Creating a Strategic Human Resources Vision in Support of the University’s Strategic Priorities

First 45 Days—
Observations of the HR Organization
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What is the Role of Human Resources?

**HR as a Catalyst**— Our focused attention on people and people issues create organizational success

**HR as Cultural Architect**— Employees embody the culture as defined by our hiring, policies, practices, and leadership

**HR as Relationship Builder**— We build and nurture relationships and partnerships

**HR as the Heart of the Organization**— We embody courage, compassion, and commitment
Purpose of the Assessment

• The purpose of this assessment was to allow the CHRO:

  – *To get to know*: the University as an organization, the corporate culture, business unit core competencies, individual key stakeholders, customers, and members of the HR Team

  – *To assess*: the state of University Human Resources by obtaining feedback from constituents, building credibility and trust within the campus community, and implementing quick wins

  – *To implement*: an initial transformational plan, to include setting an agenda, creating an HR governance and structure, identifying high-level priorities, and gaining buy-in of the initial plan
Methodology—Data Collection

Interviews were held with the following senior administrators and key stakeholders:

- Charles Maimone, Vice Chancellor, Business Affairs
- Dana L. Dunn, Ph.D., Provost and Executive Vice Chancellor
- Jerry D. Blakemore, J.D., General Counsel
- Nikki Baker, B.A., Director of Federal and External Affairs
- Cheryl (Cherry) M. Callahan, Ph.D., Vice Chancellor for Student Affairs
- Donna R. Heath, M.S., Acting Vice Chancellor for Information Technology Services (and leadership team)
- Julia Jackson-Newsom, Ph.D., Associate Vice Chancellor for Strategy and Policy
- Kim S. Record, M.S., Director of Intercollegiate Athletics
- Jeff S. Shafer, M.S., Associate Vice Chancellor and Chief Communications Officer
- Terri L. Shelton, Ph.D, Vice Chancellor for Research and Economic Development
- Bryan Terry, Ph.D., Vice Chancellor for Enrollment Management
Methodology—Data Collection

Interviews were held with the following senior administrators and key stakeholders:

• J. Alan Boyette, Ph.D., Senior Vice Provost
• Waiyi Tse, Chief of Staff
• Kristen Bonatz, J.D., Associate General Counsel
• Todd E. Davis, J.D., Associate General Counsel
• Steve Rhew, Associate Vice Chancellor for Finance
• Scott Milman, Executive Director of Campus Enterprises
• Randy Bennett, Assistant Controller
• Pat Davis, Payroll Systems Manager
• Robert Walker, Staff Senate Co-Chair
• John Gale, Staff Senate Co-Chair
• Staton Noel, Staff Senate Co-Chair Elect
• Joshua Green, Staff Senate Co-Chair Elect
• Laurie Wideman, Faculty and IRB Chair
• Michael Harris, University Communications
Methodology—Data Collection

Interviews were held with the following Department of Human Resources staff:

- Carol Benjamin, HR Receptionist
- Betty Betts, Executive Assistant to the AVC
- Sarah Dreier-Kasik, Professional Development Coordinator
- Gwen Evans, HR Business Partner
- Sean Farrell, Information Technology Analyst
- Emily Foust, Benefits Manager
- Stephen Hale, Benefits Specialist
- Brenda Hedrick, Pre-Employment Coordinator
- Glendneil Blackmon, Employee Services Manager
Methodology—Data Collection

Interviews were held with the following Department of Human Resources staff:

- Aljosa Stojanovic, Technology Support Technician
- Natalie Jacobs, Recruitment and Selection Coordinator
- Donna Kanenberg, Benefits Specialist
- Angela L. Mahoney, PHR HR Business Partner
- Cati Munoz, Employee Services Specialist
- Benita T. Peace, Deputy Director of HR, Affirmative Action, and ADA Officer
- Jennifer Permar, Employee Services Specialist
- Marcia Rey, Employee Services Specialist
- Rhonda Rogers, Employee Services Specialist
- Kathy Watford, SHRA Temp Staffing Specialist
Observations

- Talent management is driven from the center but should be embedded in the line for maximum impact.
- Fragmented solutions and COEs that produce conflicted policies.
- Insular – no time to learn new things and reach out to the outside world.
- Not enough people for the work.
- Ivory tower COEs.
- Resources locked up in business units; no longer relevant to a globally integrated organization.
- Does’t address the extended workforce.
- Duplication of work.
- Not data driven.
- Irrelevant, one-size-fits-all practices.
- Do we need HR at all?
- Inflexible.
- Business partners lack strong business understanding and necessary skills.
- Business partner roles have been “hollowed out” by COEs.
- Not innovative.
- Global standards, but not locally relevant.
- Duplication of work.
## SWOT Analysis

### STRENGTHS
- Collaborative relationships exist between campus and HR staff
- Strong talent exists in the HR space
- HR Business Partner model is supported by campus
- HR staff have institutional knowledge
- HR staff works collaboratively and as a team
- Strong subject matter experts exist in the transaction and individual contributor areas

### WEAKNESSES
- Transactions are owned by HR Business Partners, which limits capacity for strategic management
- Compliance issues often lack decisive action
- Campus does its own recruiting and sourcing due to a lack of HR Talent Acquisition (TA)
- Many functions are manual and paper-based
- Gaps exist in the manager and deputy levels
- Gaps exist in the Compliance, TA, Professional Development, and Classification areas

### OPPORTUNITIES
- Campus views new office location as conducive to privacy and confidentiality
- Value proposition lies in HR strategy, organizational effectiveness, and talent management
- Upgrades to JobSearch module will allow HR to focus on true talent acquisition vs. processing staffing requests
- Banner XE will enable more virtual and paperless processes, which frees up capacity for HR strategic management

### THREATS
- Campus Units are implementing their own HR strategy when there is no HR support
- Diminished funding to support staffing in HR means a reduction in talent management programs
- Frustration over over-capacity workloads and low salaries cause frequent loss of top performers
- Inability to be responsive to campus in a timely manner impacts HR’s reputation as a strategic partner
- The decentralization of HR (179 individuals on campus have some HR responsibilities) leads to more transactional work for central HR
Conclusions

• Insular HR functions, duplication of work between HR roles, and the creation of universal, one-size-fits-all talent practices are not relevant to today’s diverse workforces.
• Decentralized HR model results in slow service times, lack of innovation, and fragmented solutions that conflict with one another.
• Ultimately, when HR cannot produce relevant organizational effectiveness strategies, the resulting problem affects the entire enterprise.
• HR is perceived as not adding value in the area of strategic management.
Conclusions

• Compliance issues result in escalated risk to the university because of slow response time and inappropriate and/or lack of decisions.
• Campus is limited in their ability to focus on core competencies and department goals.
• Limited resources and capacity results in a focus on transactional activity to proactive consulting support.
• Decentralization of HR responsibilities is costly and a distraction to the desired outcome of streamlined processes and improved efficiency.
The Opportunity for Change

- **New Chancellor and energizing vision**
  - Need crystal clear focus to achieve vision
  - Need a strong “why we are doing this” to energize the people around the vision
  - Need translation of vision to the new culture and behaviors

- **New leadership team with a new purpose**
  - Help shape the vision
  - Address mission critical issues
  - Model behaviors
  - Change the culture of the organization
  - Secure the future of the university

- **Changing legislative climate**
  - Focus the culture around the new legislative agenda
  - Continued priority of maximizing student success
The Case for Change

To realign and consolidate the role of the Department of Human Resources in order to:

• Create HR strategy, processes and culture to support talent management (recruitment, retention, development, succession), engagement, health and productivity of faculty and staff
• Anticipate and respond to workforce and/or other changes to align with organizational needs
• Manage risk through compliance with legal, financial and/or organization requirements and through application of best practices
Critical Success Factors

• Accelerating the realization of UNCG’s strategic priorities depends on HR’s ability to execute Talent Management, Cultural Transformation, and Business Process Reengineering.

• HR must ensure collaboration with other leaders when making in operational and strategic decisions impacting outcomes.

• As with most change efforts, we will lose momentum if we do not make visible and impactful changes in the right direction – which starts with culture change at multiple levels.

• We also need to have the right people in the right jobs at the right time with sufficient capability to meet the University’s strategic goals.

• Assessing our people will be done in the context of the University’s business strategy.
Department of Human Resources FY17-19
Strategic Priorities—The Execution Framework

Advance The Core:
- Succession Planning & Leadership Development
  
  FY19

Enhance The Core:
- Process Reengineering, Culture Transformation, Learning Development
  
  FY18

Stabilize The Core:
- Compliance, Operational Efficiency & Talent Management
  
  FY17
Planned Evolution of the Human Resources Function

**HR ADMINISTRATION**
- Transactional Services
- Benefits, Position Management, Staffing, Employee Relations, Compensation

**OPERATIONS FUNCTION**
- Client Services
- Recruiting, Learning & Development, Organizational Design, Data Analytics, Executive Compensation, Workforce Planning, Position Control

**STRATEGIC HR**
- Employee Engagement
- Competency Management, Performance Management, Leadership Development, Succession Planning, Systems Integration

**TALENT MANAGEMENT**
- Business Integration
The New HR Model

From Operations to Strategic Management
Talent Management & Engagement

HR Strategy
- HR Consultation
- Management Support
- Employee Relations
- Disciplinary Actions
- Grievances
- Reorganizations
- Salary/Title Changes
- Position Management
- Reclassification Reviews
- Client Services
- Workforce Allocation
- Succession Planning
- Performance Management
- Exit Interviews

Talent Acquisition
- Strategy Meetings
- Job Posting
- Recruitment
- Sourcing
- Candidate Screening
- Interviewing
- Candidate Referrals
- Analysis and Evaluation
- Social Media
- Advertising & Outreach
- Executive Search
- Job Fairs
- Background Checks
- E-Verify
- Candidate Support

Learning & Development
- Professional Development
- Webinars
- Online Learning
- Leadership Development
- Supervisory Certification Programs
- New Employee Orientation
- Specialized Department Workshops
- Pre-Retirement Workshops
Compliance

EEO, AAP and Compliance
- EEO Compliance
- Investigations
- Affirmative Action Programs
- ADA Coordination
- Title VII
- Policy
- Diversity Awareness
- Title IX

Benefits & Retirement
- Benefits Enrollment
- Benefits Administration
- Insurance Programs
- Workers’ Compensation
- FMLA
- Workers’ Compensation
- Retirement Services
- Supplemental Insurance
HR Administration

HR Operations
- ePAFs
- Onboarding
- Student & Temporary & Student Employment
- Payroll Processing
- Data Changes
- Longevity Payments
- Service Verifications
- Leave
- Offboarding
- Records Management
- ePAF Training
- Reporting
- Program Administration

HRIS
- HR Tech Support
- Banner
- Website
- Communications
- Data Reporting
- Metrics
- HR Dashboard
- Project Management
- Data Integrity
Future State HR

TALENT MANAGEMENT & ENGAGEMENT—
- HR Strategy
- Talent Acquisition
- Learning and Development
- Leadership Development
- Classification & Compensation

CENTERS OF EXPERTISE—
- EEO
- Affirmative Action
- Compliance & Policy
- Diversity & Inclusion
- Benefits

HR ADMINISTRATION
- HR Service Center
- HR Operations
- HRIS
- Program Management
- HR Communication

HR CLIENT PARTNERS—
- HR Liaisons
- HR Advisory Council
- Staff Senate
- Research Administrator’s Network
- Research Advisory Council

The New UNCG HR Operating Model
The Role of CHRO

• Credible activist
  – Establishes trust; unafraid to take a position for what is right.

• Business ally
  – Knows the business of higher education
  – Understands how we can differentiate ourselves from our peers in order to better educate our students
  – Will learn the business of the organization

• Strategic architect
  – Help shape and deliver the strategy
  – Make it real through HR practices and leadership behaviors
  – Communicate the story internally and externally

• Operational executor
  – Deliver the HR basics on time every time
Strategic Human Capital Investments

- HR metrics
- BPI and “Lean” Processes
- Research of HR Best Practices
- Communities of Practice
- Community Outreach and Engagement
- Business Mapping
- HR Governance
- Diversity/Inclusion
- Cross-Functional Initiatives
- Workforce and Succession Planning

- Root Cause Analysis
- Employer Resources Groups
- Partnership and Collaboration
- Climate Assessments
- OD Interventions
- HR Advisory Council
- HR Centralization
- Change Management
- COMMUNICATION, COMMUNICATION, COMMUNICATION!!!
- FUN!
My First 100 Days at UNCG

PHASE ONE: PREPARATION
- Get to know: Business Affairs, the University, the culture, key stakeholders, customers, and HR Team
- Assess the state of HR at UNCG
- Build quick wins

PHASE TWO: ASSESSMENT
- Listen
- Build credibility and trust
- Assess the state of HR at UNCG
- Build quick wins

PHASE THREE: IMPLEMENTATION
- Set my agenda
- Obtain buy-in
- Keep building on quick wins
- Identify HR governance and structure, including team roles, responsibilities, accountabilities, and competencies

PHASE FOUR: EVALUATION
- Present findings
- Review plans
- Obtain feedback
- Evaluate and refine as necessary

PHASE FIVE: TRANSFORMATION
- Continue to refine the HR agenda
- Collaborate on strategic plan
- Implement transformation initiatives
- Monitor against measurements
- Communicate throughout the community at every phase