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

First 45 Days—
Observations of the HR Organization
February 14, 2017

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Why Are We Here?

To Maximize Student Achievement and the Student Experience!!!
How Can Human Resources Support UNCG’s Success?

HR must focus on two critical ingredients:

1. Attract, recruit and hire *every single time and on time* the highest-quality, most talented and well-prepared faculty and leaders.

2. Ensure a system of practices, processes and relationships to *effectively and consistently* train, retain, induct, deploy, develop, manage, and strategically *engage* the top talent to support the strategic direction.
Strategic Human Capital Management

- Strategically managing human capital in higher education is about restructuring the human resource system in support of *Student Achievement*.
  
  - Talent management is restructured to boost faculty effectiveness in ways that dramatically improve instructional practice and student learning.
  
  - Pedagogically rewarding experiences are created for faculty.
  
  - Top Talent is engaged to ensure they feel a sense of purpose, contribution and accomplishment.
  
  - Leadership has the support, counsel, tools and resources to ensure they are able to focus on their core competencies.
Strategic vs. Operational

The view of *strategic* emphasizes the importance of:

1. Organizational strategy as a basis for a human capital management program design and
2. The strategic management of human capital in carrying out organizational strategies to improve performance.

*People, talent, and human capital need to be placed on strategic agendas and linked vertically to UNCG’s programs and linked horizontally across all the specific HR elements.*
What is an Engaged Workforce?

Engaged Workforce

- Supportive Co-Workers
- Job and Career Satisfaction
- Credible Leadership
- High Performing Organization
- Committed Employees
- Satisfied & Loyal Customers
- High Performing Workforce
- Productive & Profitable Organization
2016 Well-Being and Engagement Report

Employees who feel they have:

Higher well-being

- 88% feel engaged at work
- 83% enjoy their work
- 84% loyal to their teams
- 84% recommend as a great place to work

Vs

Lower well-being

- 50% feel engaged at work
- 41% enjoy their work
- 54% loyal to their teams
- 48% recommend as a great place to work
Employee Engagement Leads to Goal Achievement!

Employee Experience Virtuous Cycle

- Engaged Employees
- Great Customer Experience
- Loyal Customers
- Strong Financial Results
- Investment in Employees
- Prouder Employees
- Lower Employee Turnover

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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
HR’s Unique Value Proposition

- Knowing the external business realities (technology, economics, globalization, demographics)
- Ensuring HR professionalism (HR roles, competencies, and development)
- Serving external and internal stakeholders (customers, investors, managers, and employees)
- Building HR resources (HR strategy and organization)
- Creating HR practices (people, performance, information, and work)
Initial 45-Day Assessment

Observations and Conclusions
Stakeholder Review & Assessment

• This study was conducted under the executive sponsorship of Charles Maimone, Vice Chancellor of Business Affairs and the leadership of Michelle Lamb Moone, Associate Vice Chancellor and Chief Human Resources Officer (CHRO).

• The study was conducted from December 12, 2016 through January 24, 2017.
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

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

92% of HR Executives made significant adjustments to their operating model in the last year.

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

• Assessing our talent will be completed in the context of the University’s business strategy.
Department of Human Resources: What Is to Change and Why?

Strategic Vision and Priorities
Department of Human Resources FY17-19
Strategic Priorities—The Execution Framework

**Stabilize The Core:**
Compliance, Operational Efficiency & Talent Management  
*FY17*

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

**Advance The Core:**
Succession Planning & Leadership Development  
*FY19*
Planned Evolution of the Human Resources Function

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

OPERATIONS FUNCTION

STRATEGIC HR
- Client Services
- Recruiting, Learning & Development, Organizational Design, Data Analytics, Executive Compensation, Workforce Planning, Position Control

TALENT MANAGEMENT
- Employee Engagement
- Competency Management, Performance Management, Leadership Development, Succession Planning, Systems Integration

HR STRATEGIC BUSINESS PARTNER

BUSINESS INTEGRATION
The New HR Model

From Operations to Strategic Management
Key Questions We Asked Before Determining the Design Framework

Why do we need to change?

Where do we need to go?

What will the end state look like?

What is going to change?

How will we get there?

Do we have the right people?
New HR Model Summary

• Describes the way Human Resources is organized and how it will deliver its key goals and objectives.

• Defines key HR roles in the organization and how the roles will be delivered to internal customers.

• Defines key job descriptions required and the most common career paths in Human Resources.
Key Players in the HR Model

The HR Business Partner is the HR Front Office employee, who acts as the sales person for internal and external clients of Human Resources. The HRBP deals with HR Back Office and HR Centers of Excellence.

The Change Agent participates in the organization-wide projects, which affect employees and change the corporate culture. The Change Agent leads the change management process.

The Administration Expert is the widely recognized expert in the area of Human Resources Management and runs effective HR Processes.

The Employee Champion protects rights and interests of employees in discussions with the top management. HR introduces policies and procedures, which build the attractive and fair workplace for everyone.
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

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
- Benefits

HR ADMINISTRATION—
- HR Operations
- HRIS
- Program Management
- HR Communications

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
The Business of Analytical Thinking

Are we doing the right things?

Are we getting things done well?

Are we doing them the right way?

Are we achieving the desired outcomes?
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
- OD Interventions
- Workforce and Succession Planning

- Root Cause Analysis
- Employer Resources Groups
- HR Advisory Group
- HR Centralization
- Partnership and Collaboration
- Climate Assessments
- 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

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 my agenda
- Collaborate on strategic plan
- Implement transformational initiatives
- Monitor against measurements
- Communicate throughout the campus at every phase

The Next 100 Days

Days 30-40

Days 41-90

Days 91-100

30 days out

Days 1-45