Office of Human Resources

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Agenda for Today

- 90-Day Assessment
- The Role of the Human Resources Organization
- Restructuring the HR Organization
- Defining our Mission, Vision and Values
- Establishing our 3-Year Strategic Framework
- Developing Strategic Initiatives
- Measuring our Success
90-Day Assessment

To get to know US

To assess OUR STATE

To implement CHANGE
Observations

• One-size-fits-all talent practices not relevant
• Decentralized HR model causes conflicts
• Silos and lack of collaboration impacts the entire enterprise
• HR must add more value in terms of strategic management
• Compliance issues are at risk
• Departments lack opportunity to focus on core competencies
• HR only has limited resources and capacity; strategy suffers
Supporting UNCG’s Strategic Priorities and Achieving Student Success

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 engage top talent.
Strategic vs. Operational

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.
The Human Resources Organization
What We Do (on the surface)
The “Real” Role of Human Resources
10 Best Practices for High-Impact HR Organizations

1. Formal Governance Model and Business Case Development Process
2. Business-Relevant Workforce Planning
3. Enduring and Relevant HR Philosophy and Mission
4. Correct Implementation of HR Business-Partner Roles
5. Flexible HR Structures

Bersin & Associates © January 2011
10 Best Practices for High-Impact HR Organizations

6. Interactive HR Systems
7. Effective HR Measurement Strategy
8. Development of Internal HR Team Members
9. Strategic Outsourcing
10. Support for Line Managers
The Case for Change

Create a strategy, processes and culture to support talent management

Anticipate and respond to workforce and organizational changes

Manage legal, financial and organizational risk through compliance
Critical Success Factors

• Focus on continuous improvement, not radical HR transformations
• Get the basics right before pursuing strategic HR agenda
• Collaborate with other leaders when making in operational and strategic decisions
• Place the right people in the right jobs at the right time
• Assess talent in context with UNCG business strategy
• Move now to avoid losing momentum!
Future State HR

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

COMPLIANCE—
- EEO
- Affirmative Action
- Compliance & Policy
- Diversity & Inclusion

CENTERS OF EXCELLENCE—
- Benefits
- HR Service Center
- HR Operations
- HRIS
- Program Management
- HR Communication

The New UNCG HR Operating Model

HR CLIENT PARTNERS—
- HR Liaisons
- HR Advisory Council
- Staff Senate
- Faculty Senate
- Research Administrator’s Network
- Research Advisory Council
Overview of OHR Staff Changes

- Re-branded the HR organization
- Re-organized the HR structure
- Revised the HR Strategic Business Partner responsibilities
- Created a Talent Acquisition function and HR Strategy
- Enhanced Learning and Development, Comp and Class, and Employee Relations
- Realigned and consolidated HR Compliance
Overview of OHR Staff Changes

- Consolidated all operational transactions
- Added Program Management and HR Communications
- Created an HR Dashboard
- Developed a Change Management Approach
- Broadened Staffing Services to become Talent Acquisition
- Expanded Benefits and Retirement Services
- Became leaner, more strategic, and more aligned with campus’ requirements
What We Do...

Deliver proactive and innovative HR strategies, services and solutions

Inspire pride, inclusiveness, collaboration, and accountability

Engage faculty, staff, and students to focus on UNCG’s core mission of student success
Deliver the strategic talent and cultural framework to...

drive employee inspiration, student success, and talent solutions to...

become the leading employer of choice.
We Believe In...

- Collaboration and Partnership
- Acting with Integrity
- Openness and Trust
- Commitment to Excellence
- Diversity of Ideas
- Personal Accountability
- Compassion and Respect for Others
UNCG Strategic Planning Implementation Framework

- Ongoing Assessment
- Implementation of Strategic Initiatives
- Cohesive Set of Outcomes and Metrics
- Division and Department Goals and Objectives
- University-wide Framework
Office 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, Programs and Policy
  - **FY18**

**Advance The Core:**
- Succession Planning & Leadership Development
  - **FY19**

OFFICE OF HUMAN RESOURCES
### Office of Human Resources FY17-19 Strategic Initiatives

<table>
<thead>
<tr>
<th>KEY STRATEGIES</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
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<tbody>
<tr>
<td>Talent Management</td>
<td>• Talent Outreach and Acquisition</td>
<td>• Faculty Dual Employment Program</td>
<td>• Succession Planning</td>
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<td>• Learning and Development Programs</td>
<td>• Executive Search Consulting Services</td>
<td>• Leadership Academy</td>
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<td>• Supervisor Certification</td>
<td>• Temporary Staffing Services</td>
<td>• Faculty Phased Retirement Program</td>
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<td>Hire and develop the best, brightest, and most talented</td>
<td>• Compliance Programs</td>
<td>• HR Liaison Certification</td>
<td>• Program Enhancement</td>
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<td>• Onboarding and Induction</td>
<td>• eLearning</td>
<td>• Employment Law Training</td>
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<td>HR Operations &amp; Development</td>
<td>• HR Structure and Business Strategy</td>
<td>• Position Management &amp; Hiring Standards, Policies and Practices</td>
<td>• Supervisor’s Toolkit</td>
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<td>Enhance HR Capability, Efficiency, and Service Excellence</td>
<td>• HR Dashboard—Business Intelligence</td>
<td>• Business Process Improvement &amp; Reengineering</td>
<td>• Workforce Planning</td>
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<td>• Compliance</td>
<td>• Online Performance Management Program</td>
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<td>• Position Control Improvement</td>
<td>• Applicant Tracking</td>
<td>• Diversity and Inclusion Initiatives</td>
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<td>• Hiring Process Improvement</td>
<td>• LEAN</td>
<td>• HR Services Distribution</td>
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<td><strong>Employee Engagement</strong>&lt;br&gt;Foster an Environment for Engagement and Optimized Climate and Culture</td>
<td>• Performance Management&lt;br&gt;• Pay for Performance&lt;br&gt;• Employee Relations Programs&lt;br&gt;• HR Communications&lt;br&gt;• Employee Concerns Group</td>
<td>• University-Wide Employee Climate Survey&lt;br&gt;• HR Service Center&lt;br&gt;• Employee Handbook</td>
<td>• Rewards &amp; Recognition&lt;br&gt;• Cross-Campus Career Paths&lt;br&gt;• Wellness Programs&lt;br&gt;• Communities of Practice</td>
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# Mapping to University Implementation Plan

## OHR Strategic Goals

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<tr>
<th>OHR Strategic Goals</th>
<th>Talent Management</th>
<th>Infrastructure Technology and Tools</th>
<th>Climate and Culture</th>
<th>Fiscal Resources</th>
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<td>Talent Management</td>
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**UNCG Implementation Plan**
Measuring Our Success Using Business Intelligence

Employee Engagement and Climate Surveys

Workforce Metrics

HR Metrics

Key Performance Indicators

Service Level Agreements

Memorandum of Understanding

Quality Audits
Desired Outcomes

These Core Values

• Efficiency
• Service delivery
• Strategic orientation
• Manager empowerment
• Standardization