

Contemporary HR Practices

PER 2252

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Agenda

- Introductions & welcome
- Framing issues, trends, and challenges:
 - What are you seeing on your campus?
 - If you had to do a “higher ed SWOT analysis” – what would it look like?
- The people/workforce/HR context for discussion:
 - Policies, practices, & techniques
 - HR Information systems
 - Retentions strategies (from your own perspectives - for whom?)
 - Change management
 - Leadership development
 - Integrated health care management (survival!)
- Best ways to prioritize people/workforce/HR work at your institution
- Starting your action plan – what should you do first? Measure success?

Let's get started: Your own perspectives on HR

- Think about your interactions with HR/workforce/people “things” at your institution:
 - As an individual employee
 - As a business officer
 - As a supervisor/leader
- Some questions to think about with a partner:
 1. What was the last topic/issue/area, etc. that you had direct interaction with HR?
 2. What is your current organizational relationship to HR at your institution? Do you like it? Why or why not?
 3. From your point of view – what is the most critical HR/workforce/people issue on your campus right now? Why?

Activity:

Think of the higher education industry at present. In your group, do a VERY BRIEF SWOT analysis. 2-3 items for each – see if you can come to a level of consensus as a group:

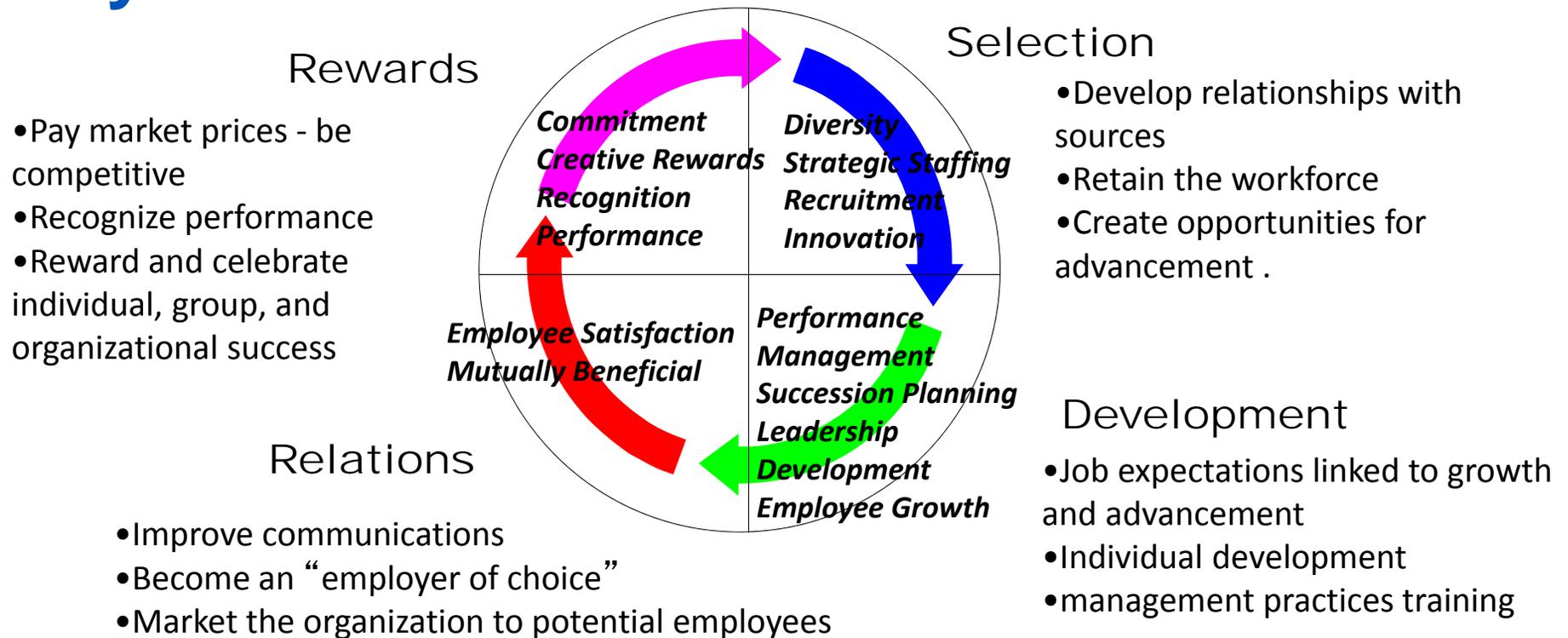
Strengths

Weaknesses

Opportunities

Threats

HR Systems Model



Policies, practices, & techniques

- Do you have an on-line policy manual?
- Do you have a consistent policy development model?
- Do you have a committee or a specific department/unit responsible for development?
- What is your approval process?
- Should you be a “policy lite” organization?
- How are policies “taught” and “communicated” in your organization?



HR information systems

- The question of accurate people/workforce data: do you have it?
- The enterprise systems question: “1 big one” or use multiple solutions?
- Having a “people dashboard” available for all department leaders.
- Workflows and “employee self-service” and “manager self-service” – are you ready for it? Cost effective?
- Applicant tracking systems.
- The “talent management suite” question – do you need it?
- Learning management systems.



The “1st year experience”

- Taking a cue from our student affairs colleagues – from the time of an offer through their very first performance review/evaluation.
- What would be in the ideal onboarding experience?
- This is a process that is worth an investment – how to use technology (most applicant tracking systems offer a module) to “push” information to candidates – the 75% estimate.
- Making sure of health care eligibility/choice and retirement eligibility/choice.
- Face to face orientations: what should actually happen there?
- Creating multiple “touch points” during the first year.
- Administrative involvement in new faculty orientation – should we go there?
- This year is the number one factor to impact retention of highly sought after (and compensated!) talent at your institution.

Individual development plans: investing in learning management systems

- Should be an annual process for all leaders with their direct reports.
- All employees should have individual development plans (IDPs) as part of their performance programs – a learning management process/system can be the center.
- Don't focus on the evaluation – focus on the goals and the development plan.
- Key aspect around competencies (knowledge, skills, attribute/behaviors).
- Identify key development/learning experiences:
 - Workshops, conferences, certification courses, etc.
 - Key projects in functional areas – also cross-functional efforts.
 - Serve on committees, volunteer organizations, professional organizations (local, regional, national levels).

Change management

- There are many models to assist with managing change.
- Would you like to integrate this emphasis or provide a learning experience to be prepared?
- “Real Change Leaders” – Jon Katzenbach
- “8 Step Process” – John Kotter
- “Three Stages of Change” – Kurt Lewin
- “ADKAR” model
- Stephen Covey’s model (7 Habits)
- Kubler-Ross model



Best practices in leadership development and succession planning



Building a definition for succession planning

- Every organization needs to think about what it means
- Key roles/individuals in the organization
- Process to prepare individuals for leadership roles
- A way to determine “readiness” for individuals
- Foundation in individual development planning
- Distinguish from emergency to planning
- Different from overall workforce planning



Myths About Succession Planning

- There's a “secret book” based on “smoke-filled room” decisions
- One person is pre-selected for each position
- The “heir apparent” syndrome
- What about diversity and inclusion goals?
- Did we limit ourselves for talent by only looking internally?
- Higher education **has to** do external searches!



Roles in succession planning work

Key HR work:

- Know the organization through all metrics and analytics
- Develop and maintain relationships with all levels of leadership
- Know what all leaders “need” for their individual development
 - “demonstrated capabilities”



Key organizational leadership work:

- Define key terms like “potential,” “development,” “leadership behaviors.”
- Carve out time to reflect and assess individuals – **beyond performance reviews!**
- Create a schedule for 1-1/individual visibility opportunities

How does succession planning work?

How to get started – *positions and competencies*:

- Identify leadership competencies
- Identify key positions – and current status
- Identify position-unique competencies
- Review institutional and inclusion plan/strategies



Next phase – *people and competencies*:

- Evaluate individuals' readiness for position(s)
- Identify gaps and development plans

What tools are available for succession planning?

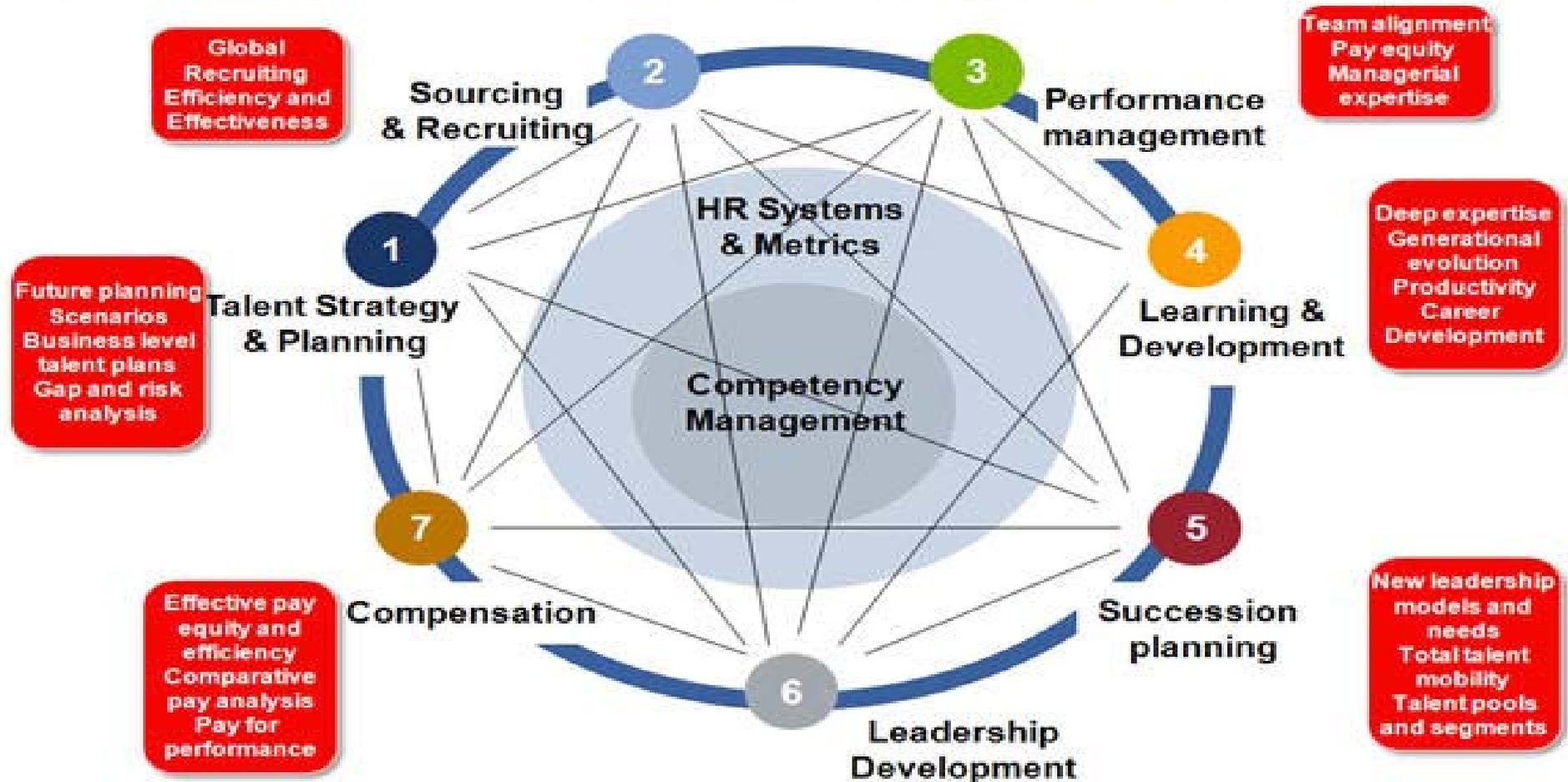
- Structured leadership development programs
- Formal and informal mentoring programs
- Leadership feedback (360s)
- Identification of “high potentials”
- Building bench strength/retention strategies for potential leaders (stretch assignments, temporary assignments, etc.)
- System tools (online profile management and performance tracking)
- Workforce plan (predict retirements, turnover, needs)
- Third-party executive assessments
- Engagement surveys
- Diversity goals/plans



Talent management strategies

- Strategic planning
- Sourcing & recruitment
- Performance management/feedback/expectations
- Learning and development – being a “learning organization”
- Leadership pipeline – many refer to as “succession planning”
- Structured leadership development process
- Compensation & rewards

Integrated Talent Management



Analytics and Workforce Planning

- What HR data do you have available for your leadership to review?
- Key views include:
 - Accurate and up to date “snapshot” headcount data
 - Department level reports with security to who is appropriate to see them.
 - Trends – at least a 3-year window.
 - Agree upon definitions – the whole “data governance” conversation – ex. Define “faculty” at your institution.
 - Connect to your payroll costing department – follow the funding for all lines.
- Staffing ideas/planning handout questions:
 - “Strategic”
 - “Core”
 - “Currently utilized”
 - Efficiencies, capabilities, capacities, workload, etc.
- Utilizing attrition strategically – a discipline to workforce planning.

Unit Workforce: Planning

- Accurate headcount data for analysis
- Identify “the organizational future state” to achieve the unit mission:
 - Ideal for all levels – what is your model?
 - Sustainable – resources are planned and ongoing
- Anticipate organizational openings
- Utilize attrition to achieve ideal size
- Anticipate openings/transitions
- Identify talent gaps: “as is” vs. the “should be”

Unit Workforce: Capabilities

- Determining workforce/productivity capacity
- Organizational/workforce assessment:
 - Effectiveness and outcomes achieved
 - Determining unit efficiencies in process, practice, tools, etc.
 - Determine where to utilize consistent enterprise resources, processes, services, etc.
 - Elimination of “unique” tools, processes, approaches, etc. wherever possible
- Up to date and effective Performance Programs (expectations)
- Up to date and effective Performance Evaluations (feedback)

Unit Workforce: **Development**

- Organizational development planning:
 - Resources for growth and development
 - Linked to organizational capabilities gaps
- Individual development planning:
 - Linked to Performance Programs and Performance Evaluations
 - Competency development (knowledge, skills, attributes/abilities)
- Recruitment and retention of talent:
 - Accurate job/role descriptions
 - Link to recruitment/outreach strategies
 - Criticality of diversity, equity, and inclusion
 - Compliment current unit talent with new talent

Initial Focus for Workforce Planning

Step 1: Context & Environment

- Timeframe, methodology, tools
- Why?
- Strategic objectives and scope
- Internal/external environment
- Consultation and communication

Step 5: Review & Evaluation

- Outcomes of the plan
- Evaluation and implementation
- Review and monitoring

Step 4: Gap Analysis & Closing Strategies

- Areas for action – gaps & issues
- Priorities/risk rating
- Workforce development strategies
- Resources and responsibilities

Step 2: Current Workforce Profile

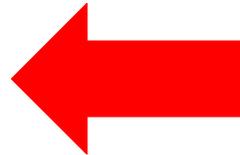
- Demographics
- Skills and competencies
- Issues/challenges
- Critical job roles and gaps

Step 3: Future Workplace Profile

- Scenarios
- Critical job roles
- Demand vs. supply
- Skills and competencies

Major components of workforce planning

- **Forecasting and assessment**
- **Succession planning**
- Leadership development
- Recruiting
- Retention
- **Redeployment**
- **Contingent workforce**
- **Potential retirements**
- Performance feedback
- **Career path**
- **Backfills**
- Environmental forecast
- Identifying job and competency needs
- Metrics



**Workforce planning
provides information and
preparation for these
things**

What keeps you up at night about healthcare?

- What are key challenges on your campus regarding healthcare costs?
- What are things you can do to lower costs?
- Have you invested in wellness? If so

 - What have been the results?
 - How do you know?
 - What are things that can tell you if you are gaining a return on investment?
 - Two stories: one of action and one of “perceived buying power:
 - The Ithaca College wellness story: “Mind/Body/Me”
 - UB as part of the NY State Agency approach through Civil Service

Retirement

- What are you doing about retiree medical costs?
 - Provide money and “send them to the market” – NY State Research Foundation
 - Now what with the Affordable Care Act?
- State pension plans: are they sustainable?
- 403B/457F plans and your approach to executive compensation
- Fiduciary responsibilities- do you have an investment committee?
- What do you think about retirement incentive programs?
 - Do they work?
 - Are they strategic?
 - How could they be structured to gain an organizational advantage?

Time to prioritize

- What are the factors to consider when setting your institution's people/workforce/HR priorities?
 - Costs
 - Staying true to your mission – “who you are”
 - Impact to students
 - Impact to your culture/morale – are people engaged?
 - Being competitive
 - Making your institution “sustainable”
 - What else?
- Work with your Cabinet to identify a “top 3” to guide your strategies.
- And not for nothing, utilize your HR leader!

“Top 10” resources for action



1. Develop a workforce/staffing plan – at least a 3-year look with attrition being your friend.
2. Build a people/HR dashboard capability.
3. Develop a wellness strategy to invest in to lower longer term health care costs.
4. Create an investment committee (faculty and staff) to manage your 403B plans.
5. Be a leader within a diversity and inclusion strategy on your campus.
6. Build a plan to be a learning organization – all employees to have individual development plans.
7. Develop a definition/policy structure regarding work/life – it is a productivity tool and not a benefit.
8. Develop a policy template – then a process to develop, review, approve, and communicate.
9. Be the leader for leadership transparency – utilize multiple communication vehicles.
10. Build a look at talent management – balancing promotions and external searches.

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