

North Carolina Agricultural and Technical State University

Division of Human Resources

Strategic Plan

2016-2020



Mission Statement

The Division of Human Resources at NC 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 understand clearer and more effectively deal with the significant social, economic and global challenges that are necessary to achieve the bold vision of the University.

Core Values

The values of Human Resources are built on a foundation for the university community to SEEK Human Resources as the expert in human capital management, for this reason we value:

Service - DHR understands and values the importance of providing fast, personalized services that are accurate and consistent for those whom we serve;

Excellence - DHR 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 – DHR is reminded that engagement reflects the core of the culture and heightens through transparency, empowerment and equitable and fair practices. DHR strives to provide services and opportunities for all employees to be engaged and encourage a culture of excellence; and

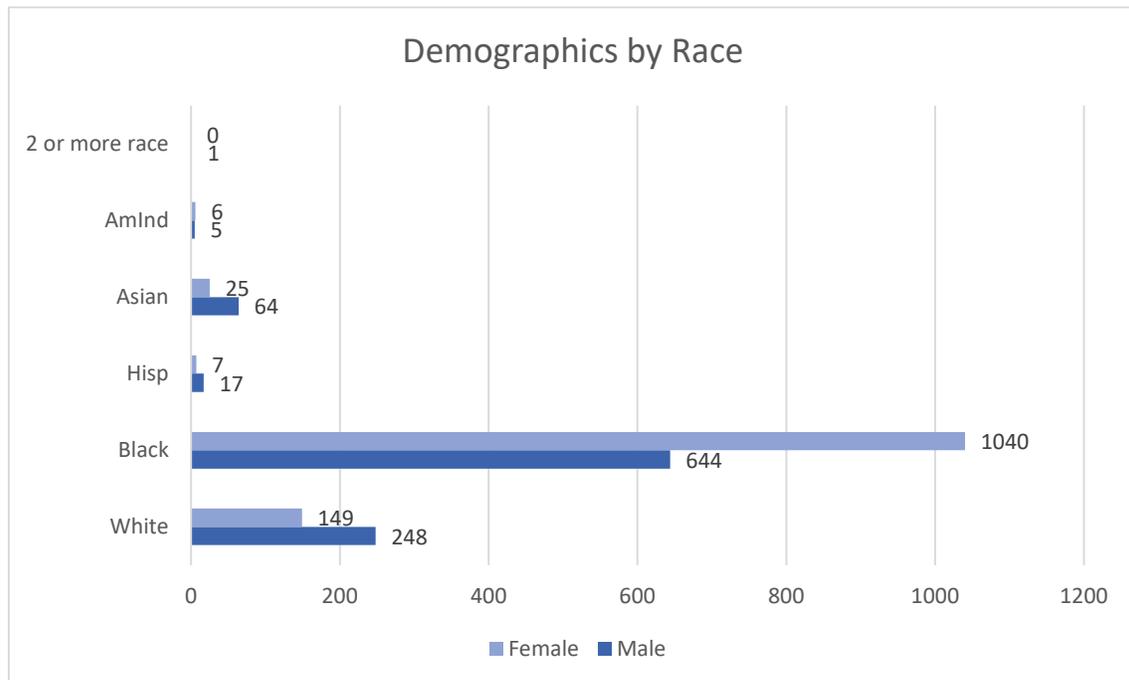
Knowledge – DHR is dedicated to being experts in the field of Human Resources, serving as a consultant and guide to policies and best practices.

Summary

This plan was developed based upon a collective approach to aid in developing a university culture that is essential for sustainable recruitment and retention, through the collaboration of our experienced staff and the constructive feedback obtained from constituents across the university.

The objective of DHR's strategic plan is to identify and acknowledge human resources strategies and systems to support the achievement of the university's strategic plan - Preeminence 2020, while simultaneously meeting the needs of faculty, staff and students. We are focused on creating an environment that is conducive to a positive campus culture, through a deliberate plan of action.

Demographics of NC A&T's Workforce



Job Group	Female	Raw Data	Male	Raw Data
EHRA Tier I	33%	5	67%	10
EHRA Tier II	67%	30	33%	15
EHRA Non Faculty	54%	152	46%	130
EHRA Temporary	51%	27	49%	26
Faculty 9-month	42%	161	58%	220
Faculty 11/12 month	37%	38	63%	66
Temporary Faculty	57%	169	43%	130
Law Enforcements	19%	3	81%	13
SHRA Exempt	59%	85	41%	58
SHRA Temporary	64%	220	36%	122
SHRA Non-Exempt	61%	424	39%	270
Total Employees		1314		1060

Data extracted from 2015 AA Plan, as of 12/31/15

Human Resources Departments: Supporting a Culture of Preeminence



Division of Human Resources Priorities 2015-2020

Goal 1



Transform recruitment and retention policies, processes and programs

Goal 2



Build a culture of development and performance management

Goal 3



Develop, encourage and promote a work life wellness/ balance (healthy culture)

Goal 4



Achieve and sustain DHR efficiency, effectiveness and value



Division of Human Resources

Goal I: Transform recruitment and retention policies, processes, and programs

Faculty and staff of the future are essential to NC A&T reaching preeminence. The future of the university rests on the quality and innovation of faculty to aid students in achieving a rewarding and fulfilling education that prepares them for the future. Recruiting and retaining a qualified staff, which includes administrators and administrative support positions, is critical in building an infrastructure that supports faculty and students for excellence.

Strategies

- A. Collaborate with Academic Affairs and Divisions to establish discipline and best practices around a culture of talent management for EHRA, EHRA Non-Faculty and SHRA employees.
- B. Redesign new hire onboarding process for faculty and staff.
- C. Increase presence of university brand on university recruitment sites.
- D. Build capability among HR professionals to be more active talent managers.
- E. Identify and promote NC A&T as a workforce of choice and best place to work.
- F. Collaborate with colleges and divisions to review equity and diversity trends and develop strategic initiatives to address such issues, if applicable.
- G. Redesign exit interview process to capture metrics that will aid in future recruitment, training and retention.
- H. Promote an inclusive and non-discriminatory workplace.

Goal II: Build a culture of development and performance management

In order for faculty and staff to enhance their skills and continuously upgrade their knowledge with an outcome of better performance, employee development must be an essential part of their professional experience at the university. Investing in the training and development of the faculty and staff here at A&T, is a worthwhile investment that manifests itself through efficient processes, excellent service and employee retention.

Anyone who receives appropriate training is better able to perform his or her job. As we get closer to 2020, it is imperative that we ensure we have the right people doing the right jobs. It is for this reason, that performance management is critical to building an empowered and skilled workforce through goal setting, coaching and development planning.

Strategies

- A. Create and implement Executive Leadership Program. Facilitating conversation and succession strategies to prepare future leaders for management and leadership.
- B. Increase supervisory training and development opportunities for aspiring employees.
- C. Develop managerial courses for all current and future managers.
- D. Generate and implement administrative courses for faculty interested in becoming administrators.
- E. Utilize tracking mechanisms that support employee development for future opportunities.
- F. Promote performance management process and program.

- G. Collaborate with administrative and professional faculty and staff in optimizing performance management for job development and success.
- H. Automate the performance management process

Goal III: Develop, encourage and promote a work life wellness/balance (healthy culture)

The utilization of technology in the workplace has allowed employees to remain connected to each other through a variety of ways that make it increasingly difficult for many to separate work from their personal lives. It is vital that we create an environment that encourages the well-being of our faculty and staff. Creating and supporting a health culture takes a proactive approach to the physical, financial and emotional health of employees.

In turn, its results benefits the university by reducing stress employees may feel due to the daily pressures of personal and professional needs, allows for a greater focus and concentration, stimulates high levels of job satisfaction (retention), and improves overall health.

Strategies

- A. Assess workforce climate and engagement for baseline and improvement planning.
- B. Create a wellness portal that houses all things wellness related for university employees.
- C. Communicate and promote benefits available to faculty and staff.
- D. Create, promote and support the well-being of the university community through campus wide wellness committee.

- E. Formalize processes for the improvement and promotion of a flexible work environment.

Goal IV: Achieve and sustain DHR efficiency, effectiveness and value

Human Resources plays an essential role in addressing and creating employee-centered activities and programs related to both personal and professional necessities. A successful division of HR is essential to having a productive, energized and engaged workforce.

In order to devote the desired time and energy on value-added, strategic focused activities, finding ways to reduce the time and effort spent on routine administrative tasks is a goal of DHR. Incorporating measurements that focus on timeliness and success of programs, initiatives and processes will allow for HR delivery of strategic initiatives that add value to the university's goals.

In order for DHR to create value, we have to maintain effectiveness and efficiency. We are focused on continuous improvements that assist in redefining and simplifying processes that allow for a response to our customers' needs in a more timely and value added manner.

Strategies

- A. Create independent "tool kits" for HR services.
- B. Revise and create relevant comprehensible HR policies that balance the interests of the federal and state mandates, management and employees.
- C. Foster frequent open communications between DHR and the university community.
- D. Optimize the usage and integration of People Admin.

- E. Target employee communications more effectively in order to meet employee information needs.
- F. Increase and promote self-service usage.
- G. Establish and report semiannually on HR metrics and workforce trends.
- H. Incorporate a digital filing and storing system for employee files.