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KU Human Resource Management (HRM) Strategic Plan (2016-2017)

Section I – The HRM Strategic Context

1. INTRODUCTION

a. Optimizing the human resource function is critical to the success of KU as the university continues to deepen the implementation of the goals outlined in our dynamic university strategic plan “Bold Aspirations.” It is imperative that HR continues to grow and evolve in its efforts to provide university leadership the support required to recruit, hire, grow and retain the top talent necessary to achieve university priorities. With emphasis on diversity and inclusion at the center of our efforts and a laser focus on the university mission, the mandate for HRM is to ensure that KU’s workforce is truly world class.

b. The **University’s mission** is:

Lift students and society by educating leaders, building healthy communities, and making discoveries that change the world.

We will accomplish that by raising the expectations we have for ourselves, the aspirations we have for our state, and the hopes we have for our world.

c. **Achieving** a reputation for workforce **excellence** requires world class human resource management as people provide the university with its key competitive advantage.

This document, the KU HRM Strategic Plan, describes the strategic themes and goals for the department. The plan is aligned with the university’s mission and nested within the university’s strategic planning and execution framework. One of the six university goals (Goal 5) provides clear direction to the university human resources team:

Bold Aspirations Goal 5 – Developing Excellence in People – provides the foundation for the HRM Strategic Plan. The primary stipulation of this mandate is to **recruit, value, develop, and retain excellent** and **diverse** faculty and staff. The four objectives within this goal are:

1. **Enhance the recruitment process for excellence in hiring (5-A).**
 - Identify and remove barriers to hiring and facilitate recruitment.

- Implement the Hiring for Excellence protocols.
- 2. Develop and retain talent and leadership at all levels to thrive in an era of change (5-B).**
- Expand and enhance training, mentoring and leadership development opportunities.
 - Increase the visibility and recognition of KU faculty and staff expertise.
 - Enliven the KU campus community with eminent visitors and local community talent.
- 3. Be accountable (5-C).**
- Develop and implement university-wide faculty policies for post-tenure review and mentoring.
 - Utilize differential faculty workloads to enhance productivity.
 - Encourage ongoing two-way performance evaluation.
- 4. Enhance diversity of faculty, staff and students (5-D).**
- Elevate the diversity leadership position to a vice provost level.
 - Provide university oversight for diversity and equity faculty, staff and students.
 - Develop and implement a campus vision and plan to coordinate diversity efforts.

Metrics established to determine progress toward the implementation of Goal 5 are:

- Professional development participation of faculty and staff.
- Numbers of minority faculty members, staff and students.
- Appointment processing time.

To be truly successful in our efforts there must be a strong linkage between outcomes and inputs. HRM programs/efforts must be aligned to deliver on university goals and be rationalized by understandable analytics. Data and the decision that it drives help leaders know how their efforts are meeting university goals/objectives. While the KU HR function is doing well, there is much we can do to better align our efforts with the needs of campus wide stakeholders.

2. HUMAN RESOURCE MANAGEMENT – OVERVIEW OF THE CURRENT STATE

Human Resource Management is organized into a central office, seven functional directorates and data and information systems offices. The human capital function is aligned under the Vice Provost for Administration and Finance in the Provost Office. Faculty appointments and administrative support is closely coordinated with the Vice Provost for Faculty Development.

The current organizational structure of HRM is available here:

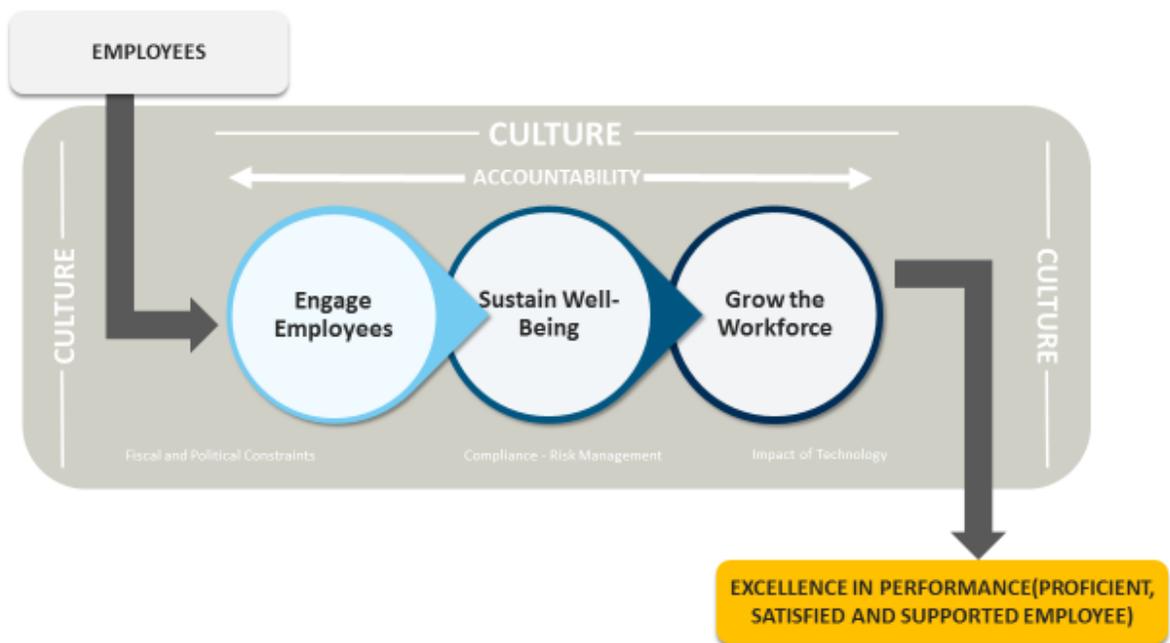
<https://humanresources.ku.edu/organization-chart>

This structure was implemented in 2015 as part of the Provost Office led Changing for Excellence (CFE) initiative. The reorganization occurred at the same time that the university implemented a shared service initiative. The Shared Service Centers (SSCs) are designed to absorb much of the transactional personnel actions at the university that used to be split between units and central HR. HRM and the SSCs are in the process of more clearly defining roles and responsibilities for each organization. This version of the HRM strategic plan will be shaped with the assumption that the migration of transactional HR processing to the SSCs is complete.

3. THE HRM OPERATING CONTEXT

Human Resource Management reflects the centralized/strategic human capital function that operates within a complex and dynamic environment. There are a range of both external and internal challenges that intersect with the unique KU culture(s). The role of HRM within this complex environment is to provide advice and support to university leaders from the Chancellor through line management to optimize the performance of KU's large and diverse workforce.

a. The operational model for HRM that reflects our support of university leaders and our responsibility to the workforce is articulated in the following diagram:



This blueprint highlights the importance of making HR services more accessible to our customers throughout the lifecycle of their employment with the university. This customer centric emphasis is balanced with an understanding that HR is also responsible for the driving the continuous growth of strategic talent across the university.

Three principles at the heart of the HRM operating model are:

1. Alignment with the **university mission**: mapping HR processes and outcomes to **student success** and facilitating **successful research** has to guide how we operate. A 2016-2017 HRM aspiration is to define how we measure our work relative to student and research success.
2. **Agility** is key. When HRM demonstrates agility, flexibility and collaboration, it **unlocks efficiency** and **effectiveness** throughout the university.
3. **Continuous** growth and **evolution** is imperative. The world around us is changing and the nature of higher education is continually evolving – we have to be prepared to **shatter the boundaries of HR functions** at the university to stay relevant to our customer.

Leveraging technology is fundamental to fully realizing the potential of the university HR operating model. A key feature of the model is an emphasis on digital excellence: cloud-based delivery, technologies that facilitate collaboration, and analytics capabilities to deliver timely insights.

b. A SWOT analysis of HRM provides the foundation to understand the organization’s operating context at the university.

	HELPFUL (for our mission/goals)	HARMFUL (for our missions/goals)
INTERNAL	<p>Strengths</p> <ul style="list-style-type: none"> • Exceptional functional expertise • Mature HR processes and services • Superior customer service mentality • Relatively flat organizational structure 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Transactional vs. Strategic • Integrated and synchronized services • Organizational self-assessment/growth mechanism • Systemic employee development • Immature data approach • Holistic employee recognition protocol
EXTERNAL	<p>Opportunities</p> <ul style="list-style-type: none"> • Partnership expansion • Data driven customer support • HR Brand Management • Differentiation of HR services from HRM to SSCs to units • Career management fluidity • Establish a clear “seat at the table” • Implement lean practices • Improve employee-facing HR systems • Improved external communications 	<p>Threats</p> <ul style="list-style-type: none"> • Fiscal environment • Holistic/integrated HR approach across all employee classes • Info systems – currency and integration • Synchronization of HR with the university strategic direction

Sustained fiscal challenges will continue to impact the pace of change that HRM is able to sustain across our numerous initiatives. Of particular note is the delay in implementing updates to our core information system (People Soft – HR/Pay). There will also remain a degree of bureaucratic inefficiency as long as the personnel function for our staff and faculty populations remains largely separate.

Internal to HRM there is a lack of integration across all of our units. There is also a lot of space to further the personal and professional development of the HR team. Truly transitioning the department to a data based decision model remains illusory but critical to our success. It is also imperative that HRM deepen our self-evaluation/lessons learned process as we remain committed to a culture of continuous improvement.

At the same time, the organization has an amazingly capable and committed workforce. Our processes are generally meeting the needs of our customers and in many instances reflect industry best practices. Our commitment to always looking for ways to improve end-user experience is notable and an area to sustain.

Growth opportunities are numerous even though, pragmatically, they need to be prioritized based on fiscal and staff capacity constraints. A data driven customer support model remains a clear top priority. It is also important to stay engaged across campus with a deliberate effort to improve and sustain our brand awareness.

The following section outlines 2016-2017 HRM priorities as we look to better align our work with university strategic imperatives and address both the challenges and opportunities highlighted above.

Section II – Vision, Mission, Values and Goals

1. Vision Statement:

Empowering a Community of Excellence

2. Mission Statement:

Through the delivery of innovative, valuable and timely services, HRM guides and supports an inclusive community of excellence where people flourish.

3. HRM Values

Integrity by...

Always treating others with respect, courtesy and fairness. Maintaining confidentiality and professionalism at all times.

Diversity by...

Recognizing and respecting the value of differences; acknowledging and appreciating the contributions of others.

Freedom of expression by...

Expressing candid views without the fear of recrimination; encouraging and acknowledging new ideas.

Team spirit by...

Communicating openly and honestly in a constructive and supportive manner; sharing ideas and resources.

Accountability by...

Taking personal and professional responsibility for our actions, maintaining a consistently high level of performance. Promote transparency in decision-making.

Excellence by...

Establishing a high performance culture designed to achieve exceptional outcomes.

4. Strategic Themes for Human Resources

KU's success is largely dependent upon the quality, reputation and productivity of its people (human capital). Human Resource Management is committed to regular analysis of our services to ensure that we are addressing the long term people needs of the university. Over the next 12 to 18 months HRM will focus on the following five strategic themes:

1. **Recruit and retain** a highly talented and **diverse** workforce. Recruitment is about the ability of the university to source new employees, keep the organization operating and improving the quality of the human capital employed in units across campus. The quality of the recruitment process is the main driver for the satisfaction of managers with the services provided by Human Resources.

The goals associated with this strategic theme include:

- Develop and resource a formal staff recruitment strategy.
- Integrate a focus on workforce diversity into all aspects of the recruiting process.
- Establish a centralized job posting/advertising initiative.
- Complete the integration of Brass Ring/IBM onboarding with HR/Pay.
- Redesign new employee orientation.
- (Aspirational) Manage the executive recruitment process for the university.
- (Aspirational) Consolidate faculty recruitment, onboarding and retention efforts within HRM.

2. **Enhance** (and measure) **end-user experience**. At the core of HRM's business model is customer service. Our ability to provide the right information in a timely manner will define our value to our campus business partners. Nested within this foundational responsibility is the ability to measure the impact we are having on the university – both positive and negative. Ultimately we will improve our support by using data to drive the decisions that we are making.

The goals associated with this strategic theme include:

- Evolution/refinement of the HR tiered customer service model.
- Transition from Fresh Desk to Service Now.
- Develop and implement an HR technology plan.
- Establish data-driven decision making protocols for each department.
- Sustain the HR brand awareness effort.

3. **Grow** the KU **workforce**. Our university needs a vibrant, skilled and engaged workforce. As the university continues to evolve the capacity of our employees needs to grow to meet the demands of running an increasingly complex organization. In recent university-wide surveys professional development has consistently been identified as the top concern of our employees.

The goals associated with this strategic theme include:

- Full implementation of performance management and a campus wide commitment to a continuous employee engagement model.
- Integration of the learning management system with the performance management module.
- Fully implement recommendations from “Leading Up the Hill”/build content consistent with the Learning Development Roadmap recommendation.

4. **Workplace culture enhancement.** A positive culture unleashes the power and energy of each of our employees. A great culture is a living entity and needs to continue evolving over time. Organizations get the best out of their people by establishing a one-team mindset and an attitude of trust.

The goals associated with this strategic theme include:

- Sustained commitment to diversity and inclusion with HRM leading inclusion efforts.
- Co-lead the execution of and follow-up to the Campus Climate Survey.
- Strengthen accountability protocols across campus.
- Maintain compensation visibility and commit to providing a competitive and appropriate salary for each employee.

5. (*Aspirational*) **Workforce Strategic Planning.** Workforce planning is a systematic, fully integrated organizational process that involves proactively planning ahead to avoid talent surpluses or shortages. It is based on the premise that the university can be staffed more efficiently if we forecast our talent needs as well as estimating the actual supply of talent that is or will be available.

The goals associated with this strategic theme include:

- Affirmative Action planning that supports shaping the right workforce.
- Cross campus analysis of the current “people” status in each unit including a 1-3-5-10 year trend analysis.
- Establish a workgroup to map the university business strategy against the university people strategy

5. Action Plans:

Strategic Theme 1: Recruit and retain the best possible workforce.

Objective	Completion	Action Steps	Responsibility	KPI
1.1 (Proposed Goal) Develop and resource a formal staff recruitment strategy. (Angie will form a work group in Oct 16 with an intent to launch a pilot strategy within Admin & Finance				

prior to the end of AY 17. A key element of the strategy will be improving KU's diversity hiring protocols.)				
1.1a	Fall 2016	Form work group	Angie Loving	NA
1.1b	Spring 2017	Conduct pilot	Angie Loving	% diverse hires

Objective	Completion	Action Steps	Responsibility	KPI
1.2 (Proposed Goal) Establish a centralized job posting/advertising initiative.				
1.2a	Fall 2017	3G integration	Angie Loving	Post to hire to onboard time
1.2b	Summer 2018	Campus wide by summer 18	Angie Loving	Post to hire to onboard time

Objective	Completion	Action Steps	Responsibility	KPI
1.3 (Proposed Goal) Complete the integration of Brass Ring/IBM onboarding with HR/Pay.				
1.3a	Functional by 15 Dec 16	Person data integration	Pam Burkhead	% employees not manually keyed
1.3b	Fully functional by 1 Jul 17	Full data integration	Pam Burkhead	SAB

Objective	Completion	Action Steps	Responsibility	KPI
1.4 (Proposed Goal) Redesign new employee orientation.				
1.4a	Fall 16	Add diversity program awareness	L&D and OMA	% new employees completing
1.4b	Summer 17	Provide both on-line and instructor led	L&D	SAB
1.4c	Summer 17	Mandatory for staff	HRM	SAB
1.4d	Summer 17	Establish a phase III redesign work group	Kathleen Ames-Stratton	TBD

Strategic Theme 2: Enhance (and measure) end-user experience.

Objective	Completion	Action Steps	Responsibility	KPI
2.1 (Proposed Goal) Evolution/refinement of the HR tiered customer service model.				
2.1a	Fall 16	FreshDesk refresher training	Abby/Mike	% HRM staff completed
2.1b	On-going	Expansion of Front Office Tier 1 capacity	Abby/Mike	% Tier 2 to Tier 1 task transition

2.1c	Fall 16	Integrate unit Fresh Desk response rates into Director Meeting	Abby/Mike	% of tickets closed on time
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Objective	Completion	Action Steps	Responsibility	KPI
2.2 (Proposed Goal) Transition from Fresh Desk to Service Now.				
2.2a	TBD	ServiceNow training completed	Barbara	% of HRM staff completed & certified
2.2b	TBD	HRM ticketing system converted from Fresh Desk to Service Now	Abby/Barbara	% of HRM actions ticketed in Service Now
2.2c	TBD	Integrate Service Now customer service assessments	Abby/Mike	Customer feedback volume by category

Objective	Completion	Action Steps	Responsibility	KPI
2.3 (Proposed Goal) Develop and implement an HR technology plan.				
2.3a	Fall 2016	Data group shapes the initial framework	Barbara	TBD
2.3b	Spring 2016	Publish the completed plan/campus communication complete	Mike	TBD

Objective	Completion	Action Steps	Responsibility	KPI
2.4 (Proposed Goal) Determine what data-driven decision making means for each department.				
2.4a	Fall 2016	Extend HRM metrics to cover Employment (Tableau)	Daniel/Mike/Angie	% of employment engagements tracked
2.4b	Spring 2016	Initial metrics established for Benefits, Employee Relations	Daniel/Mike/Madi/Allen	% of employment engagements tracked
2.4c	Fall 2017	HRM Metrics complete (including HR/Pay)	Daniel/Mike	% of employment engagements tracked

Objective	Completion	Action Steps	Responsibility	KPI
2.5 (Proposed Goal) Sustain the HR brand awareness effort.				
2.5a	Fall 2016	Conduct the HRM Brand campaign in partnership with the Agency	Mike	# of website hits for HRM brand campaign
2.5b	Spring 2016	Coordinate HRM next steps Brand awareness	Mike/Abby	TBD

Strategic Theme 3: Grow the KU workforce.

Objective	Completion	Action Steps	Responsibility	KPI
3.1 (Proposed Goal) Full implementation of performance management and a campus wide commitment to a continuous employee engagement model.				
3.1a	Spring 2017	Phase III of the KU performance system implementation is complete	Mike	% of employees w/on-time performance evals
3.1b	Spring 2017	Continuous performance management training	Katie	% of employees completing training
3.1c	Fall 2017	Continuous performance management implemented across A&F	Mike/Katie	SAB

Objective	Completion	Action Steps	Responsibility	KPI
3.2 (Proposed Goal) Integration of the learning management system with the performance management module.				
3.2a	Spring 2017	Cost analysis of system integration complete	Barbara/Mike	Cost vs. resources
3.2b	Fall 2017	System integration complete	Barbara/Mike	% integration of LMS/PMS transactions

Objective	Completion	Action Steps	Responsibility	KPI
3.3 (Proposed Goal) Fully implement recommendations from "Leading Up the Hill"/build content consistent with the Learning Development Roadmap recommendation.				

3.3a	Fall 2016	Aspiring Leader certification program pilot is complete	Kathleen	NA (Complete)
3.3b	Fall 2017	Administrator leadership certificate program pilot is complete	Mike/Kathleen	Curriculum approved
3.3c	TBD	Project leader certificate program is developed	Jami/Kathleen	Curriculum approved

Strategic Theme 4: Workplace culture enhancement.

Objective	Completion	Action Steps	Responsibility	KPI
4.1 (Proposed Goal) A focus on inclusion is central to all aspects of HRM efforts.				
4.1a	Fall 2016	Inclusion/accessibility considerations formally added to all HRM planning and projects	Mike	Director meeting confirmation process
4.1b	Spring 2017	HRM partners with D&E to lead the development of a university diversity strategic plan (post Climate Study Survey)	Mike	TBD

Objective	Completion	Action Steps	Responsibility	KPI
4.2 (Proposed Goal) Strengthen accountability protocols.				
4.2a	TBD	TBD	TBD	TBD
4.2b	TBD	TBD	TBD	TBD

Objective	Completion	Action Steps	Responsibility	KPI
4.4 (Proposed Goal) Maintain compensation visibility and commit to providing a competitive and appropriate salary for each employee.				
4.3a	Fall 2016	Leverage FLSA change to do the next round of research job family reviews	Angie/Ola	TBD
4.3b	Spring 2017	Next generation market study plan complete – phase 1 initiated.	Angie	TBD