



Human Resources:
A Strategic Vision for Creating
a High Performance Workforce

Vision

Human Resources will be recognized as a leader managing diverse talents and high performance in a dynamic educational environment.

Mission Statement

Human Resources initiates and fosters collaborative partnerships that enrich the work and learning environment for our faculty, staff, and students and seeks solutions in support of strategic initiatives through leadership, engagement, and innovation. In addition, the roles of Human Resources are: to manage the philosophies, policies, processes, and procedures relative to the hiring, training, maintaining, and appropriately compensating effective talent of administrators, faculty, staff and student employees at the University that works to accomplish the institutional mission. Human Resources creates value by maximizing individual abilities to achieve higher levels of performance and enhances organizational capabilities by standardizing and streamlining essential processes and communication.

Strategic Objectives

Strategic Objective #1:

Create value by maximizing individual abilities to achieve higher levels of performance (Links to Strategic Direction #'s 1, 4, 5, and 6)

Strategic Initiatives:

- Implement performance-management changes to drive organizational results and to better recognize high performance among employees
- Provide market-competitive compensation and benefit programs to attract, retain, and promote the right talent and to reward high performance
- Implement systems for employee development, leadership development, and succession planning
- Continue culture change efforts to move organization to university status
- Sponsor targeted initiatives to improve employee engagement
- Implement workforce planning and build a talent pipeline
- Implement strategies for enhancing workplace diversity
- Expand opportunities to enhance leadership capabilities

How will we accomplish these strategic initiatives through operational goals?

- Design and implement a total rewards program that enhances the ability to attract, retain, and promote a high performing workforce, and improve workplace/organizational performance
- Re-design Human Resources Academy to optimize leadership training
- Design incentive/spot awards program that support a total rewards management program
- Provide a comprehensive salary benchmarking program every two years to validate the institution's market competitiveness
- Implement departmental personnel coordinator training that ensures accountability and communication campus-wide
- Implement part-time employee training to ensure this employee population is aligned with the institution's overall strategic direction
- Implement background checks to ensure safety and security employees and students
- Design and implement an employee referral program that ensures the institution meets future hiring needs
- Expand institution's core values and competencies within the performance management system
- Develop proactive advertising/recruiting plan that ensures the talent necessary to carry out the institution's overall vision and mission
- Develop best practices that encourage diversity and inclusion across the campus
- Implement succession planning model for the institution that supports competitive promotions/advancements among employees
- Implement online harassment prevention training that ensures compliance and fosters a hostile-free workplace

- Perform employee engagement surveys to determine employee engagement across the campus; design programs that increase greater engagement when necessary
- Expand training/organizational development opportunities among employees
- Conduct timely searches and improve the hiring cycle time
- Plan and execute AA recruiting
- Ensure compliance with government regulations
- Design new comprehensive employee orientation program that acclimates employees to the organization quicker
- Implement equity plan to alleviate internal equity issues
- Promote health and wellness through health plan design and organizational initiatives
- Explore alternative health, wellness, and retirement options that enhance our ability to attract and retain a talented workforce
- Develop a human resources master plan for training
- Provide employees financial resources training to further their knowledge regarding retirement planning

Strategic Objective #2:

Enhance organizational capabilities by standardizing and streamlining essential processes and communication (Links to Strategic Direction #'s 1, 4, and 6)

Strategic Initiatives:

- Incorporate innovative use of resources to enhance internal and external processes
- Refine policies to enhance overall organizational effectiveness/efficiencies
- Follow through on process improvements and continuous improvement efforts
- Update (continually) content, look, and navigation of HR website
- Create an environment that is conducive to hassle-free service
- Create consistent and reliable communication methods and materials

How will we accomplish these strategic initiatives through operational goals?

- Design a new hire process that standardizes and streamlines the hiring process and onboarding process
- Revise employment policies/practices to a more streamline and efficient processes
- Edit PeopleAdmin software for user experience and devise solutions to create a more user friendly just-in time process
- Improve HRIS systems to maximize overall effectiveness and efficiency
- Make Human Resources information more readily available electronically to ensure information in a just-in-time manner
- Design job description warehouse and web viewable application/submission process

- Explore alternative leave solutions with the intent to implement an improved leave and time entry system
- Review and revise, where necessary, employment policies and practices to be more streamlined, efficient, and legally compliant
- Convert part-time file room employee to full-time status to ensure efficiency and effectiveness of file retention methods
- Automate personnel action form (PAF), thus ensuring the efficiency and timeliness of payroll processing
- Comply with government regulations to allow employees/students to select multiple race categories for the purpose of racial/ethnicity identification
- Develop process maps that support continuous improvement throughout Human Resources
- Develop and implement online benefits open enrollment program
- Implement online performance management tool to increase overall effectiveness and accountability for measuring employee performance
- Implement pertinent Human Resources banner training program to ensure accuracy of data throughout the institution
- Develop compensation policies and procedures that enhance the institution's ability to attract, retain, and promote talent
- Create and implement an HR brand recognition for the institution
- Image all employee files and human resource documents for ease of use/retrieval
- Use key performance indicators (KPI) to measure HR's overall efficiency and effectiveness to the institution; benchmark against best-in-class companies
- Link compensation with performance evaluations to drive higher levels of performance among employees
- Maintain and enhance benefits web page to educate employees on the "great benefits" the institution offers
- Devise multiple communication techniques to inform employees concerning benefit changes and benefits offerings

Strategic Objective #3:

Develop and maintain collaborative partnerships that further organizational strategic directions (Links to Strategic Direction #'s 1, 4, and 6)

Strategic Initiatives:

- Use cross-functional teams to enhance organization decision making
- Form internal relationships that foster working together across boundaries
- Form external relationships that benefit organizational needs
- Encourage organizational alignment and accountability
- Sponsor strategic initiatives that promote a consistent, positive image, and awareness of the institution
- Maintain an ethical environment that promotes trust and confidentiality

Strategic Objectives

How will we accomplish these strategic initiatives through operational goals?

- Co-partner community job fair with other departments in the institution, thus creating community job awareness within the institution and developing partnerships with outside companies to use the institution's services
- Form and use cross-functional community members to recommend improvements to the hiring process
- Maintain proper security regarding employee files and documents
- Create recruiting partnership for staff, faculty and executive openings
- Continue using the institution's Job Slotting Committee which will ensure greater alignment and cooperation among departments in regards to the proper grade reclassification and establishment of new positions within the organization
- Develop and maintain effective relationships with benefit and retirement vendors, as well as government agencies
- Effectively manage compliance issues relating to benefits/retirement
- Use expertise of consultants, vendors, faculty, staff, etc., to further organizational improvements
- Develop and revamp policies that support the institution's strategic directions
- Work with the benefits committee and the self-funding oversight committee to identify and provide means to accomplish healthcare and retirement initiatives; review benefit plans for market competitiveness
- Participate in relevant market salary surveys to benchmark our compensation competitiveness (IPDS, CUPA, HEITS, SSE6, etc.)
- Participate in state compensation advisory group that coordinates higher education salary efforts
- Effectively staff HR to ensure efficient and strategic delivery of services to our customers
- Create effective communication methods that enhance leaders ability to manage performance

