year, we offer innovative programs in support of the university’s wellness initiative, including the monthly Wolfpack Wellness Power Lunch Series and the enhanced Employee Wellness Champion program. Employees are showing a consistent interest in our 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.



## Physical, Social and Emotional Wellness Sessions 2020-2021

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 2020-2021 and the number of attendees.

Topic	Attendees
Bouncing Back: 7 Ways To Build Resilience During COVID-19	202
Power Lunch Series: Men's Health: Understanding the Trends and Strategies for Support	48
Power Lunch Series: Hot Tips for a Safe Summer	41
Resilience During COVID-19	26
Power Lunch Series: Healthy Habits and Behaviors To Keep You Well	106
Power Lunch Series: Shaping Peace: A Dialogue on Moving Forward Together	263
Power Lunch Series: Working Safely From Your Home Office	177
Power Lunch Series: Living Local in North Carolina's Capital	119
Power Lunch Series: From Tradition to Transition	219
Power Lunch Series: Find Your Fit With Wellness and Recreation	57
Power Lunch Series: Rest Is Our Liberation	62
Power Lunch Series: Personalize Your Plate	56

Note: The Bouncing Back: 7 Ways to Build Resilience During COVID-19 session was held twice during fiscal year 2020-21. The attendance figure is the total from both sessions.

## 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
2018	17	36
2019	4	40
2020	8	48



## Wellness Days Care Package Giveaways

During the spring 2021 semester, NC State implemented four wellness days in lieu of spring break. The university offered wellness-related events during those days, including care package giveaways. The care packages included wellness-related items, such as stress balls and small pieces of fitness equipment.

Event	Number of Attendees
Wellness Days Care Package Giveaway February 2021	978
Wellness Days Care Package Giveaway March 2021	924
Wellness Days Care Package Giveaway April 2021	434

## Wellness Champion Sessions 2020-2021

UHR and Wellness and Recreation launched monthly Co-Connect Meetings for wellness champions in the spring of 2021. The sessions allow wellness champions to ask questions of the program’s organizers, discuss ideas, get wellness resources and talk to other wellness champions about how to overcome obstacles. In addition, the program hosted general training meetings and sessions to train employees on how to be champions.

<b>6</b> Co-Connect Meetings	<b>4</b> Training Sessions	<b>119</b> People Attended Training Sessions
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## Employee Engagement Survey

**Description:** The Employee Engagement Survey is a five-year systemwide 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 collect data from both faculty and staff and help the university identify areas of strength and areas that need improvement.
- › 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.

- › To assist the UNC System in advocating for enhancements to human resources policies.

**Impact:** The UNC System added a new belief statement to the 2020 survey that reads: “My institution is committed to building a culture that actively promotes diversity and inclusion for students, faculty, and staff.” At NC State, 73% of survey respondents gave positive responses to that statement, 7% gave negative responses and 19% were neutral. To encourage our university community to continue to support diversity, equity and inclusion training efforts, UHR and the Office for Institutional Equity and Diversity partnered in 2020 to make DEI initiatives part of the annual performance review process. SHRA employees and EHRA nonfaculty are encouraged to select at least one DEI initiative to participate in each year and add that initiative to the DEI section that is now part of the performance review form. NC State believes ongoing DEI training is an important part of creating and sustaining a diverse and inclusive community.

## Highlights of 2020 Employee Engagement Survey

<b>84%</b>	of respondents say they are proud to be part of this institution
<b>83%</b>	of respondents say they have a good relationship with their supervisor or department chair
<b>78%</b>	of respondents say their jobs make good use of their skills
<b>74%</b>	of respondents say people at NC State are supportive of their colleagues regardless of their heritage or background
<b>73%</b>	of respondents say they are given the opportunity to develop their job skills



# 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 reengineer 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.

## Hiring Temporary Employees

**Description:** In September 2020, University Temporary Services, a unit within UHR, led an effort to engage our university community in dialogue about the hiring process for temporary employees at NC State. UTS’ goal was to collect best practices and identify opportunities for improvement. A small group within UHR began meeting and discussing how to create a consistent hiring process for temporary employees at NC State. UTS organized a series of small group meetings with HR employees from across NC State to gather their insights on the temporary employment hiring process. UTS later asked some of those employees and others to participate in sprints — time-limited meetings set aside to focus solely on a designated project. Those sprints took place between February and May of 2021.

UTS divided the employees who participated in the sprints into five groups and assigned each group one of the following topics: onboarding, offboarding, job descriptions and postings, managing and maintaining recruitment, and selecting and hiring candidates. The groups developed best practices and resources for each topic. UHR plans to create a website that will specify the process for hiring temps at NC State and best practices to follow.

**Purpose:** UTS plans to provide the university with a standard process for hiring temporary employees — from recruiting and hiring to onboarding and offboarding — that reduces variation and inconsistencies in the process.

**Impact:** With better practices, tools and resources in place, UTS anticipates that the university will improve the candidate experience and broaden the talent pipeline for hiring permanent employees.

## WolfTime Enhancements: Paid Parental Leave

**Description:** In January 2020, NC State implemented a process for employees to request paid parental leave. The initial process for approving requests proved to be cumbersome, so UHR and Enterprise Application Systems in the Office of Information Technology collaborated to make key enhancements to the WolfTime system. The enhancements UHR and EAS made streamlined and improved the employee request process and eliminated the need for the UHR leave administration team and unit leave coordinators to work in two systems to process a request. Now the approval process only requires the use of WolfTime. Another improvement made to the process allows the leave team to send paid parental leave request forms back to employees and ask employees to add omitted documents. This improvement eliminated the need for the leave administration

team to request those documents via email and ask employees to send them via fax. The new process launched in December 2020.

**Purpose:** As a part of the new process, leave coordinators and the UHR leave administration team have access to a queue of approved and pending paid parental leave requests. The new process and the queue make it much easier for the leave administration team to track and approve paid parental leave requests.

**Impact:** UHR hopes the new enhancements will provide a better experience for employees who request paid parental leave and shorten the time for approval. The queue of approved and pending requests will help UHR keep track of how long the approval process takes.

## WolfTime Enhancements: Family Medical Leave and Family Illness Leave

**Description:** In June 2020, UHR began working on streamlining the approval process for family medical leave and family illness leave submissions. UHR implemented an improved process for FML and FIL requests in June 2021. The new enhancements to the process allow:

- › Employees to attach documents to their leave requests.
- › The UHR leave administration team to receive automatic email notifications when employees make FML and FIL requests. Before UHR streamlined the approval process, leave coordinators logged into WolfTime to initiate an alert so UHR leave administration team members would get a message notifying them of pending requests to review.

- › Employees, supervisors and leave coordinators to receive an automatic email notification about the status of FML and FIL requests after the leave administration team determines whether to approve them.

**Purpose:** As with the new paid parental leave process, the FML and FIL approval process includes access to a queue of approved and pending FML and FIL requests for the UHR leave administration team and leave coordinators. The new process and the queue make the approval easier to perform.

**Impact:** UHR hopes the new process will make the approval process for FML and FIL requests shorter. The queue of approved and pending requests will help UHR keep track of the service time metrics for the approval process.

## Additional Compensation: Summer Salary Training Compliance

**Description:** In June 2021, Human Resources Information Management and Analytics completed work to integrate REPORTER with the additional compensation system. REPORTER is a database of classes and training sessions, and the additional compensation system is where information about payments to faculty for work outside their job description is stored. As part of the work to integrate the systems, HRIMA, Enterprise Application Services in the Office of Information Technology and the REPORTER team created a feed that automatically notifies the additional compensation system if faculty, staff or administrators complete a mandatory training course.

**Purpose:** Every year, the Office of Contracts and Grants requires nine-month faculty who will receive summer salary payments and administrators who enter and process summer salary payments in the additional compensation system to take the “Summer Salary Training” course. Participants take the online class via REPORTER. Before the creation

of the feed, HRIMA manually gathered information on whether faculty members had completed the course before endorsing payments that were entered into the additional compensation system for them. It was difficult to keep track of whether faculty, staff or administrators had completed the training. The feed resolved that issue. HRIMA made the feed operational in November 2021.

**Impact:** Faculty, staff, and administrators who need to take the “Summer Salary Training” course will receive email reminders via REPORTER to complete the training. If they don’t complete the course by a certain point, they will get daily reminders to do it, and their supervisors will be notified. Employees who don’t finish their training by a set deadline will lose their ability to enter and process summer salary payments. When they complete the training, their privileges within the system will automatically be restored. Faculty who don’t finish the course by the deadline won’t get paid until they do it. HRIMA hopes the reminders will help encourage faculty and administrators to comply with the training mandate.

## i-Sight

**Description:** Employee Relations, a department within UHR, provides consultative services on a wide range of issues related to individual employment, organizational effectiveness and work environment. ER is responsible for the oversight of the university’s performance management system, the SHRA grievance and disciplinary process and EHRA administrative processes. It also provides consultation and guidance to employees, managers and senior leaders on employee-related issues.

ER maintains records, including confidential documents and case files on employee concerns, for the processes it oversees. For years, ER used a paper-based record-keeping system, but that system eventually became inadequate. ER purchased i-Sight, an electronic case management system, in the fall of 2020 and began using it as its primary record-keeping system in June 2021.

**Purpose:** ER purchased i-Sight to enable the unit to do its job more efficiently and effectively. This case management system will allow the team to readily retrieve and review case notes and documents, report on aggregate data based on trends and volume in caseloads, and more effectively share case information.

**Impact:** Since ER didn’t have a central database for cases, its files were stored in a records room and had to be retrieved manually. That made it difficult for ER to identify trends in its cases. With i-Sight, the ER team will be able to easily identify trends and determine whether the university needs additional support and education in certain areas. Analysis of the trends may lead to new initiatives to improve NC State’s workplace culture. This system will also help team members more effectively support each other and provide more continuity in case management.



# 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.

## Leadership Education and Development

**Description:** Leadership Education and Development, a learning program from Learning and Organizational Development that was launched in January 2021, fosters employee leadership skills at NC State. The program uses diverse educational methods to equip participants with the tools and skills to successfully address tomorrow’s leadership challenges. Employees can earn multiple self-paced learning certificates and participate in interactive Learning Events and leadership development courses.

**Purpose:** L&OD’s goal is to provide NC State faculty and staff with the highest quality of professional development opportunities. LEAD offers 29 courses that are designed and taught by L&OD consultants. LEAD also offers access to more than 16,000 online courses offered by LinkedIn Learning. By engaging in these professional development courses, employees can develop the knowledge and skills they’ll need to reach their professional goals and support the strategic initiatives of the university as well as those of their offices, units and departments. LEAD’s self-paced learning certificates give employees the freedom to participate in activities that match their professional development goals and align with their schedules.

**Impact:** In addition to launching LEAD, L&OD made some major changes to its operations due to the COVID-19 pandemic. In the spring of 2020, L&OD switched from offering its courses in person to offering them virtually. Starting in January 2021, L&OD started waiving the fees for the majority of its courses. As a result of those two measures and the launch of LEAD, attendance for L&OD’s classes increased by 49 percent between fiscal years 2019-20 and 2020-21.

L&OD switched to virtual classes to comply with COVID-19 guidelines related to indoor gatherings. Employees welcomed this change because it meant they could take L&OD courses on their computers in environments where they felt safe. The change also made L&OD's classes more accessible to employees, especially for those who don't work in the Raleigh area and can't always travel to the Triangle for training. That was the case for many NC State Extension employees, who are scattered across the state. Many of them have taken advantage of L&OD's virtual courses. L&OD has decided to make virtual courses a permanent part of its course delivery method. L&OD plans to resume offering in-person classes in 2022.

Because of the financial hardships that COVID-19 caused, L&OD made most of its courses available for free. L&OD didn't want the cost of its courses to prevent employees from signing up for them and cause them to fall behind in their professional development. L&OD offered classes for free through the end of 2021.

## Attendance for L&OD Classes

FY 2019-20

Number of attendees

**2,779**

FY 2020-21

Number of attendees

**4,167**

Percentage change

**+49%**



## Employee Learning Plan Discussion Guide

**Description:** The Employee Learning Plan Discussion Guide is an optional resource managers and employees can use as part of the performance planning process at NC State. UHR made the guide available for managers and employees to use during the 2021 performance management cycle. To incorporate the guide into the performance-planning process, employees should answer the five professional developmental questions that the guide presents. When managers meet with their employees to discuss performance plans, they should talk about their employees' answers to the questions. Supervisors should review those answers before the meeting. During the meeting, managers are encouraged to ask their employees five additional questions that the guide suggests.

**Purpose:** UHR created the guide to help facilitate performance-planning discussions between employees and their managers that focus on employees' professional goals, motivations, talents, strengths and development. Managers should use the guide and conversations with their employees to inform part 4 of the SHRA performance appraisal document, Professional Development Plans.

**Impact:** In 2020, 50 managers and 59 employees in the College of Sciences, Procurement and Business Services, UHR and the University Controller's Office used the guide as part of a pilot project. Of those 50 managers, 25 participated in a survey and shared their thoughts about the guide's effectiveness and whether they thought it needed changes. The majority of managers who participated in the survey found the guide to be a useful tool. One of them wrote: "It helped me engage in quality conversations with my direct reports."

## Highlights of Learning Plan Survey Results

The numbers below represent the percentage of respondents who agreed with the statement that follows.

<b>87%</b>	I feel the Learning Plan Discussion Guide effectively created a professional development dialogue with my direct report.
<b>67%</b>	I would use this tool in every annual performance-planning meeting.

# 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 HRIMA gathers and maintains workforce data and field requests for data and other information, including requests from campus partners. Much of the data the team collects is 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.

Here are two of the projects the unit has worked on:

### Dashboard for PeopleAdmin Cycle Time and Volume Metrics

In March 2020, HRIMA implemented a dashboard that allows leaders in UHR to see how long it takes for units to complete HR actions. One of the main reasons for creating and using the dashboard was to monitor whether any measures that resulted from the COVID-19 pandemic, such as employees working from home and the exception process for HR actions, were affecting the completion of HR actions. The dashboard is valuable because it provides data that can help UHR decide whether process improvements are needed. Dashboard users can see an aggregate volume of actions over time and can drill down into the data by employee class as well as by months, days, weeks and hours.

## PeopleSoft Query Training

HRIMA used to offer in-person training sessions to teach employees how to run queries in PeopleSoft, but now the unit has switched to offering these trainings by video. For years, HRIMA offered employees a 3 1/2-hour training session to learn how to run queries. Attendance for the sessions dwindled over the years, and the same participants often attended the sessions. HRIMA has created four videos that are a total of 45 minutes long. HRIMA completed the videos in June 2021 and posted them to the HRIM website during the latter part of the year.



# Responsive, Proactive and Innovative: Our Continued Response to COVID-19

Throughout the COVID-19 pandemic, UHR has endeavored to be mindful of our employees' needs and to provide resources to support them. Our goal has been to be responsive, proactive and innovative when it comes to helping our employees through the difficulties COVID-19 has caused them. Below is a list of some of the initiatives UHR launched in fiscal year 2020-21 to help meet the critical needs of NC State staff and faculty.

## Furlough Call Center, Website and Information Sessions

In July 2020, which marked the start of the fiscal year covered in this report, the COVID-19 pandemic was still significantly affecting our work. Most of the university's workforce — about 6,800 employees — was still working primarily remotely. That summer, students took online classes rather than in-person ones, and university programs didn't invite youth to campus for camps. Students began the fall semester taking in-person classes, but clusters of COVID-19 cases caused NC State to switch to mostly virtual instruction. All of those factors caused receipt-based programs to experience a significant reduction in revenue, and as a result, NC State implemented employee furloughs and salary reductions in September 2020.

To support the employees impacted by furloughs, UHR launched a furlough call center and website, and hosted information sessions. A support team comprising representatives of the Budget Office, UHR, University Payroll and the Office of General Counsel guided units through NC State's furlough plan. Based on good financial stewardship and challenging business decisions, NC State discontinued employee furloughs and salary reductions by June 30, 2021.

## COVID-19 Voluntary Shared Leave Bank

NC State established a COVID-19 Voluntary

Shared Leave Bank for employees who deplete their leave balances and need to take time off for specific reasons related to COVID-19. Employees contributed more than 16,000 hours to this worthy cause to support the Wolfpack community.

## Videos on Returning to On-Site Work

In anticipation of some employees returning to on-site work in the fall of 2020, UHR prepared a series of videos to help our community transition back to the campus workplace. Those videos covered topics including COVID-19 safety measures on campus and new work environment protocols, such as not shaking hands. By June 30, 2021, users had viewed the videos more than 13,000 times, averaging 2,317 views per video module.

## I-9 Drive-Through Processing

Due to COVID-19 in the spring of 2020, the Department of Homeland Security temporarily allowed employers to use virtual technology when processing I-9 forms. NC State had to resume in-person processing of I-9 forms when the 2020-21 school year began. But many people were still cautious about face-to-face interactions, especially indoors. To meet the needs of employees and comply with federal requirements, International Employment turned the west deck parking lot into a temporary drive-through inspection facility in August 2020. Employees arrived at the parking deck



at scheduled times over three days, and temporary and permanent employees inspected their I-9 documents as they sat safely in their vehicles. During the three-day drive-through, temporary and permanent employees inspected more than 1,000 documents for more than 1,000 employees. The office successfully implemented this innovative idea as many employers across the country were struggling to manage I-9 compliance. Other universities contacted International Employment and asked to learn more about this initiative after hearing about its success.

## Employee Emergency Loan Program

In March 2021, UHR announced the initiation of the Emergency Loan Program. The program allows eligible employees to apply for a short-term emergency loan and pay the loan back to the university via payroll deduction. The loan program came to fruition after Staff Senate members began to discuss how to assist employees who could not work from home because they were caring for loved ones due to the closure of a child care or elder care facility for reasons related to COVID-19. After the staff senators' initial discussions, they solicited input from members of the Faculty Senate. That collaboration led to a proposal for an emergency employee relief program.

## A Resounding Success

### Pandemic and Communicable Disease Guidelines and Resources Website

One of UHR's most successful COVID-19 initiatives was its pandemic website. From the time of its launch in the spring of 2020 to when it was sunset in the summer of 2021, the site garnered more than 80,000 pageviews. UHR has replaced the site with a new one called The Pack Is Back.

**Pageviews**  
**FY 2019-20**

**40,477**

**Pageviews**  
**FY 2020-21**

**40,399**

Note: The pandemic website was launched during the last three months of the 2019-20 fiscal year.

# 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.

## Campus Enterprises

Campus Enterprises employs a broad workforce of student and professional staff. In a typical year under non-pandemic conditions, the division hires and onboards close to 1,000 new employees. In fiscal year 2020-21, the division hired fewer employees because of the COVID-19 pandemic. The HR team in Campus Enterprises took advantage of the situation and developed its most robust onboarding program ever. We partnered with the university's Onboarding Center to create a new orientation program for SHRA and EHRA employees in Campus Enterprises. Our program will be a complement to the university's onboarding program and operate on a similar time frame. The Campus Enterprises orientation includes:

- › An initial online orientation that employees will complete upon hire.
- › A series of workshops about division culture and policies that employees will complete during their first few months on the job.
- › An entrance interview process for the HR team and managers to learn more about employees' goals, expectations and needs.

By adding this new process to our existing orientations for student and temporary workers, we are confident we can rebuild and reinvigorate our workplace culture during the 2021-22 school year.



## College of Agriculture and Life Sciences

As part of the College of Agriculture and Life Sciences' response to the 2020 Employee Engagement Survey, CALS HR started providing resources and just-in-time best practices and tips to its managers. In January 2021, CALS HR launched a weekly blog targeted at managers called *Monday Morning Manager*. CALS sends the blog to anyone in a managerial position in the college and college HR partners. We know from research that employee engagement is the No. 1 driver to keeping our highest-performing employees. Our managers play a pivotal role in fostering this engagement. The focus of the blog is timely strategies and tips that help managers keep their employees engaged. Each edition of the blog includes:

- › Real-time advice on workplace topics such as communicating with employees, coaching conversations, well-being, psychological safety, team development, professional development, work/life integration, avoiding burnout, mental health, diversity, equity and inclusion and avoiding bias.
- › Advice on how to implement NC State or University of North Carolina System guidelines.

- › Research and best practices from the College and University Professional Association for Human Resources, the Society for Human Resource Management, Gallup, *Harvard Business Review* or other sources.
- › NC State and college policies and resources.

CALS partners with other units for blog content, including Employee Relations in UHR and the CALS Office of Diversity and Inclusion. *Monday Morning Manager* is sent to more than 300 CALS managers and HR partners each week.

CALS moved its orientation program online due to COVID-19. The college launched its online orientation series, Welcome Wednesday, in the fall of 2020. New employees were invited to weekly one-hour orientation sessions covering a variety of topics to help them understand the college and how their roles are crucial to our collective success. CALS interspersed the sessions with online lunch gatherings with our dean and other CALS leaders.



## College of Sciences

The College of Sciences has embarked upon a multiyear journey of strategic change. That change has included thoughtful strategic planning, improving diversity, equity and inclusion efforts, and enhanced recruitment and search processes. The college is partnering with Tidal Equality, a consulting firm that focuses on DEI, in crafting its strategic plan. During fiscal year 2020-21, the process included virtual listening and learning sessions with faculty, staff and students and individual sessions focused on vision, strategic priorities and behavioral aspirations. The college hopes to finish the process and launch the plan during fiscal year 2021-22.

The college also made significant strides in 2020-21 toward creating a welcoming environment for all by combining strong existing DEI programs with bold new efforts. This work included the creation of a new Committee on Diversity, Equity and Inclusion, which will receive ongoing funding from the Dean's Office, and similar DEI committees in each of the college's six academic departments. The college also added a prominent DEI section to its website.

Being intentional, educated and accountable in the recruitment and search process is vital to increasing diversity among our faculty and staff. That's why the COS HR office has taken steps to review every part of the recruitment process to make corrections and improvements, a process known in the college as the "enhanced search process." Key tools and resources that the college has implemented include the Google Search File. That file includes recommendations for diversifying search committees, the roles and responsibilities of a search committee and how to develop an advertising and outreach strategy. The college also has created additional resources: Sciences Virtual Interviewing Best Practices, Sciences Departmental Voting Faculty Matrix and Sciences Diversity Recruitment Resources. The college plans to develop more tools and resources throughout its strategic process.

## Division of Academic and Student Affairs

Division of Academic and Student Affairs Human Resources partnered with DASA Assessment to complete a quality review of its EHRA and SHRA performance management process. The team developed a rubric and randomly chose completed performance appraisals from the 2019-20 appraisal cycle to evaluate supervisors' performance evaluation practices. The team evaluated trends and used its findings to develop three training sessions for supervisors in DASA. The sessions took place before the 2020-21 appraisal cycle. Laura deFreitas, senior human resources partner, led this initiative, which the entire team supported. Beth Buck, assistant vice chancellor for DASA Human Resources, developed the training session materials, and scheduled and planned the sessions. This project aligned with goal four — organizational

excellence — in NC State's 2018-20 strategic implementation plan.

The DASA HR team makes an effort to serve the NC State community. Here are some of the ways our team served the community:

- › deFreitas served as a board member for the North Carolina College and University Professional Association for Human Resources.
- › deFreitas and Buck volunteered when students moved into university housing in the fall of 2020.
- › Several members of the DASA HR team volunteered to help with COVID-19 testing on our campus.

## Facilities Division

The Facilities Division apprenticeship program is an opportunity for our employees to advance their careers and skills. Our employees can take classes in one of four focus areas: electrical, HVAC, mechanical or carpentry. The apprenticeship participants take a series of courses over a four-year period at Wake Tech Community College while getting on-the-job training at NC State. This opportunity, which NC State funds, is an investment in our employees that boosts opportunities for professional growth. The apprenticeship program aids in developing the talent our division needs and provides mentorship for participants, which helps to reduce employee turnover. Our apprentices develop specialized skills in the classroom and learn hands-on skills from experienced university employees. The program has 17 eager new applicants and 12 current participants, with one set to complete his final semester in the spring. Our investment in our employees now will help build our future workforce.

## Wilson College of Textiles

The HR team in the Wilson College of Textiles collaborated with several other key units within the college to use technology to improve our onboarding and offboarding experience. Before the pandemic, the college utilized its own Lean Six Sigma team to design an effective and efficient onboarding process. Since then, the college has added automation to the process through the use of Trello, a project management tool. Trello allows the college to issue assignments and create alerts for all parties involved in the onboarding process for our new college community members. This process starts the moment the college initiates an offer and continues all the way through the stage of making sure employees complete their safety training. The college uses the same application for its offboarding process to ensure it revokes former employees' access and collects university equipment. Our next phase will include more safety metrics and an orientation program, the Wilson Welcome, to ensure everyone understands their role in our community's success.



# University Human Resources FY 2020-21 Strategic Initiatives and Progress



## People and Culture

### Classification and Compensation

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

### Employee Engagement

- In progress Commence implementation of the 2020 UNC System Employee Engagement Survey Action Plan (Employee Engagement Survey Advisory Group).\*

● In progress ● Completed

\*This initiative was delayed or completed after June 30, 2021, due to COVID-19-related priorities.



## HR Continuous Improvement

### HR Continuous Improvement

- Develop universitywide best practices and resources for hiring temporary employees at NC State.

### Technological/System Enhancements

- Develop the implementation plan and launch the new HR Concierge Service Center (contingent upon funding).\*



## HR Strategy and Operations Administration

### 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.

● In progress ● Completed

\*This initiative was delayed or completed after June 30, 2021, 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).
- 🕒 Reevaluate 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.



## Professional Development and Training

### Performance Management

- 🕒 Implement an online SHRA and EHRA performance management tool and user training courses and materials.

### Professional Development and Employee Training

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

The following initiatives were originally listed as objectives in the 2018-20 UHR Strategic Plan but due to the pandemic, they were eliminated or reprioritized to be completed at a later date.

- > Assess and enhance the university's dual-career program and services.
- > Evaluate post-tax benefit offerings for NC State employees, and make recommendations for enhancements.
- > Automate faculty and staff offboarding processes.

🕒 In progress ● Completed

\*This initiative was delayed or completed after June 30, 2021, due to COVID-19-related priorities.



## Learn About the HR Strategic Plan

University Human Resources' 2018-21 strategic plan is on the UHR website. Please visit the website ([hr.ncsu.edu](http://hr.ncsu.edu)) to review that plan and see our previous annual reports.

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