KENT STATE®

Division of Human Resources

Strategic Plan For a Culture of Excellence

2012-2017



STRATEGIC PLAN FOR A CULTURE OF EXCELLENCE

2012-2017

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INTRODUCTION

Important Definitions

Human Resources Division ("HR" or "Division") serves Kent State University's full and part-time employees. HR has nine functional departments including Benefits, EOAA, Compensation, HR Outreach and Initiatives, Training and Development, Talent Acquisition and Operations, Records, Labor Relations, and Employee Relations. For the purposes of this Strategic Plan, "Division" or "HR" implies all nine units are represented.

"Mission Statement" describes in broad terms the fundamental reasons for HR's existence including whom HR serves and what it seeks to accomplish for those served. This mission statement includes the characteristic manner in which HR will deliver its services.

The term "Strategic Direction" is used to describe a goal for Human Resources. A Strategic Direction has the potential to affect the university significantly over the long term and is essential to achieving the institution's vision. HR's Strategic Directions relate to the University's Strategic Goals. Because a strategy is conceived broadly, it is not in itself measurable.

Within each strategy, the term "**Key Themes and Projects**" is used to describe more specific approaches that will advance the overall strategy. This usage corresponds to the term "initiative" or "objective" in some other planning terminology. Subsequent planning by the Division will provide additional specificity to these Themes, Projects, and Tasks.

While Strategic Direction relates to the broad direction and priorities of the Division over an extended time period, the term "**Tasks**" relates to operational activities employing current or projected resources, typically within a given fiscal year. The implementation of specific Tasks will be measured by HR Metrics, which will qualitatively and quantitatively determine the success of the greater Theme or Project.

The case, or rationale, for supporting the Theme, Project, or Task needs will be its relationship to the University's Greater Strategic Plan using **Strategic Alignment**. The Strategy Map outlines each task to the overall goal.

Strategic Planning is an ongoing process. HR will use this plan to ensure a culture of excellence for a high-performance organization.



Mission Statement

The Division of Human Resources commits to excellence in action by Attracting, retaining, and developing a community of talented and diverse individuals In support of the university's Excellence Agenda.

Summary

The Strategic Plan for a Culture of Excellence is the evolved strategic plan, started in 2009 and amended in 2012. The plan continues to align the Division mission with the mission of the university and the Excellence agenda. This updated strategic plan reflects the Division's Strategic Directions and is designed to expand and strengthen the Division's annual goal setting/planning process. It expresses the Division's continued commitment to provide state-of-the-art human resource services, approaches, and practices to the university community through a concrete plan of action.

The plan is a collaborative document representing key themes, projects and tasks formulated by approximately 40 Human Resources staff members. The strategic plan reflects a comprehensive approach to developing and sustaining a human resources organization that values employee contributions.

The timeframe for the plan includes both immediate and five-year objectives and plans. It is recognized that some strategies will require extended time in order to attain transformational improvements/changes.



Division of Human Resources, December 2012

Through this plan, the Division of Human Resources reaffirms its commitment and desire to continue to serve as a strategic partner within the university and to continue to build a strong, united team serving within the strengths of one Division.

The plan will enable the Division of Human Resources to work collaboratively with other organizational units to attain

the university's mission and the expanding excellence and diversity agenda. The Division will work to attain the university diversity and inclusion agenda by working with hiring authorities to recruit and retain talented and diverse faculty and staff and create a welcoming, affirming, and empowering culture of respect and inclusion. The Division will continue efforts to promote leading practices in developing and recognizing outstanding faculty and staff, as well as enhancing communications to employees at all campuses.

The Division will continue to serve as consultant, partner, and advisor to all departments on a wide range of compliance and non-compliance issues, facilitate professional development of employees, and promote effective communication in the university community.



DEPARTMENTAL MISSION STATEMENT ALIGNMENT

Training and Development:
Training and Development is
committed to excellence in action
through the development, delivery
and administration of learning
opportunities for faculty and staff
that help to attract, retain and
develop a diverse workforce in
support of the University's mission.

Records: The mission of Records is to advance the overall mission of the university through accurate personnel record keeping for the staff of the Kent State community. We achieve our mission by offering positive resolution to personnel issues and providing leadership and guidance in the equitable administration of our policies and procedures.

Benefits: Benefits Services is committed to providing excellent customer service to the faculty and staff of the university, work effectively and diligently as a liaison between campus community and our benefits vendors, provide quality, user-friendly service while adhering to the professional standards and applicable laws and regulations.

Employee Relations: Employee Relations provides advice, counsel, and training to ensure a positive, productive and fair work environment for employees and managers; an environment free of arbitrary biases, conducive to peak performance, and one that fosters employee recognition and satisfaction.

Labor Relations: The mission of Labor Relations is to maintain positive labormanagement relationships and minimize conflict by providing leadership and expertise in all matters regarding activities for AFSCME represented employees in support of the University's mission, aspiration, values and goals.

The Division of Human Resources commits to excellence in action by attracting, retaining, and developing a community of talented and diverse individuals in support of the university's Excellence Agenda.

Equal Opportunity & Affirmative Action: The mission of the Office of Affirmative Action is to ensure equal access to employment and educational opportunities in support of the university's commitment to equal opportunity, affirmative action, and diversity.

Compensation: Compensation is committed to excellence in action through the development, implementation and administration of compensation programs and practices that attract, retain, and develop a diverse workforce in support of the university's mission.

Talent Acquisition and Operations: Talent
Acquisition and Operations serves the university
community by managing the hiring process and
providing competent staff for departmental hiring
officials and career opportunities for candidates.
The office acts as a key resource for university
hiring managers to identify qualified candidates
for their teams and manages the entire
recruitment cycle process. With a goal of
exceeding expectations, it strives to maintain
efficient, courteous, and timely service in
compliance with university policies and statutory
requirements in support of the guiding mission of
the university.

HR Outreach and Initiatives

The mission of HR Outreach Initiatives is to provide outreach opportunities in partnership with internal institutional divisions and units, as well as external community groups. These efforts enhance and foster partnerships, as well as coordinate collaborative interactions to identify best practices to attain efficiencies.

Visit the Division of Human Resource Website: http://www.kent.edu/hr to learn more.



HUMAN RESOURCES STRATEGIC DIRECTIONS FOR FY13

3.4.1	Explore and identify shared services and other outreach opportunities within and beyond our campuses that leverage the university's best practices to mutually streamline activity, reduce costs and attain efficiencies while engaging students in experiential learning and supporting student retention. (Human Resources 3.4.1)
5.6, 5.7	Improve processes, systems, and infrastructure to provide high levels of efficiency, quality, and cost effectiveness by regularly assessing HR efficiency and involving stakeholders (Combines Human Resources 5.6.1 and 5.7.1)
6.1.1	Strengthen and transform the university's culture of excellence and facilitate strategic partnership to attain the university's goals through training and development programs and sustainable initiatives to develop a high-performing organization. (Human Resources 6.1.1)
6.2, 6.3	Develop leading practices in the recruitment, retention, and recognition of outstanding faculty & staff, promote an inclusive and non-discriminatory workplace, and continue employee recognition programs. (Human Resources 6.2.1 and 6.3.1)
6.4.2	Support and promote the health and well-being of the university community through the implementation of strategic and comprehensive health and wellness approaches (Human Resources 6.4.2)

The Division of Human Resources Strategic Directions align with Kent State University's Strategic Plan in support of Kent State University's Excellence Agenda.



STRATEGIC DIRECTIONS FOR FY 13	KEY THEMES AND PROJECTS
Explore and identify shared services and other	A. Human Resources will continue working with
outreach opportunities within and beyond our	peer institutions to develop viable shared
campuses that leverage the university's best	
practices to mutually streamline activity, reduce	services and consultative opportunities B. Human Resources will continue working with
costs and attain efficiencies while engaging	public entities to develop viable shared
students in experiential learning and supporting	services and consultative opportunities
student retention. (Human Resources 3.4.1)	Human Resources piloted a program with City
	of Tallmadge during 2012 and will continue
	working with peer institutions to develop
	viable shared services and consultative
	opportunities
	A. Human Resources will provide experiential
	learning and community engagement
	opportunities to students in collaboration
	with academic units
	Human Resources business units created and
	rolled out internship programs with the
	Communication and Public Health a
	Communication, and Public Health, a
Improve proceeds systems and infrastructure	program which will continue. A. Human Resources will complete document
Improve processes, systems, and infrastructure	
to provide high levels of efficiency, quality, and cost effectiveness by regularly assessing HR	imaging for employee grievances and benefits files integrated into Banner through
efficiency and involving stakeholders (Combines	WebXtender.
Human Resources 5.6.1 and 5.7.1)	Human Resources built digital environments
Truman Resources 5.0.1 and 5.7.1)	division-wide within Banner.
	B. Human Resources will continue to update all
	unclassified job descriptions within a newly
	adopted, more standardized format.
	C. Human Resources will continue working with
	Benefitfocus on the redesigned benefits open
	enrollment online system.
	Human Resources redesigned open enrollment
	online to improve employee's experience.
	D. Human Resources will research an in-house
	Online Applicant Tracking plan by developing
	specifications and creating a test model.
	E. Human Resources will explore alternatives
	for reporting leave (unclassified and faculty
	employees).
	Human Resources reviewed the Banner Leave
	Report function and is reviewing a new
	University-wide Timekeeping System on an
	RFP committee with Payroll, Academic
	Personnel, IS, Career Services, Dining Services,
	and Rec Services.
	F. Human Resources will make communication
	more transformational with the creation of
	the HR Communication Hub
	G. Human Resources will develop a Faculty and
	Staff Analytic Reporting system to provide
	high level reporting for future planning and
	decision-making.



	Human Resources developed and provided information to high-level administrators for Strategic Planning and Staffing. Human Resources is creating a channel in FlashLine to house staffing information and provide high level reporting for future planning and decision-making.
Strengthen and transform the university's culture of excellence and facilitate strategic partnership to attain the university's goals through training and development programs and sustainable initiatives to develop a high-performing organization. (Human Resources 6.1.1)	A. Human Resources will develop a LEAN Initiative to create a value HR process for the university that has little to zero waste while developing Lean Thinking in a global sense and positive deviant performance. B. Human Resources will complete the second class of the redesigned Institute for Excellence Human Resources completed the class and enrolled 40 high-performing faculty and staff members in the 2013 class of the Institute for Excellence, a dynamic university-wide leadership program. C. Human Resources will undertake a validation of all testing used for classified employee hiring, inclusive of classified positions initially, followed by skilled trade employees and other non-bargaining positions for OFCCP and EEO compliance. D. Human Resources will provide training and support to organizational unit level HR functional staff Human Resources is providing training opportunities to all HR staff through the HR Learning Community
Develop leading practices in the recruitment, retention, and recognition of outstanding faculty & staff, promote an inclusive and non-discriminatory workplace, and continue employee recognition programs. (Human Resources 6.2.1 and 6.3.1)	A. Human Resources will develop a planning and staffing model for the University B. Human Resources will review employee performance review and recognition (1) Human Resources will expand a piloted recognition program within the division to a larger, university-wide focus. C. Human Resources will implement changes resulting from an internal university-wide mock salary audit to continue compliance with DOL's OFCCP. D. Human Resources will increase minority and under-represented recruitment E. Human Resources will collaborate with Diversity, Equity, and Inclusion to create a matrix including promotional trends of under-represented employees compared to racial majority peers (AQIP Initiative)



	E Human Dagaumana will sallah ayata with the
	F. Human Resources will collaborate with the College of Nursing to pilot a strategic approach to organizationally develop and culturally transform the college. The program will focus in the following areas: Organizational Visioning, Building Organizational Awareness, Organizational Transformation, Performance Management, and Outcome Engineering. G. Human Resources will make communication more transformational with the creation of the HR Communication Hub/Blog H. Human Resources will host an HR Summit (1) HR will develop a job description tutorial to facilitate the development of uniform job descriptions (2) Human Resources will provide learning opportunities for hiring managers to help them better understand compensation policies and new practices, including total compensation and salary offers (3) Human Resources will develop leading practices in recruitment and retention by developing salary calculators and unique and market-driven business-related compensation structures for each organizational unit of Kent State. Human Resources will work with internal subjectmatter experts, data from each industry and from cohort schools to create salary structures for individual business units and
Support and promote the health and well-being of the university community through the implementation of strategic and comprehensive health and wellness approaches (Human Resources 6.4.2)	A. Human Resources will continue the University's wellness program. Human Resources worked with subject-matter experts and university-wide feedback to create a comprehensive five-year wellness strategic plan which will roll out and make 2013 the first year of Wellness. B. Acquire data warehouse C. Wellness Web Portal comes online D. Biometric Screenings E. Health Risk Assessment ("HRA") F. Telephonic Coaching G. Establish Baselines H. Wellness Program Implementation of targeted opportunities I. Identification of potential research opportunities J. Human Resources will host expanded Benefest



promote an inclusive and non-discriminatory workplace, and continue employee recognition programs. (Human Resources 6.2.1 and 6.3.1) Support and promote the health and well-being of the university community through the implementation of strategic and comprehensive health and wellness approaches (Human Resources 6.4.2) Develop and implement a diversity plan with a focus structures for each organizational unit of Kant State in order to better attract and Fresh top outset. The state Resources will host an HR Stannut Inclusive of classified positions Initally, followed by skilled track analogues and other non-largelining positions for OFO-2 and EEO compliance. Human Resources will develop a planning and staffing model for the University exists with open partitionance sevies and recognition. Implement changes resulting from an Internal university-wide mock salary audit to continue compilance with DOL's OFCCP. Develop leadership skills in a wide range of faculty HR completed the second class of the redesigned institute for Excellence and enrolled 40 high-performing faculty and staff members in the 2013 class of the Strengthen and transform the university's culture of excellence and facilitate strategic partnership to attain the Recruit and retain the highest-quality faculty and otional trends of under-represented employees compared to racial maj Align faculty and staff rewards with institutional Develop leading practices in recruitment and retention by developing salary retention, and recognition of outstanding faculty & staff, university's goals through training and development programs and sustainable initiatives to develop a high performing organization. (Human Resources 6.1.1) 6.2.1 and 6.3.1 Develop leading practices in the recruitment, Make communication more transformational with the oreation of the HR Communication HubBlog validadon of all festing used for classified employee hiring Collaborate with the College of Nursing to pilot a strategic approach to VI. Developing & recognizing Valid and compilant institut for classified employee hiring. A training model for organizational unit level HR functional staff. Updated employee performance review and recognition. HR Worked with subject-matter experts and university-wide comprehensive the-year wellness strategic plan HR hosted a successful Open Enrollment Fair during 2012 Increase minority and under-represented recruitment Collaborate with Diversity, Equity, and Inclusion to ex-Compliance with DOL's OFCCP. Increased minority and under-represented recruitm & staff - create bench strength our people on inclusive excellence Human Resources Strategy Map FY13 staff in the nation 6.1.1 6.4.2 6.1 6.2 6.3 6.4 Make communication more transformational with the creation of Explore alternatives for reporting leave (unclassified and faculty Continue working with Benefitfocus on the redesigned benefits new University-wide Timekeeping System as part of a committee. HR developed and provided information to high-level administrators for Strategic Planning and Staffing. 5.6.1 and 5.7.1 Improve processes, systems, - HR builtdigial filing environments division-wide within Application Xendider. - HR vicesed an enhanced Record Recention schedule. - HR added Single Sign-On to open enrollment online, improving Develop a Faculty and Staff Analytic Reporting system to provide high level reporting for future planning and decisionemployee's experience HR reviewed the Banner Leave Report function and is reviewing a Improve core business systems and evels of efficiency, quality, and cost effectiveness by regularly assessing Continue to update all unclassified job descriptions within a benefits files integrated into Banner through <u>WebXtender.</u> Build a digital environment to store Affirmative Action files. Combines Human Resources 5.6.1 Complete documentimaging for employee grievances and processes, with particular attention to operationalizing a "Year of Yes" open enrollment online system. Research an in-house Online Applicant Tracking plan by Updated unclassified job descriptions within a newly and infrastructure to provide high innovations to create state-of-the-Securing our financial future A successful online system for Open Enrollment developing specifications and creating a test model A test model Online Applicant Tracking plan. Use information technology HR efficiency and involving art business processes newly adopted, more standardized format adopted, more standardized format. the HR Communication Hub stakeholders. and 5.7.1) S. employees) 5.6 5.7 supporting student retention. (Human within and beyond our campuses that during 2012 HR Business units created and rolled out an 3.4.1 Explore and identify shared services efficiencies while engaging students HR piloted a program with City of Tallmadge businesses, and non-governmental Provide experiential learning and community 3.4 Partner with government agencies, organizations to achieve strategic results Continue working with peer institutions to and other outreach opportunities internship program with the College of engagement opportunities to students in research & creative endeavors practices to mutually streamline activity, reduce costs and attain Continue working with public entities to III. Expanding breakthrough leverage the university's best HR provided Experiential Education Opportunities to 5 students develop viable shared services and develop viable shared services and in experiential learning and collaboration with academic units consultative opportunities consultative opportunities Resources 3.4.1) Business And Tasks Directions University University ٥ő Strategic Strategic Projects, Themes Themes, Projects HR Key Metrics Goals Key 뚶 품 9