

Division of Human Resources

STRATEGIC PLANNING

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Associate Vice Chancellor & Chief Human Resources Officer
Board of Trustee Retreat Presentation
June 15, 2022

Creating a High-Impact Human Resources Organization



Qualities of a High Impact Organization

- Innovation
- Expertise
- Strategic engagement
- Business maturity
- Agile organizational design
- Advanced workforce planning
- Measured operational and business metrics



We are examining how to optimize our HR activities for maximum organizational effectiveness.

HR strategy and practices that are aligned with organizational strategy lead to successful business performance. HR practices such as hiring, training, performance management and compensation lead to stronger commitment, quality output and engagement. Therefore, our expectations for stronger strategic HR management are to:

- Advance flexibility, innovation and competitive (people) advantage
- Improve our organizational culture
- Improve business performance



Image Source: 2022 KardasLarson,



CONSIDERATIONS FOR A HIGH IMPACT HUMAN RESOURCES OPERATION

- Are all of our HR activities aligned with our university business goals an strategic plan?
- Is our organization agile and resilient in the face of significant change? Do we have flexible HR design that allows us to response quickly and effectively to changes and challenges?
- Are all of our HR functions integrated? If not, how can they become better integrated to improve accuracy, greater automation, eliminate repetition and ensures are all systems are managed consistently.
- Do we have the necessary HR processes and documents in place to minimize our legal exposure and ensure regulatory compliance?
- Are our policies, forms & documents up-to-date to manage our business process with best practices?
- Is our compensation structure competitive and effective in delivering appropriate rewards to recruit and retain the quality of workforce needed to advance the mission of the university?

Values and Mission



SERVICE

HR understands and values the importance of providing fast, personalized services that are accurate and consistent for those whom we serve.



EXCELLENCE

HR strives for excellence in all we do, recognizing that anything less diminishes the quality of service provided to our faculty, administrators, staff and students.



ENGAGEMENT & CULTURE

HR is reminded that engagement reflects the core of the culture and heightens it through transparency, empowerment and equitable and fair practices. HR strives to provide services and opportunities for all



KNOWLEDGE

HR is dedicated to being experts in the field of Human Resources, serving as a consultant and guide to policies and best practices.



Reshaping Our Mission

Current

The Division of Human Resources at North Carolina A&T is committed to serving as a strategic partner by providing comprehensive **Service, Excellence, Engagement** and **Knowledge** to the University community. It is our desire to support a culture of uncompromising expectation that will enable the University to attract, retain and develop faculty and staff of the future. This will empower us to more clearly understand and more effectively deal with the significant social, economic and global challenges that are necessary to achieve the bold vision of the University.

Proposed

As trusted strategic partners, the Division of Human Resources' expert consultants advance the University's mission by ***building talent and developing culture*** across our campus community.



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trusted

- reliable, demonstrating integrity, confidence, reliance

strategic partners

- shared resources, active and integrated, collaboration,
nurturing relationships

expert consultants

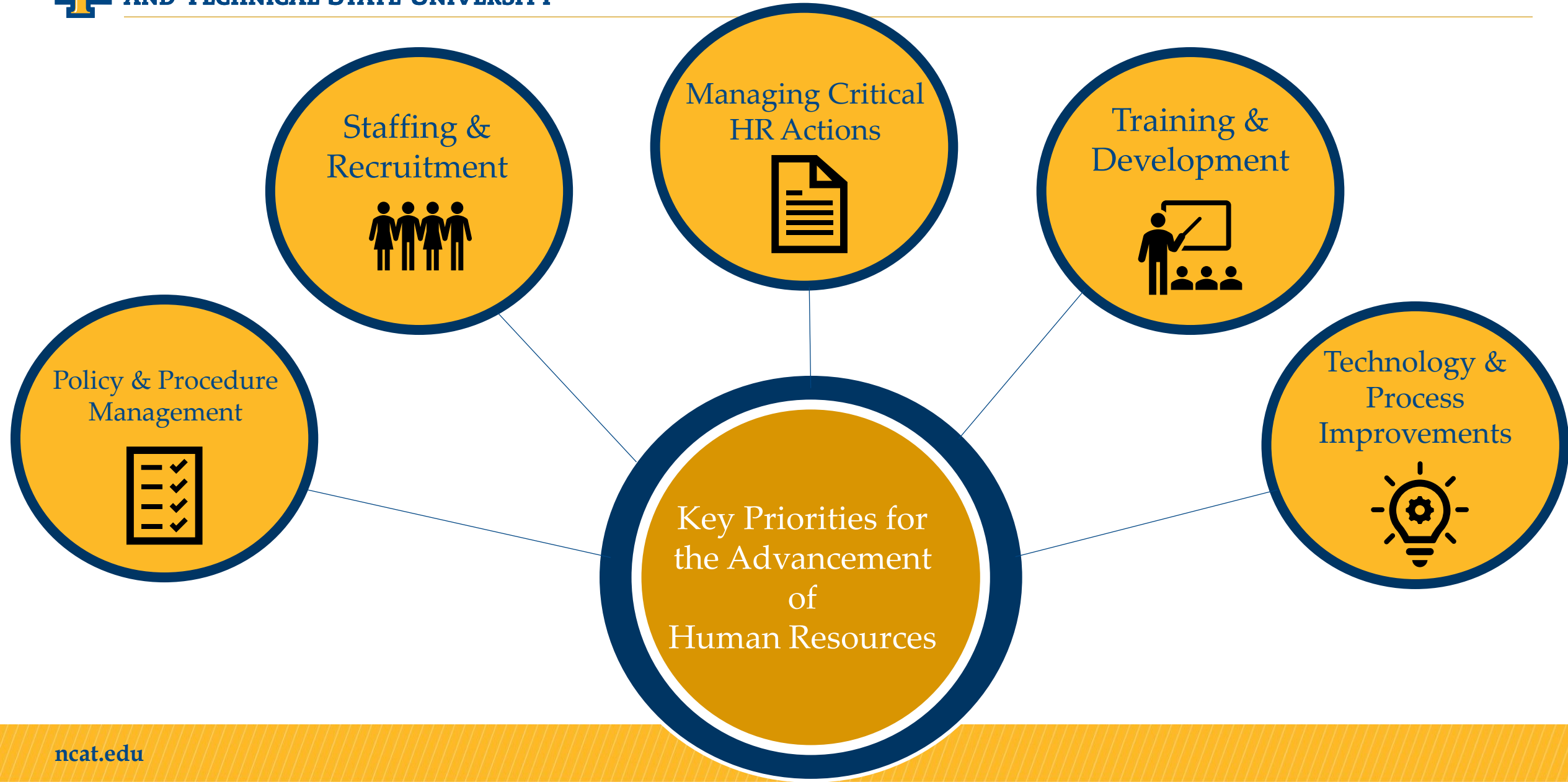
- proven competency and contribution, professional service,
and advice to manage the workforce

building talent

- strengthen talent acquisition, inclusive recruitment/retention
practices, employee skill development

developing culture

- creating and setting engagement, belonging, commitment of
resources, and organizational agility





Policy & Procedure Management

- Align personnel policies, procedures, and processes with current and future industry best practices to meet the university's evolving needs.

Staffing and Recruitment

- Improve the quality of human capital by creating a stronger people advantage. Establishing and maintaining a competitive total rewards program, developing strategic sourcing methods, and defining simple, clear, and effective recruitment and retention processes, timelines, and metrics.

Managing Critical HR Actions

- Establish a decision-making criteria and expectations that evolve service delivery and ensure efficiency.

Training and Development

- Managing employees as critical assets through upskilling, increased technical knowledge, succession planning, and leveraging professional practices.

Technology & Process Improvements

- Transform HR services using technology-based practices that streamline services, enhance resources, mitigate risk, improve data and access, and support more effective and efficient business practices.



**Policy & Procedure
Management**

- Streamline and clarify procedures
- Update policies on DHR website (one location)
- Review, develop, monitor policy for equity
- Ensure stakeholders know, understand, and/or have access to policies and procedures (esp. DHR staff)
- Align with the standard policy review period.

**Staffing and
Recruitment**

- Complete process mapping for recruitment/staff and set SOPs with timelines
- Fill HR open vacancies
- Create accurate and better structured organizational design, graphics and role design resources.
- Develop HR resources/tool kit for campus and add to our website.
- Other departments align website and org charts with reality
- Expand sources from where and how we recruit talent.

**Managing Critical HR
Actions**

- Create decision criteria to classify priority of actions
- Create an HR service triage process
- Deploy criteria and triage to HR staff then communicate to campus
- Set expectations with campus to change culture regarding service response and use skillfully management conversations to implement
- Develop contingency plans for backlogs

**Training and
Development**

- Create an HR staff development plan.
- Clarify performance expectations and hold staff accountable.
- HR team building w/in functional units, build spirit de corps, collaborate
 - Creating an onboarding kit with checklist
 - Discipline and functional skills building (expertise)
 - Leverage technology for L&OD.
 - Develop consulting skills sequencing by audience.
 - Interviewing skill building techniques for campus hiring managers
 - Workforce classified skill building

**Technology & Process
Improvements**

- Website updates and design
- Eliminate paper forms and implement DocuSign and digital forms
- Identify and outsource certain services to allow staff to focus on non-redundant tasks
- Tech-enabled performance evaluations
- Updated staff skills to use technology well
- Establish in-house or dedicated HR tech support, design, tool selection, upkeep, website, etc.
- Move away from manual processes (I-9, payroll, repetitive process) and shift to automated and self-service



PRIMARY GOAL: To develop data-informed human resources strategic plan.

What will the strategic plan provide?

- A road map to guide us toward realizing our vision and executing a mission to competitively position NC A&T as a top-choice employer
- Focus when confronted with an array of demands for our services.
- An important communication tool for our stakeholders.
- A service compact with the campus community

How has the strategic planning process derived?

- Analyzing HR through stakeholder feedback, administrative reviews, audits, performance evaluations, several data analysis areas, assessment of HR staff skills, etc.
- Engagement in a series of HR leadership & staff retreats and strategic planning meetings.
- Forming a dedicated strategic planning team.
- Evaluating with a lens of equity, inclusion, and belonging.



What will the strategic plan include?

- Strategic Focus Areas
- Prioritized Goals and Objectives
- Operational Tactics
- Leading Key Performance Indicators
- A Timeline of Execution and Accountability

Who will be involved?

- Dr. Veronica Sills, Associate Vice Chancellor/CHRO
- Linda Mangum, Director of EEO/Employee Relations
- Dr. David Leonard, Director of CLOE
- Samuel Richardson, Director of HR for Academic Affairs
- Del Ruff, Chief Diversity Officer
- Michael Terrell, Sr. Employee Relations Consultant
- Dr. Kelli Dixon, Director of Student Affairs Assessment and Staff Development
- Dr. Jeanette Wade, Assistant Professor of Sociology, College of Health & Human Sciences
- Dr. Bill Randle, Professor, College of Ag & Environ Sciences
- Dr. Marla Tuchinsky, Facilitator, Ten Springs Consulting



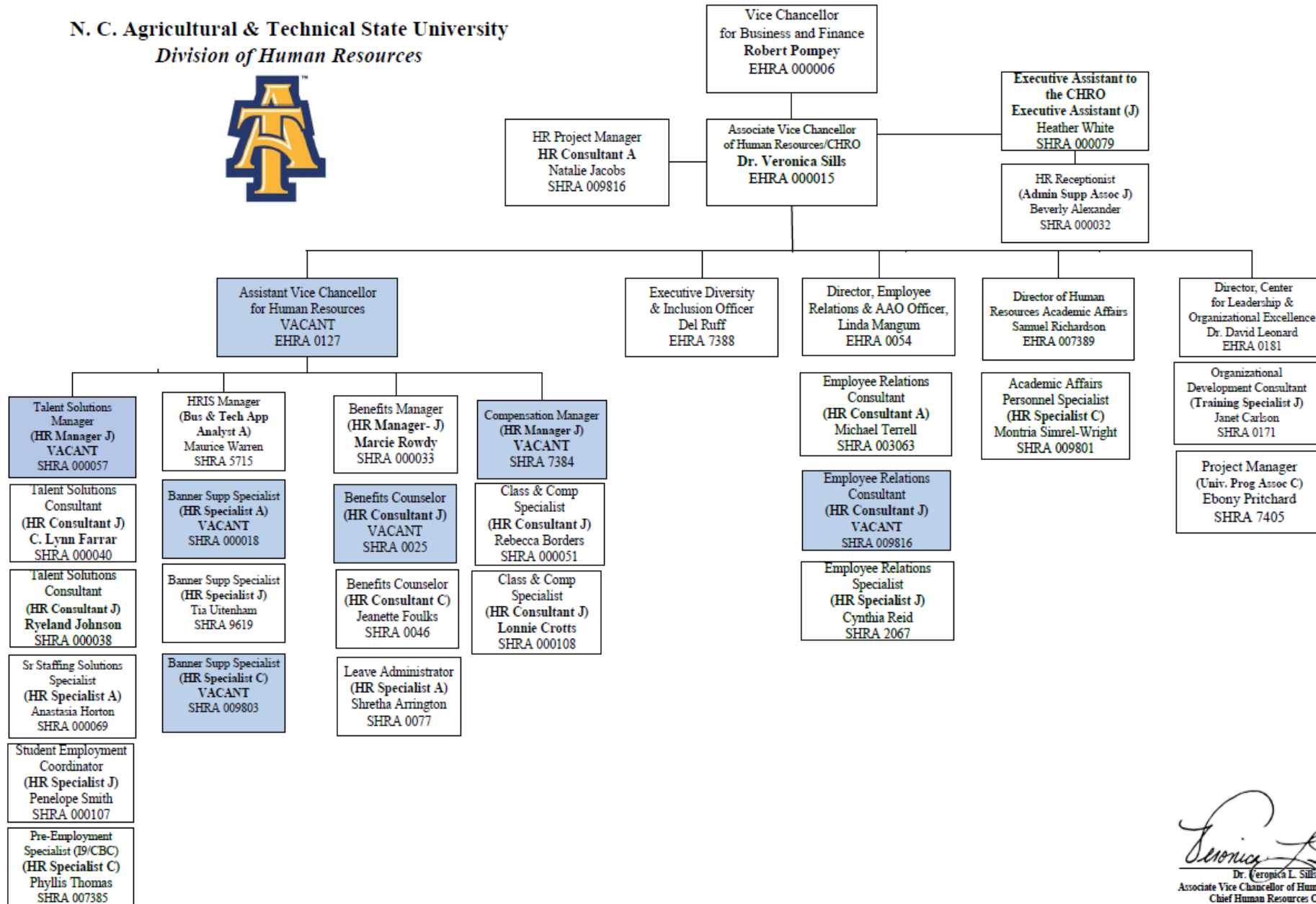


Strategic Planning Timeline



Division of Human Resources

Staffing Updates



STAFFNG SUMMARY

New Hires:

- Benefits Manager
- Talent Solutions Consultants
- FMLA/Leave Administrator
- Sr. Staffing Solutions Specialist
- HR Project Manager

Currently Interviewing


- Sr. Banner Support Specialist
- Banner Support Specialist

Under Recruitment

- Talent Solutions Manager
- Employee Relations Consultant
- Benefits Consultant

Preparing for Recruitment

- Assistant VC for HR Operations


Dr. Veronica L. Sills
Associate Vice Chancellor of Human Resources
Chief Human Resources Officer
Effective Date: July 11, 2022

Division of Human Resources

Division Highlights



- **Professional Development Day** title this year will be What's Your Story: New Perspectives, Insights, and Conversations.
- As we continue to implement our interdisciplinary work with Dr. Paul Baker and the University Gallery, we will **install 15 images from the University Gallery in the CLOE classrooms** and hallways in mid-July. Each image represents or reflects aspects of leadership in its content, the life of the artist and/or the context story of the artwork.
- We will launch the second half of our new **Purposeful Conversations with Your Direct Reports** workshop in three weeks.
- We will launch the **eight (8) new workshops in the fall** addressing emotional intelligence, avoiding burnout, time management, high performing teams, and more.
- In August we will begin **designing Catalyst, a leader development program** for first time people leaders.
- Del Ruff will serve as a **national panelist** for the Council for Advancement and Support of Education (CASE) 2021 Institute for Minority Serving Institutions (Fall 2021).
- NC A&T's Executive Diversity and Inclusion Officer **elected chair of the UNC System D&I Council.** (November 2021)
- Center for Teaching Excellence (CTE) and ODEIB collaborated to write a Professional and Organizational Development Network in Higher Education (POD) **mini-grant to develop cultural competency education and training in Fall 2022 for new faculty** without an academic connection to an HBCU. (awarded January 2022)





- 2021-2022 **engaged over 300+ students** around diversity, equity, inclusion, and belonging through guest lectures, SGA collaboration, and residence life presentations.
- Facilitate a **Future Forward Inclusive Practices** workshop for the Department of Agribusiness, Agriscience Education, and Applied Mathematics (Spring 2022).
- Conducted three **DEIB training for the Division of Student Affairs** (Directors, Health Services, and Band).
- Supported the development and implementation of the **Preferred First Name Policy** to start on August 1st 2022.
- D&I Committee provided feedback for **DEIB priorities and strategies** to develop initial action plan.
- NCA&T Division of Human Resources was **featured in the June 2022 North Carolina Diversity Features** for working together with the campus to create a sense of belonging that ensures everyone has the opportunity to be authentic and fulfilled.
- **Newly appointed Assoc VC & CHRO effective July 1**
- Established **three (3) new HR positions** in ER, HRIS, and Project Management
- Staffing stabilization with **18% vacancy rate under active recruitment.**
- Defined HR priorities to guide our recovery and advancement.
- Refining the HR mission statement with a **multi-year strategic plan**



Questions?