Contemporary HR Practices
PER 2252

College Business Management Institute
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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 “SWOT analysis” for your campus – 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: What are the big people/HR issues on your campus right now?

• Some **areas** to think about with a couple of partners:
  1. Costs – biggest concerns with people cost?
  2. Effectiveness – what are people areas where you think you are not effective? Why?
  3. Impact – how is your current workforce (faculty & staff) impacting your institution’s mission? Positive? Negative? Why?

• Let’s compile a list for our group
Activity:
“What’s in your wallet?”

• Individually – 1st identify some things about your campus right now using a “SWOT” approach:
  • Strengths
  • Weaknesses
  • Opportunities
  • Threats
• Identify at least two for each area
• Get with a couple of partners and compare your lists
• Are there any things similar on your lists?
• Are any of these things directly related to your workforce/people?
Basic HR Systems Model

**Rewards**
- Pay market prices - be competitive
- Recognize performance
- Reward and celebrate individual, group, and organizational success

**Selection**
- Develop relationships with sources
- Retain the workforce
- Create opportunities for advancement.

**Relations**
- Improve communications
- Become an “employer of choice”
- Market the organization to potential employees

**Development**
- Job expectations linked to growth and advancement
- Individual development
- Management practices training

Any specific area connected to concerns on your campus?
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?

http://www.buffalo.edu/administrative-services/policy1/ub-policy-lib.html
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.
Activity:
Are you worried about retention of talent at your institution?

• Individually – think of your own campus:
  • Do you have an overall retention issue for talent?
  • How do you know?
  • Identify any areas/positions that you believe you have a tough time recruiting and retaining talent? Do you know why this is the case?
• Sit with a couple of partners and compare thoughts.
• Any similarities? What did you hear that was unique?
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).
Activity:

Change management on your campus

• Individually please answer the following:
  • Do you have a formal change management approach/education/workshop?
  • Are you “intentional” addressing change and change management on your campus?
  • Is this topic discussed/have a focus with your senior leadership on your campus?
• Sit with a couple of partners and compare your answers
• Anything similar or unique?
• What are strategies that work regarding change?
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
Leadership development and succession planning

• What do you do on your campus?
• Is it effective?
• Do you have any “results”?
• Where is this topic in terms of priority for your senior leadership?
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
Integrated Talent Management

1. Talent Strategy & Planning
   - Future planning
   - Scenarios
   - Business level plans
   - Gap and risk analysis

2. Sourcing & Recruiting
   - Global Recruiting Efficiency and Effectiveness

3. Performance Management
   - Team alignment
   - Pay equity
   - Managerial expertise

4. Learning & Development
   - Deep expertise
   - Generational evolution
   - Productivity
   - Career Development

5. Succession Planning
   - New leadership models and needs
   - Total talent mobility
   - Talent pools and segments

6. Compensation
   - Effective pay equity and efficiency
   - Comparative pay analysis
   - Pay for performance

7. Leadership Development

HR Systems & Metrics

Competency Management
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
Analytics and Workforce Planning

• What HR data do you have available for your leadership to review? Include:
  • Accurate and up to date “snapshot” headcount data – at least a 3-year window.
  • Agree upon definitions – ex. Define “faculty” at your institution.
  • Connect to your payroll costing – follow the funding for all lines.
• Staffing ideas/planning – build some definitions to look at positions and NOT people:
  • “Strategic”
  • “Core”
  • “Currently utilized”
  • Efficiencies, capabilities, capacities, workload, etc.
• Utilizing attrition strategically – a discipline to workforce planning.
• Should it always be “headcount reduction”? 
• Strategy of “payroll reduction” – work through the value of experience for all hires
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
- Utilize payroll reduction by hiring to the market for things OTHER THAN experience
- 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
Core concepts of workforce planning

**Step 1: Context & Environment**
- Timeframe, methodology, tools
- Why?
- Strategic objectives and scope
- Internal/external environment
- Consultation and communication

**Step 2: Current Workforce Profile**
- Demographics
- Skills and competencies
- Issues/challenges
- Critical job roles and gaps

**Step 3: Future Workforce Profile**
- Scenarios
- Critical job roles
- Demand vs. supply
- Skills and competencies

**Step 4: Gap Analysis & Closing Strategies**
- Areas for action – gaps & issues
- Priorities/risk rating
- Workforce development strategies
- Resources and responsibilities

**Step 5: Review & Evaluation**
- Outcomes of the plan
- Evaluation and implementation
- Review and monitoring

Initial Focus for Workforce Planning
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
Activity:
What keeps you up at night about healthcare?

• Individually – answer the following on your campus:
  • What are key challenges on your campus regarding healthcare costs?
  • What are things you are doing to lower costs?
  • Have you invested in wellness? How?
  • What have been the results?
• Sit with a couple of partners and compare notes.
• Anyone doing something pretty cool to impact these costs?
Retirement: good thing for your campus – or are you worried?

• 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. Be a learning organization – all employees 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, communicate.
9. Be the leader for leadership transparency – utilize multiple communication vehicles.
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