Aligning HRS’ Vision and Mission with core UNCG values of Inclusiveness, Collaboration, Sustainability, Responsibility, Transparency
Table of Contents

HRS Strategic Plan Background .............................................................................................................. 7
UNCG Vision and Mission Statement ...................................................................................................... 8
UNCG Values ........................................................................................................................................... 8
Introduction ............................................................................................................................................ 11

Philosophy .............................................................................................................................................. 11

Business Affairs Mission ......................................................................................................................... 11
HRS Mission ........................................................................................................................................... 11
Categories for Growth & Development ................................................................................................ 12

Mapping ................................................................................................................................................ 15

High Level View .................................................................................................................................... 15
Specifics – Vision #1 ............................................................................................................................... 16
Specifics – Vision #2 ............................................................................................................................... 17
Specifics – Vision #3 ............................................................................................................................... 19
Specifics – Vision #4 ............................................................................................................................... 21

Strategic Plan ......................................................................................................................................... 24

Goal 1 – Strategic Partner ........................................................................................................................ 24
Goal 2 – Equity, Diversity, & Inclusion ..................................................................................................... 25
Goal 3 – Professional Development ......................................................................................................... 26
Goal 4 – Communication ............................................................................................................................ 27
Goal 5 – Leveraging Technology ............................................................................................................ 27
Goal 6 - Policies & Procedures .................................................................................................................. 28
Goal 7 - Talent Management .................................................................................................................... 28
Timeline .................................................................................................................. 31
Goal 1 - Strategic Partner ................................................................................................ 31
Goal 2 - Diversity and Cultural Competencies ................................................................ 32
Goal 3 - Professional Development (Teambuilding and Reward Mechanisms) ................ 33
Goal 4 - Communication ............................................................................................... 34
Goal 5 - Leveraging Technology ..................................................................................... 35
Goal 6 - Policies & Procedure ......................................................................................... 36
Goal 7 - Talent Management ......................................................................................... 36
Appendices .................................................................................................................. 39
A1 - Retreat Agenda ...................................................................................................... 39
A2 – Auditing Your Department Slideshow ..................................................................... 40
A3 - Staff Members ....................................................................................................... 51
HRS Strategic Plan Background
HRS Strategic Plan Background

The Strategic Plan for Organizational Effectiveness in Human Resource Services (2011-2014) provides an exceptional opportunity for the department to align human resource programs and services with UNCG Tomorrow: The Strategic Plan and the mission of the Business Affairs Division.

The Plan is a collaborative document representing the outcome of objectives and goals formulated by approximately 20 Human Resource staff members during the Human Resources Planning Retreat on July 26, 2011. Following an ice breaker activity, the HRS Planning Retreat opened with an introduction by Dr. Edna Chun, Associate Vice Chancellor for Human Resource Services and an exercise designed to assess Human Resource Services’ organizational capabilities. The HRS staff members rated highest HRS’ organizational capabilities of talent, speed, customer connectivity and efficiency. Capabilities that may be improved upon include innovation, shared mindset, and social responsibility. Angela Montgomery and Sean Farrell then presented the results of an internal HR audit based upon John McConnell’s Auditing Your Human Resources Department (AMACOM, 2011). The presentation is included as an appendix to this plan. The HRS staff engaged in a brainstorming activity to develop the goals for our strategic plan.

Each staff member identified suggestions as their first, second, and third priorities using a walk around activity. Each category of the plan had a separate display. At the close of the activity, the group agreed upon the priorities for each category. The seven categories are: 1) Strategic Partner, 2) Equity, Diversity, and Inclusion, 3) Professional Development, 4) Communication, 5) Leveraging Technology, 6) Policies & Procedures, and 7) Talent Management.

In the second part of the retreat, following a group discussion of communication, strengthening teamwork, and office etiquette, Sean Farrell presented a sample process map and analysis for the HR Efficiency and Effectiveness Study. Following this presentation, breakout sections were held by each functional area to discuss their respective process maps. The retreat concluded with a wrap-up and discussion.
UNCG Vision and Mission Statement

The University of North Carolina at Greensboro will redefine the public research university for the 21st century as an inclusive, collaborative, and responsive institution making a difference in the lives of students and the communities it serves.

UNCG is a:

- learner-centered, accessible, and inclusive community fostering intellectual inquiry to prepare students for meaningful lives and engaged citizenship;
- research university where collaborative scholarship and creative activity enhance quality of life across the life span;
- source of innovation and leadership meeting social, economic, and environmental challenges in the Piedmont Triad, North Carolina, and beyond; and
- global university integrating intercultural and international experiences and perspectives into learning, discovery, and service.

UNCG Values

The University of North Carolina at Greensboro, a community including students, faculty, staff, and alumni, will demonstrate commitment to its core values:

**Inclusiveness** – A welcoming and inclusive academic community, based on open dialogue and shared governance, offers a culture of caring with visible, meaningful representation of differences.

**Collaboration** – Interdisciplinary, intercommunity, inter-institutional, and international collaboration is reflected and rewarded in teaching, research, creative activity, community engagement, and infrastructure.

**Sustainability** – Academics, operations, and outreach are conducted with careful attention to the enduring interconnectedness of social equity, the environment, the economy, and aesthetics.

**Responsibility** – A public institution, the University responds to community needs and serves the public in a systematic fashion through the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.

**Transparency** – Open decision-making, clear goals, and measurable outcomes enhance performance, trust, and accountability.
Introduction & Philosophy
Introduction

The timeframe for the Plan includes both immediate and three-year objectives. It is recognized that some strategies will require more time for successful implementation. During the retreat, the Human Resource Services department affirmed their desire to continue to serve as a role as a strategic partner within the University.

Philosophy

Identifying itself as a strategic partner at the college, the HRS staff embraces the following Mission Statement that addresses the strategic goals adopted at the July 2011 planning session.

Business Affairs Mission

With a spirit of collaboration and creativity, Business Affairs helps UNCG achieve its mission, adhere to its values, and meet its goals by providing sustainable professional human resource, safety, financial, facilities, auxiliary and risk management services for its stakeholders.

HRS Mission

The Department of Human Resource Services commits to the creation of an inclusive, collaborative, and responsive university by attracting, retaining, and developing a diverse community of talented individuals in support of the university's mission. The Department is dedicated to providing state-of-the-art employee services including talent management, professional development and organizational capacity, compensation, employee benefits, wellness and work/life balance, rewards and recognition, records management, employee relations, human resource information systems, and affirmative action and diversity, that promote innovation, creativity, and inclusion.
Categories for Growth & Development

From a philosophical perspective, the categories for growth and development of the HRS team were modeled after Wayne Brockbank’s *Five HR Core Competencies*:

1. Strategic Mindset
2. Trusted Advisers
3. Effective Delivery of Traditional HR Services
4. Deep Business Knowledge
5. Effective Deployment of New Technology
Mapping
## Mapping

### High Level View

<table>
<thead>
<tr>
<th>University Mission and Vision [4]</th>
<th>Learner-centered, accessible, and inclusive community fostering intellectual inquiry to prepare students for meaningful lives and engaged citizenship</th>
<th>Research university where collaborative scholarship and creative activity enhance quality of life across the lifespan</th>
<th>Source of innovation and leadership meeting social, economic, and environmental challenges in the Piedmont Triad, North Carolina, and beyond</th>
<th>Global university integrating intercultural and international experiences and perspectives into learning, discovery, and service</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Key Themes</td>
<td>Provide complementary systems of aid and outreach; vibrant, sustainable learning environments; creating access to education and opportunities for success for all persons</td>
<td>Improve health, wellness, and quality of life and recreational opportunities</td>
<td>3) Transformational, high-impact experiences that develop integrative thinking with a broad spectrum of transferable skills for life, civic participation, and work in a global society. 4) Work collaboratively with diverse communities to promote economic transformation, cultural expression, and community development….</td>
<td>Qualified UNCG faculty, staff, and students will have the requisite attitudes and knowledge to interact appropriately and effectively in a culturally diverse global context</td>
</tr>
<tr>
<td>HR Strategic Direction [7]</td>
<td>Professional Development Communication Strategic Partner</td>
<td>Strategic Partner Leveraging Technology Professional Development Policies &amp; Procedures</td>
<td>Talent Management Equity, Diversity, and Inclusion Strategic Partners Professional Development Policies &amp; Procedures</td>
<td>Equity, Diversity, and Inclusion Professional Development</td>
</tr>
</tbody>
</table>
## Specifics – Vision #1

<table>
<thead>
<tr>
<th>University Mission and Vision [4]</th>
<th>Learner-centered, accessible, and inclusive community fostering intellectual inquiry to prepare students for meaningful lives and engaged citizenship</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Strategic Direction [5]</td>
<td>1) Access to Education &amp; Student Success</td>
</tr>
<tr>
<td>University Key Themes</td>
<td>Provide complementary systems of aid and outreach; vibrant, sustainable learning environments; creating access to education and opportunities for success for all persons</td>
</tr>
<tr>
<td>HRS Strategic Direction [7]</td>
<td>Professional Development</td>
</tr>
<tr>
<td>HRS Key Themes and Projects</td>
<td>Communication</td>
</tr>
<tr>
<td>HRS Key Themes and Projects</td>
<td>Strategic Partner</td>
</tr>
</tbody>
</table>

### HRS Key Themes and Projects
- Review potential for an on-line position description system
- Identify software & implement an on-line performance evaluation system
- Weave diversity into orientation and the administrative performance evaluation process.
- In partnership with EPA HR, create an effective outreach program to market UNCG as an employer of choice
- Partner with EPA Human Resources in implementing the online employment system for faculty and non-faculty EPA positions
- Develop a two-hour training for new department heads
- Develop an integrated hiring process that includes Safe Hire requirements and educate the campus on this process.
- Develop a hiring manual that explains and documents hiring processes
- Implement background checks within the online applicant tracking system
- Implement the monitoring of Affirmative Action and Equity Goals through the new online Applicant Tracking System (ATS) for both faculty and staff.
- Design and implement an Exit Interview program and examine ways to build a stronger and more inclusive workplace.
- In partnership with EPA HR, implement the new online Applicant Tracking System and Position Description System for both EPA/SPA employees
- Develop new hire training manual.
- Implement EPA/SPA hiring processes within a single online environment
- Standardize and expand advertising processes for all positions in concert with EPA HR to ensure broad-based sourcing for UNCG positions.

### HRS Deliverables and Metrics
- Implement an online employment system with EPA HR for faculty & staff
- Implement background checks on employment system
- Integration of Affirmative Action review into online system
- Implement diversity component of new employee orientation and performance evaluation
- Publish new hire training manual
- Standardize advertising process
- Obtain Safe Hire certification for all recruitment staff
- Develop department head training
- Implement on-line performance evaluation.
# Specifics – Vision #2

<table>
<thead>
<tr>
<th>University Mission and Vision [4]</th>
<th>Research university where collaborative scholarship and creative activity enhance quality of life across the lifespan</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Strategic Direction [5]</td>
<td>2) Health &amp; Wellness across the Life Span</td>
</tr>
<tr>
<td>University Key Themes</td>
<td>Improve health, wellness, and quality of life and recreational opportunities</td>
</tr>
<tr>
<td>HRS Strategic Direction [7]</td>
<td>Strategic Partner</td>
</tr>
<tr>
<td></td>
<td>Leveraging Technology</td>
</tr>
<tr>
<td></td>
<td>Professional Development</td>
</tr>
<tr>
<td></td>
<td>Policies &amp; Procedures</td>
</tr>
<tr>
<td>HRS Key Themes and Projects</td>
<td>Enhance confidence and trust in HR as a credible activist</td>
</tr>
<tr>
<td></td>
<td>Increase partnership with Healthy UNCG</td>
</tr>
<tr>
<td></td>
<td>Explore social media to promote HRS</td>
</tr>
<tr>
<td></td>
<td>Expand social events for all staff</td>
</tr>
<tr>
<td></td>
<td>Strengthen departmental relationships and partnerships including partnerships with EPA HR, General Administration, and Office of State Personnel. Ensure HR participation in strategic committees that address initiatives such as diversity, staff morale issues, and other related areas. Develop new rewards and recognition events.</td>
</tr>
<tr>
<td></td>
<td>Strengthen supervisory support for staff to attend training</td>
</tr>
<tr>
<td></td>
<td>Continue to provide opportunities to share feedback in unstructured formats such as through the HR Forums, HR Liaison Meetings and other avenues. These programs have proved to be an important communication initiative that encourages the incorporation of different perspectives, ideas, and suggestions.</td>
</tr>
<tr>
<td></td>
<td>Maintain regular departmental staff meetings that include brainstorming and collaborative opportunities.</td>
</tr>
<tr>
<td></td>
<td>Establish schedule for HR Liaison meetings and examine membership of group to ensure EPA participation</td>
</tr>
<tr>
<td></td>
<td>Partner with EPA HR in information sharing initiatives.</td>
</tr>
<tr>
<td></td>
<td>Promote open communication among functional areas and encourage cross-functional teamwork such as in joint coverage of the front desk, cross-training on benefits and processing issues, etc.</td>
</tr>
<tr>
<td></td>
<td>Focus on the top five policies for review and discussion</td>
</tr>
<tr>
<td></td>
<td>Strengthen wellness program to enhance retention</td>
</tr>
<tr>
<td></td>
<td>Strengthen incentives and work/life programs to enhance retention</td>
</tr>
<tr>
<td></td>
<td>Roll-out successful HR initiatives as templates for other interested departments</td>
</tr>
<tr>
<td></td>
<td>Redesign and update the HR website and other electronic communication tools in all areas of Human Resources.</td>
</tr>
<tr>
<td></td>
<td>Train HR staff on standard software and upgrade skills in Excel and Powerpoint.</td>
</tr>
<tr>
<td></td>
<td>Complete the HR Efficiency and Effectiveness Study and implement relevant recommendations.</td>
</tr>
<tr>
<td></td>
<td>Develop new rewards and recognition events</td>
</tr>
<tr>
<td></td>
<td>Develop an HR cross-training plan</td>
</tr>
</tbody>
</table>
### Specifics – Vision #2

<table>
<thead>
<tr>
<th>HRS Deliverables and Metrics</th>
<th>Enhanced HR Forums on new initiatives and policies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Completion of HRS Efficiency &amp; Effectiveness Study and complete review/response to results</td>
</tr>
<tr>
<td></td>
<td>Develop in-house HRS Rewards Program</td>
</tr>
<tr>
<td></td>
<td>Publish HRS Cross Training Plan</td>
</tr>
<tr>
<td></td>
<td>Publish HRS Liaison meeting schedule</td>
</tr>
<tr>
<td></td>
<td>Design &amp; implement at least one new rewards/recognition event.</td>
</tr>
</tbody>
</table>

Develop an HR rewards program.  
Develop online training courses for the professional development catalogue. Utilize faculty expertise to strengthen subject matter offerings.
### Specifics – Vision #3

<table>
<thead>
<tr>
<th>University Mission and Vision [4]</th>
<th>Source of innovation and leadership meeting social, economic, and environmental challenges in the Piedmont Triad, North Carolina, and beyond</th>
</tr>
</thead>
</table>
| University Strategic Direction [5] | 3) Educational & Leadership Development  
4) Economic, Cultural, & Community Engagement |
| University Key Themes             | 3) Transformational, high-impact experiences that develop integrative thinking  
with a broad spectrum of transferable skills for life, civic participation, and work in a global society.  
4) Work collaboratively with diverse communities to promote economic transformation, cultural expression, and community development…. |
Equity, Diversity, and Inclusion  
Strategic Partners  
Professional Development  
Policies & Procedures |
### Specifics – Vision #3

| HRS Key Themes and Projects | Partner with EPA HR  
Ensure HRIS participation in relevant university committees.  
Explore use of community resources in training programs  
Incorporate faculty expertise in the professional development program  
Explore cultural competency training.  
Initiate a strategic staffing consultation service using the Efficiency Study model.  
Revisit the Temporary Employment Pool (TEP) model to create separate tracks for different types of positions.  
Explore the potential for an online orientation & revamp the orientation program  
Implement online employment system  
HR Efficiency & Effectiveness Study  
Develop SOPs & performance standards  
Build/enhance online training program  
Implement an online performance evaluation module  
Develop an online course catalogue to enhance training offerings, particularly in areas of customer service, legal compliance, and policies and procedures.  
Review grant offerings to address potential revenue stream for HRS.  
Explore potential for entrepreneurial initiatives such as fees for use of the Temporary Employment Pool, marketing online course offerings, etc.  
Explore potential for training some of the TEP applicants in Banner  
Develop a UNCG leadership development series.  
Update the supervisor’s guide and disseminate  
Develop standard operating procedures for all HRS functional areas including performance standards and codify in an online training manual.  
Clarify and enhance HR policies in association with university policies and communicate enhancements and changes.  
Review ELF functions  
Implement certifications such as Smart Hire certification for HR staff  
Develop on-line training programs on Workplace Harassment and non-discrimination  
Develop a comprehensive e-Learning program that fosters community and growth via interactive learning modules, knowledge assessment and social interaction within an on-line environment. Develop in-house HR expertise for online training modules including hosting and design of online courses  
Conduct a campus wide training needs assessment for the professional development program.  
Address need for specialized training for skilled trades. |
|-----------------------------|--------------------------------------------------
| HRS Deliverables and Metrics | HRS participation in strategic campus committees  
Implement a strategic staffing consultation service  
Complete on-line professional development courses and include in training catalog  
Incorporate faculty presenters into training program  
Create courses in cultural competency, diversity, and inclusion  
Conduct a campus wide training needs assessment  
Reformat the temp pool model and fee structure |
## Specifics – Vision #4

<table>
<thead>
<tr>
<th>University Mission and Vision [4]</th>
<th>Global university integrating intercultural and international experiences and perspectives into learning, discovery, and service</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Strategic Direction [5]</td>
<td>5) Internationalization</td>
</tr>
<tr>
<td>University Key Themes</td>
<td>Qualified UNCG faculty, staff, and students will have the requisite attitudes and knowledge to interact appropriately and effectively in a culturally diverse global context</td>
</tr>
</tbody>
</table>
| HRS Strategic Direction [7] | Equity, Diversity, and Inclusion  
Professional Development |
| HRS Key Themes and Projects | Weave diversity into orientation and the administrative performance evaluation process.  
Explore cultural competency training.  
Develop on-line training programs on Workplace Harassment and non-discrimination.  
Revisit university policies on non-discrimination and recommend updates to ensure appropriate legal/policy considerations.  
Articulate HR’s commitment to and role in strategic diversity programming and outreach.  
Design and implement an Exit Interview program and examine ways to build a stronger and more inclusive workplace. |
| HRS Deliverables and Metrics | In partnership with Legal counsel & EPA HR update nondiscrimination policies  
Implement an exit interview program  
Contribute to Chancellor’s diversity committee and initiatives |
Strategic Plan
Strategic Plan

Goal 1 – Strategic Partner

Enhance and expand the strategic direction and focus of Human Resource Services in alignment with UNCG’s mission and strategic plan. Develop and implement human resource strategies to promote an inclusive and welcoming workplace throughout UNCG. Foster the retention and recruitment of diverse and talented employees. Enhance employee engagement and recognition.

At the retreat held on July 26, 2011, the Human Resource Services staff discussed increased involvement as a strategic partner at UNCG by developing and implementing initiatives that will assist the university in reaching its strategic goals. Areas of discussion included implementation of a university wide affirmative action process, greater dissemination of benefits information for faculty and staff, stronger partnerships within the university, building greater synergy with EPA HR, General Administration, and Office of State Personnel.

Strategies to achieve Goal 1

- Partner with EPA Human Resources in implementing the online employment system for faculty and non-faculty EPA positions.
- Review potential for an on-line classification module of the employment system.
- Identify software and implement an on-line performance evaluation system.
- Conduct and complete an HR Efficiency and Effectiveness Study and use findings to refine HRS’ strategic goals and priorities.
- Develop and complete Standard Operating Procedures and performance standards for all HR processes.
- Develop an online course catalogue to enhance training offerings, particularly in areas of customer service, legal compliance, and policies and procedures.
- Develop an integrated hiring process that includes Safe Hire requirements and educate the campus on this process.
- Develop a hiring manual that explains and documents hiring processes.
- Strengthen departmental relationships and partnerships including partnerships with EPA HR, General Administration, and Office of State Personnel.
- Roll-out successful HR initiatives as templates for other interested departments.
- Enhance confidence and trust in HR as a credible activist.
• Ensure HR participation in strategic committees that address initiatives such as diversity, staff morale issues, and other related areas.

• Implement background checks within the online applicant tracking system.

• Develop a two-hour seminar for training new EPA/SPA department heads in concert with EPA HR.

• Initiate a strategic staffing consultation service using the Efficiency Study model.

• Revisit the Temporary Employment Pool (TEP) model to create separate tracks for different types of positions.

• Explore potential for training some of the TEP applicants in Banner.

• Explore potential for entrepreneurial initiatives such as fees for use of the Temporary Employment Pool, marketing online course offerings, etc.

• Review grant offerings to address potential revenue stream for HRS.

• Modify partnership with Healthy UNCG to allow them to organize Wellness Fair as they have a wellness budget.

**Goal 2 – Equity, Diversity, & Inclusion**

*In support of UNCG’s goals for equity, diversity, and inclusion, Human Resource Services is committed to creating an inclusive workplace of choice in which the value of diversity is recognized, and a culture of diversity is promoted and supported.*

**Strategies to achieve Goal 2:**

• Implement the monitoring of Affirmative Action and Equity Goals through the new online Applicant Tracking System (ATS) for both faculty and staff.

• In partnership with EPA HR, create an effective outreach program to market UNCG as an employer of choice.

• Standardize and expand advertising processes for all positions in concert with EPA HR to ensure broad-based sourcing for UNCG positions.

• Weave diversity into orientation and the administrative performance evaluation process.

• Explore cultural competency training.

• Develop on-line training programs on Workplace Harassment and non-discrimination.

• Revisit university policies on non-discrimination and recommend updates to ensure appropriate legal/policy considerations.

• Articulate HR’s commitment to and role in strategic diversity programming and outreach.
Goal 3 – Professional Development

Enhance the employment experience for all employees through a comprehensive orientation process, an assessment-based professional development program, and increased opportunities to highlight appreciation to and recognition for achievements and accomplishments.

Strategies to achieve Goal 3

- Develop a comprehensive e-Learning program that fosters community and growth via interactive learning modules, knowledge assessment and social interaction within an on-line environment. Develop in-house HR expertise for online training modules including hosting and design of online courses.
- Conduct a campus needs assessment for the professional development program.
- Address need for specialized training for skilled trades.
- Explore the potential for an online orientation and revamp the orientation program.
- Incorporate faculty expertise in the professional development program.
- Develop new rewards and recognition events.
- Develop an HR cross-training plan.
- Develop an HR rewards program.
- Develop a UNCG leadership development series.
- Develop two-hour training for new department heads.
- Strengthen supervisory support for staff to attend training.
- Explore use of community resources in training programs.
- Expand social events for all staff.
Goal 4 – Communication

Enhance a climate of mutual respect by developing and building an inclusive communication process that supports the University’s mission and goals.

Strategies to achieve Goal 4

- Continue to provide opportunities to share feedback in unstructured formats such as through the HR Forums, HR Liaison Meetings and other avenues. These programs have proved to be an important communication initiative that encourages the incorporation of different perspectives, ideas, and suggestions.
- Design and implement an Exit Interview program and examine ways to build a stronger and more inclusive workplace.
- Maintain regular departmental staff meetings that include brainstorming and collaborative opportunities.
- Establish schedule for HR Liaison meetings and examine membership of group to ensure EPA participation.
- Partner with EPA HR in information sharing initiatives.
- Promote open communication among functional areas and encourage cross-functional teamwork such as in joint coverage of the front desk, cross-training on benefits and processing issues, etc.
- Update the supervisor’s guide and disseminate.
- Redesign and update the HR website and other electronic communication tools in all areas of Human Resources.
- Explore social media to promote HRS.

Goal 5 – Leveraging Technology

Facilitate the development and implementation of systems that streamline workflow, reduce redundant steps, eliminate paperwork and time-intensive approvals, and increase ability to market the University through web-based recruitment processes.

Strategies to achieve Goal 5

- In partnership with EPA HR, implement the new online Applicant Tracking System and Position Description System for both EPA/SPA employees. Develop online training courses for the professional development catalogue. Utilize faculty expertise to strengthen subject matter offerings.
- Train HR staff on standard software and upgrade skills in Excel and Powerpoint.
• Ensure HRIS participation in relevant university committees.
• Implement an online performance evaluation module.

Goal 6 - Policies & Procedures

*Develop institution wide Human Resources policies that meet the changing needs of UNCG.*

Strategies to achieve Goal 6

• Develop standard operating procedures for all HRS functional areas including performance standards and codify in an online training manual.
• Clarify and enhance HR policies in association with university policies and communicate enhancements and changes.
• Focus on the top five policies for review and discussion.
• Review ELF [Emergency Loan Fund] functions.
• Complete the HR Efficiency and Effectiveness Study and implement relevant recommendations.

Goal 7 - Talent Management

*Develop an integrated and seamless hiring process that includes Safe Hire requirements and educate the campus on this process.*

Strategies to achieve Goal 7

• Develop new hire training manual.
• Implement EPA/SPA hiring processes within a single online environment.
• Strengthen wellness program to enhance retention.
• Strengthen incentives and work/life programs to enhance retention.
• Implement certifications such as Smart Hire certification for HR staff.
Timeline
## Timeline

### Goal 1 - Strategic Partner

<table>
<thead>
<tr>
<th>Description</th>
<th>Year(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner with EPA Human Resources in implementing the online employment system for faculty and non-faculty EPA positions.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Review potential for an on-line classification module of the employment system.</td>
<td>2011</td>
</tr>
<tr>
<td>Identify software and implement an on-line performance evaluation system.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Conduct and complete an HR Efficiency and Effectiveness Study and use findings to refine HRS’ strategic goals and priorities.</td>
<td>2011</td>
</tr>
<tr>
<td>Develop and complete Standard Operating Procedures and performance standards for all HR processes.</td>
<td>2011</td>
</tr>
<tr>
<td>Develop an online course catalogue to enhance training offerings, particularly in areas of customer service, legal compliance, and policies and procedures.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Develop an integrated hiring process that includes Safe Hire requirements and educate the campus on this process.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Develop a hiring manual that explains and documents hiring processes.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Strengthen departmental relationships and partnerships including partnerships with EPA HR, General Administration, and Office of State Personnel.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Roll-out successful HR initiatives as templates for other interested departments.</td>
<td>2012 – 2014</td>
</tr>
</tbody>
</table>
### Goal 1 - Strategic Partner

<table>
<thead>
<tr>
<th>Task</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance confidence and trust in HR as a credible activist.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Ensure HR participation in strategic committees that address initiatives such as diversity, staff morale issues, and other related areas.</td>
<td>2011 – 2014</td>
</tr>
<tr>
<td>Implement background checks within the online applicant tracking system.</td>
<td>2012</td>
</tr>
<tr>
<td>Develop a two-hour seminar for training new EPA/SPA department heads in concert with EPA HR.</td>
<td>2011 - 2012</td>
</tr>
<tr>
<td>Initiate a strategic staffing consultation service using the Efficiency Study model.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Revisit the Temporary Employment Pool (TEP) model to create separate tracks for different types of positions.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Explore potential for training some of the TEP applicants in Banner.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Explore potential for entrepreneurial initiatives such as fees for use of the Temporary Employment Pool, marketing online course offerings, etc.</td>
<td>2012</td>
</tr>
<tr>
<td>Review grant offerings to address potential revenue stream for HRS.</td>
<td>2012 – 2014</td>
</tr>
</tbody>
</table>

### Goal 2 - Diversity and Cultural Competencies

<table>
<thead>
<tr>
<th>Task</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement the monitoring of Affirmative Action and Equity Goals through the new online Applicant Tracking System (ATS) for both faculty and staff.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>In partnership with EPA HR, create an effective outreach program to market UNCG as an employer of choice.</td>
<td>2011 – 2014</td>
</tr>
</tbody>
</table>
**Goal 2 - Diversity and Cultural Competencies**

<table>
<thead>
<tr>
<th>Task</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standardize and expand advertising processes for all positions in concert with EPA HR to ensure broad-based sourcing for UNCG positions.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Weave diversity into orientation and the administrative performance evaluation process.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Explore cultural competency training.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Develop on-line training programs on Workplace Harassment and non-discrimination.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Revisit university policies on non-discrimination and recommend updates to ensure appropriate legal/policy considerations.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Articulate HR’s commitment to and role in strategic diversity programming and outreach.</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Goal 3 - Professional Development (Teambuilding and Reward Mechanisms)**

<table>
<thead>
<tr>
<th>Task</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a comprehensive e-Learning program that fosters community and growth via interactive learning modules, knowledge assessment and social interaction within an on-line environment. Develop in-house HR expertise for online training modules including hosting and design of online courses.</td>
<td>2011 - 2013</td>
</tr>
<tr>
<td>Conduct a campus needs assessment for the professional development program.</td>
<td>2011 - 2013</td>
</tr>
<tr>
<td>Address need for specialized training for skilled trades.</td>
<td>2012</td>
</tr>
<tr>
<td>Explore the potential for an online orientation and revamp the orientation program.</td>
<td>2011 - 2014</td>
</tr>
<tr>
<td>Incorporate faculty expertise in the professional development program.</td>
<td>2011 - 2013</td>
</tr>
</tbody>
</table>
## Goal 3 - Professional Development (Teambuilding and Reward Mechanisms)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop new rewards and recognition events.</td>
<td></td>
</tr>
<tr>
<td>Develop an HR cross-training plan.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Develop an HR rewards program.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Develop a UNCG leadership development series.</td>
<td>2011 - 2013</td>
</tr>
<tr>
<td>Develop two-hour training for new department heads.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Strengthen supervisory support for staff to attend training.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Explore use of community resources in training programs.</td>
<td>2011 - 2013</td>
</tr>
<tr>
<td>Expand social events for all staff.</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

## Goal 4 - Communication

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to provide opportunities to share feedback in unstructured formats such as through the HR Forums, HR Liaison Meetings and other avenues. These programs have proved to be an important communication initiative that encourages the incorporation of different perspectives, ideas, and suggestions.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Design and implement an Exit Interview program and examine ways to build a stronger and more inclusive workplace.</td>
<td>2011 - 2013</td>
</tr>
<tr>
<td>Maintain regular departmental staff meetings that include brainstorming and collaborative opportunities.</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
# Goal 4 - Communication

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish schedule for HR Liaison meetings and examine membership of group to ensure EPA participation.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Partner with EPA HR in information sharing initiatives.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Promote open communication among functional areas and encourage cross-functional teamwork such as in joint coverage of the front desk, cross-training on benefits and processing issues, etc.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Update the supervisor’s guide and disseminate.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Redesign and update the HR website and other electronic communication tools in all areas of Human Resources.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Explore social media to promote HRS.</td>
<td>2011 – 2012</td>
</tr>
</tbody>
</table>

# Goal 5 - Leveraging Technology

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>In partnership with EPA HR, implement the new online Applicant Tracking System and Position Description System for both EPA/SPA employees.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Develop online training courses for the professional development catalogue. Utilize faculty expertise to strengthen subject matter offerings.</td>
<td>2011 – 2013</td>
</tr>
<tr>
<td>Train HR staff on standard software and upgrade skills in Excel and Powerpoint.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Ensure HRIS participation in relevant university committees.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Implement an online performance evaluation module.</td>
<td>2012</td>
</tr>
</tbody>
</table>
### Goal 6 - Policies & Procedure

<table>
<thead>
<tr>
<th>Description</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop standard operating procedures for all HRS functional areas including performance standards and codify in an online training manual.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Clarify and enhance HR policies in association with university policies and communicate enhancements and changes.</td>
<td>2011 – 2014</td>
</tr>
<tr>
<td>Focus on the top five policies for review and discussion.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Complete the HR Efficiency and Effectiveness Study and implement relevant recommendations.</td>
<td>2011</td>
</tr>
</tbody>
</table>

### Goal 7 - Talent Management

<table>
<thead>
<tr>
<th>Description</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop new hire training manual.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Implement EPA/SPA hiring processes within a single online environment.</td>
<td>2011 – 2012</td>
</tr>
<tr>
<td>Strengthen wellness program to enhance retention.</td>
<td>2011 – 2013</td>
</tr>
<tr>
<td>Strengthen incentives and work/life programs to enhance retention.</td>
<td>2011 – 2013</td>
</tr>
<tr>
<td>Implement certifications such as Smart Hire certification for HR staff.</td>
<td>2011 - 2014</td>
</tr>
</tbody>
</table>
Appendices
Appendices

A1 - Retreat Agenda

HRS RETREAT AGENDA

JULY 26, 2011

LOCATION: North Campus, Gateway University Research Park,
5900 Summit Avenue, Greensboro Summit
Directions - http://www.gatewayup.com/parksacts.html

8:45-9:00   Arrival/Coffee
9:00-9:30   Welcome
            Ice Breaker Activity: Glendine Blackmon and Committee
9:30-10:00  Strategic HR Overview – Edna Chun
10:00-10:30 HR Efficiency and Effectiveness Study – Edna Chun
            Results of Internal Survey – Angela Montgomery and Sean Farrell
10:30-10:45 Break
10:45-12:30 Strategic Plan – Brainstorming and Goal Setting
            Topics from Staff Meeting:
            SWOT
            Managing stakeholder communication
            Strengthening teamwork and communication
            Office Etiquette
12:30-1:30  Lunch/Free Time
1:30-1:45   Process Mapping Overview - Edna Chun
            Sample Process Map and Analysis – Sean Farrell
1:45-2:45   Process Mapping Breakout Sections by functional area
2:45-3:00   Break
3:00-3:30   Ice Breaker Activity – Part II
3:30-4:00   Wrap-up and Feedback
Audited 11 areas. Eight [8] of them are similar to the ones on which testing for the Society for Human Resource Management (SHRM) certifications are based. The remaining categories were added at the recommendation of our Advisory Board, who felt the additions would contribute to a more comprehensive audit of the function. The first of these categories are:
2. Workforce Planning and Selection – needs improvement
3. Training and Organizational Development – needs improvement
4. Total Rewards – better
5. Employee and Labor Relations – needs improvement
7. Human Resources Information Systems (HRIS) and Metrics – needs improvement
8. Diversity and Equal Employment Opportunity – needs improvement

In addition to these eight [8] key result areas, the book also considers three [3] operatic human resources function:
The Categories

- HR Strategic Management
- Workforce Planning and Selection
- Training and Development
- Total Rewards
- Employee and Labor Relations
- Safety and Security
- HR Information Systems and Metrics
- Diversity and Equal Employment Opportunity

••Human Resource Strategic Management -- weak
••Workforce Planning and Selection – needs improvement
••Training and Organizational Development– needs improvement
••Total Rewards - better
••Employee and Labor Relations– needs improvement
••Safety and Security -- weak
••Human Resources Information Systems (HRIS) and Metrics– needs improvement
••Diversity and Equal Employment Opportunity– needs improvement

In addition to these eight key result areas, the book also considers three operational dimensions of the human resources function:
The Operational Dimensions

- HR Facilities and Equipment
- HR Organization
- HR Staff

1. Human Resources Facilities and Equipment – strong
2. Human Resources Organization – needs improvement
3. Human Resources Staff - strong
The Ratings

- Functioning very well
- Functioning better than typical
- Requires some improvement
- May be in real trouble

When the total number of points are tallied there is a corresponding rating to each point range.
Our Results

- 3 areas – better than typical
- 6 areas – require some improvement
- 2 areas – in real trouble

The most important thing is that we can be improved in 100% of our business & that is a good thing.
Our Assets

- Total Rewards
- Facilities & Equipment
- HR Staff

The areas we were performing better than typical...

**Total Rewards** - Developing and implementing employee cash and noncash compensation and benefits that are in line with the organization's strategic plans and objectives

**Facilities & Equipment** - Providing the necessary equipment and facilities to fulfill the human resources mission and to provide optimum service to the organization

**HR Staff** - The qualifications, selection, training, motivation, development, and retention of a human resources team
Our Weaknesses

- Strategic Management
- Safety & Security

The areas that are in real trouble...

**Human Resources Strategic Management**—Partnering in the development of the organization’s strategic plans and human resources plans and role in fulfilling the organization’s mission, vision, and objectives

**Safety and Security**—Providing employees a safe and secure working environment and safeguarding their personal information. Which is a false positive, couldn’t address areas regarding safety – outside of our direct control, but not necessarily outside of our perceived accountability.
Some things to consider when interpreting data:

- **Employee and Labor Relations example**
  - Applicable: Employee Relations and Grievances
  - Not Applicable: Union Organizing

- **HR & information systems example**
  - We have control: Are employees allowed to review all documentation in their personnel files?
  - Do we have control?: Is one position in HRS accountable for managing and administering the HR information systems (BannerHR)?
    - BannerHR is an interdepartmental system with many additional stakeholders outside of HRS. Thus, Systems and Procedures and ITS collaborate with all stakeholders to ensure proper management of system.

- **Safety example**
  - We are Accountable: Is access to all employee records controlled?
  - Not Accountable? Perceived to be?: Are all plans for new and refurbished facilities reviewed for safety and environmental compliance before construction?
    - Office of Safety and Facilities Design and Construction.
Questions

- Are we doing what UNCG wants?
- How well are we performing?
- How well are we perceived by our clients?
- Are we utilizing our assets?
- How do we compare to other depts in Business Affairs?
- What should be done to improve performance?

Can’t stop here.....
Need to further analyze results by identifying areas of agreement and differences, by discovering why those differences are occurring, and by examining the specific reasons for any low ratings.

All this should be accomplished with the Organization’s objectives and mission as a guide. You want to be able to answer questions such as:
Action Planning

- Prioritize our Categories
- Improvement Objectives
- Areas of Needed Improvement
  - Requirements
- Actions
  - Assigned to
  - Due date