

HR Strategic Plan

Mission:

Penn State Human Resources advances University strategies by creating innovative solutions to attract, develop, engage, and retain a diverse workforce.

Vision:

WE ARE cultivating an environment where the most engaged and diverse workforce in higher education thrives.

University Values:

INTEGRITY - We act with integrity in accordance with the highest academic, professional, and ethical standards.

RESPECT - We respect and honor the dignity of each person, embrace civil discourse, and foster a diverse, inclusive, and safe community.

RESPONSIBILITY - We act responsibly and hold ourselves accountable for our decisions, actions, and their consequences.

DISCOVERY - Through advanced research and scholarship, we seek and create new knowledge and understanding, and foster creativity and innovation, for society's benefit.

EXCELLENCE - We strive for excellence in all our endeavors as individuals, an institution, and a leader in higher education and research.

COMMUNITY - We work together for the betterment of our University, the communities we serve, and the world.

Planning Process:

Penn State Human Resources (HR) started the planning process by forming a Design Team. The Design Team, responsible for building the processes that would be used for planning, conducting research, and designing the strategic plan included Sr. Directors, Directors, and Managers from across the HR organization. Two co-leads and a project manager were assigned to guide the process and ensure timely completion of all deliverables. The existing Human Resources Strategic Council (HRSC), which comprises of senior leadership within human resources, was also utilized to provide oversight and guidance throughout the process.

The strategic planning process was completed in phases which provided an opportunity for review and feedback by the HRSC throughout the process and the ability to progressively elaborate after each phase.

Phase 1: Mission, Vision, and Values

To develop the mission and vision, the Design Team surveyed the HR Community to get feedback on the existing mission, vision, and values. The Design Team used feedback from this survey to update and improve the existing statements and to create a new mission and vision. The HR values captured in the survey closely aligned with the existing Penn State values, so a decision was made to align with the University values rather than create anything new.

Phase 2: Gap Analysis

Prior to developing the goals, objectives, and action items, two gap analysis activities were completed to evaluate current state against desired future state. The Design Team completed a SWOT analysis to assess Strengths, Weaknesses, Opportunities, and Threats. The team also conducted a Priority Survey, in which the HR Community was asked to rank both the importance and effectiveness of a variety of typical HR responsibilities. The two surveys were used to inform the planning process.



Phase 3: Goals

The information from the Gap Analysis was reviewed to determine our major themes for the upcoming five years. It was determined that the information aligned closely with an existing framework developed by the HR Leadership team the previous year and as such would be used as a framework. The design team was then broken into smaller working groups to begin developing goals based on strategic framework. Once the goals were developed, they were reviewed with the HRSC so that we could move to the next phase of the design process.

Phase 4: Objectives and KPIs

The established sub-teams continued to elaborate on the strategic goals by creating objectives and KPIs. These were then shared with the HRSC for review and feedback. Additional feedback was gathered from focus groups as needed.

Phase 5: Action Items, Metrics, Assignments, Timelines, Implementation Tasks, and Budget Assessment

The established sub-teams continued to elaborate on the Objectives and KPIs by creating action items and metrics, determining who would be responsible for achieving these actions, assigning timelines, determining implementation tasks, and assessing any budget requests that would be needed to complete these action items. This information was then shared with the HRSC for review and feedback.

Phase 6: Publicity Plan and Final Edits and Approval

In the last phase the publicity plan was created, the entire plan was reviewed by the HRSC and adjustments were made as needed.

Personnel and constituents included in the planning process:

HR Strategic Council:

Lorraine Goffe (Executive Sponsor)
Patty Franklin
Rob Hartman
Amanda Jones
Clint Eury

Strategic Plan Design Team:

Elisha Barone (Project Manager)
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Plan Approved by:

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GOAL 1: ORGANIZATIONAL EFFECTIVENESS

Increase organizational effectiveness of Human Resources to better serve the University.

1.1: Process Improvement

Years 2021-2022

Establish frameworks and tools to ensure continuous process improvement initiatives are strategically aligned to enhance the delivery of Human Resources services and improve the employee experience.

1.1.1: Project/Portfolio Management – Mature and expand the project management function within HR to improve the organization's ability to define, prioritize, plan, and execute projects on time, on budget and within scope.

1.1.2: Process Design – Establish a business process improvement framework that can be utilized throughout the organization to ensure business processes are regularly evaluated and updated to enhance the user experience, ensure efficiency, provide consistency while maintaining flexibility, and leverage technology when viable.

1.2: Communications and Change Management

Years 2021-2023

Establish consistent processes, methods, and modes of communicating to ensure stakeholders are appropriately informed and properly prepared for change.

1.2.1: Communication - Identify and implement effective communication model within the HR Organization.

- A) Identify and leverage consistent medium(s) and method(s) to ensure that information sharing is maximized.
- B) Establish metrics to measure effectiveness of communications.
- C) Ensure that HR Community receives necessary information to ensure transparency and open communication.
- D) Develop internal approval process to confirm that communications are reviewed and approved to ensure deadlines and timelines are met.

1.2.2: Change Management- - Implement a change management model and establish processes and procedures for ensuring change management plans are established for all process improvement initiatives and large-scale changes.

1.2.3: HR Marketing Initiative - Create a brand image for HR that focuses on how HR can partner with units and employees and educate our community on the services we provide.

1.3: Establishing 'One HR'

Years 2021-2022

At every level we will invest in our team members and more clearly define our culture to increase our effectiveness as 'one HR.'

1.3.1: Mission, Vision, Values – Bring the HR Mission and Vision to life to educate the community on the value that HR brings to the University.

1.3.2: Collaboration – Identify ways for our HR community to connect and build relationships to enhance our understanding of the responsibilities across HR and enable us to support each other and establish the "One HR" framework.

1.3.3: Engagement and Growth – Create opportunities for HR employees to grow and advance.



1.4: Technology

Years 2021-2022

Maximize the value of technology to the HR organization and subsequently the rest of the University.

1.4.1: Technology Enhancement Strategy and Roadmap – Create a technology enhancement strategy and roadmap to ensure we are fully leveraging our existing enterprise systems to: create better user experiences, increase efficiencies, and ensure quality information.

1.4.2: Technology Tool Set – Identify a productivity suite of products for the HR community to leverage to support HR activities. Suite may be “in house owned” or “partner owned.”

1.5: Data Analytics

Years 2020-2022

Increase use of data to drive decision making, measure effectiveness, identify issues, validate project progress, and track compliance.

1.5.1: Strategic Planning Metrics and KPIs - Define, calculate, report, evaluate and utilize KPIs and Metrics to measure progress towards goals and action items developed in the strategic plan.

1.5.2: Dashboards and Metrics - Develop dashboards and metrics to ensure we are measuring success as well as providing leaders with data to enhance understanding of our workforce and enable them to make data informed decisions.



GOAL 2: ENGAGE AND REWARD

Systems and tools will be developed to enable managers to recognize and reward employees. Employees will be more engaged through creating a supportive culture that promotes their financial, physical, and emotional health & well-being, as well as their personal and career development.

2.1: Compensation Modernization

Years 2020-2022

Modernize the staff compensation and classification program to attract and retain qualified employees and create clear, concise career pathways across all staff positions.

2.1.1 Complete a review of the current classification program and job architecture and make updates to more easily obtain internal equity determinations, create clear career development opportunities, develop evaluation approaches that are responsive to the changing needs of the University, and ensure consistency across titles and job families.

2.1.2 Conduct market assessments to ensure salaries are competitive in target markets.

2.1.3 Develop a market-based salary structure that allows us to manage pay within the institution, maintain competitiveness, ensure internal equity, allow for flexibility, streamline salary administration and maintenance, and ensure compliance.

2.1.4 Finalize work packages, present to leadership and implement new compensation and classification program.

2.2: Remote Work

Years 2020-2021

Create a remote work program that allows for greater flexibility, cost savings, an opportunity to recruit top talent outside of our normal markets.

2.2.1 Define the University's philosophy on remote work; evaluate and develop associated policies and procedures that ensure equitable application of remote work opportunities, remove obstacles, and encourage use where applicable.

2.3: Total Rewards

Years 2021-2025

Ensure competitiveness and financial viability of total rewards program (including, but not limited to, pay, benefits, personal and professional development, health & well-being programs, discounts, etc.) so that its design and structure attract and retain talent, while being sensitive to the budgetary needs of the University.

2.3.1 Increase awareness of and satisfaction with current total rewards and commit to an ongoing, continuous review of market competitiveness and responsiveness to employee needs.

2.3.2 Review leave and time off policies and programs, evaluate competitiveness of current structure, and create administrative and business processes to effectively manage time away from work.

2.3.3 Build upon work started in fall of 2020 to create and sustain a culture of health & well-being; includes communications, programs, and data analytics to drive behavior changes, more effectively manage health care costs for employees and the University, and enhance the lives of members of the Penn State community.



GOAL 3: DEVELOP AND RETAIN

Enhance individual and organizational effectiveness by ensuring every employee feels welcomed and valued and has access to the training, tools and resources they need to be successful beginning with their first day of work and continuing throughout their career at Penn State.

3.1: New Employee Welcome Program

Years 2021-2022

Establish a comprehensive program designed to provide new employees information to help them achieve success in their new role and feel welcome and included as a member of our University community regardless of geographic location.

- 3.1.1 Create content to deliver University-level information on topics that include DI&B, Ethics and Values, Supervision, Organizational Structure, Business Goals, Total Compensation and Policy.
- 3.1.2 Establish a delivery platform for University-level orientation content that is accessible to all new employees and available on demand.
- 3.1.3 Create a framework for orientation and onboarding at a unit, campus or college level that builds on the University-level programming and includes templates, tools and resources to support program development and delivery.

3.2 Talent Development Programs

Years 2021-2023

Create and implement Talent Development programs that focus on strengthening the skills of employees and providing information and guidance to help them grow as professionals.

- 3.2.1 Create and deliver business skills training across a variety of delivery platforms to ensure content is accessible and meets a variety of learning styles.
- 3.2.2 Establish a leadership and executive coaching program.
- 3.2.3 Identify and deliver assessment and feedback tools and programs that support individual and organizational development activities.
- 3.2.4 Leverage Cornerstone and Workday learning content and functionality to efficiently promote, assign and track professional development at the individual and organizational level.
- 3.2.5 Deliver a broad-based suite of leadership and management programming to develop new and existing supervisors and leaders at Penn State.

3.3 Organizational Development

Years 2021-2023

Develop tools, resources and consulting capability to deliver organizational development services that enable units to identify and fully leverage talent to achieve their business objectives.

- 3.3.1 Establish a strong pool of Learning Partners with organizational development expertise.
- 3.3.2 Develop suite of tools to support client engagement activities that include the needs assessment, program proposals, cost analysis, and evaluations.



- 3.3.3 Establish overarching methodology for organizational development activities to ensure consistent delivery of services for our clients.

3.4 Change Management

Years 2022-2024

Establish a change management capability to support large scale behavior change using communication and training.

- 3.4.1 Determine change management methodology.
- 3.4.2 Establish subject matter expertise.
- 3.4.3 Identify assessments and tools to support methodology and engagement.
- 3.4.4 Partner with other Change Management offices to align services.

3.5 Performance Management

Years 2021-2024

Develop and implement a full life cycle performance management system that includes performance reviews, talent reviews, workforce planning and succession planning activities.

- 3.5.1 Deliver a performance review program that results in relevant goal setting and encourages real time feedback conversations between managers and employees to ensure goals and objectives are met.
- 3.5.2 Establish a Workforce Planning model that includes a talent review capability enabling units, colleges and campuses to plan recruiting and talent development activities to drive business objectives.
- 3.5.3 Introduce a succession planning framework to eliminate critical position vacancies.



GOAL 4: RECRUIT AND ACQUIRE

Build a strategic talent acquisition function that revolves around a competitive employer brand, engaging and standardized candidate experience, and streamlined service delivery.

4.1 Talent Acquisition Team Development

Year 2021

Build and develop a recruitment team that has the skills and experience to lead the recruitment process, advise hiring managers and establish connections with candidates.

4.1.1 Design a flexible organizational model that aligns with the diverse and complex needs of the University.

4.1.2 Perform a skill gap analysis and corresponding development plan for current Talent Acquisition staff.

4.1.3 Develop a comprehensive training curriculum for Talent Acquisition.

4.2 Employer Brand

Years 2021-2022

Build an employer brand which effortlessly attracts high potential and high performing talent to the University. Our employer brand will define our value proposition to candidates, promoting our core values, reputation, and diversity.

4.2.1 Assess, develop and implement an employer value proposition, and the corresponding employer branding footprint that aligns with the University brand.

4.2.2 Implement a comprehensive social media platform.

4.2.3 Develop a formalized employee referral bonus program.

4.3 Candidate Experience

Year 2022

Establish a distinctive candidate experience that is positive, consistent, and efficient across all locations and units.

4.3.1 Implement a Candidate Relationship Management (CRM) solution that utilizes technology to help build a talent community, nurtures active & passive candidates, and increases applications.

4.3.2 Implement a candidate experience survey to optimize our recruiting strategy and continuously improve our candidate experience.

4.4 Sourcing Strategy

Years 2021-2024

Build a robust sourcing strategy that provides a continuous diverse talent pool. Implement strategic sourcing channels that target both active and passive candidates and build diverse candidate pipelines.

4.4.1 Implement LinkedIn Recruiter and integrate with Workday Recruiting.



4.4.2 Develop specific workforce programs that strategically target diversity, disabled and veteran candidates.

4.4.3 Implement a robust University Recruitment program.

4.4.4 Conduct an ROI analysis of our current recruitment sources and develop a comprehensive sourcing roadmap.

4.5 Hiring and Search Procedures

Years 2021-2025

Develop structured search procedures and hiring processes that shortens the time to fill, mitigates bias, and uses evidence-based decision making to select for long-term candidate success.

4.5.1 Refine our Search Committee procedures for staff positions to increase the speed and agility of the recruitment process.

4.5.2 Develop an Assessment and Selection methodology that aligns with our employer brand and diversity goals.

4.5.3 Develop an executive/administrator recruitment function.

4.6 Streamline Processes

Years 2021-2024

Streamline our processes to meet the needs of our academic and staff stakeholders.

4.6.1 Initiate a Technical Services business process review.

4.6.2 Implement a manager satisfaction survey to assess manager satisfaction with the recruitment process.

4.6.3 Conduct a part-time & temporary workforce assessment and develop a corresponding workforce plan.

4.7 Faculty Recruiting Support

Years 2021-2025

Support and guide faculty recruitment

4.7.1 Implement a pilot program at the commonwealth campuses for sourcing non-tenure track faculty.

4.7.2 Implement a Dual Career Program to attract and retain faculty hires.

4.7.3 Research platforms for electronic confidential submittal of faculty letters of reference.



GOAL 5: DIVERSITY, INCLUSION, AND BELONGING

Provide leadership and establish partnerships throughout the University to strengthen efforts at embedding Diversity, Inclusion and Belonging at all levels of the organization.

5.1 Establish DIB in HR

Year 2021

Establish diversity, inclusion, and belonging function within Human Resources.

- 5.1.1 Newly hired AVP to evaluate function's staffing needs and fill needed roles.
- 5.1.2 Formalize Strategic plan through 12/31/21
- 5.1.3 Formalize remaining strategic plan 1/1/22 - 12/31/25
- 5.1.4 Under the sponsorship of the Vice President for HR, create, establish, and lead a committee focused on issues related to diversity, inclusion, and belonging in the workplace. The committee will be made up of key members from HR and the University community and will identify and advance University-wide DI&B initiatives.

5.2 DIB through Talent Acquisition

Years TBD

Partner with Director of Talent Acquisition to review recruitment policies, strategies, and processes and ensure they support bringing diversity and inclusion excellence into recruitment and hiring practices and progressively expand the number of qualified diverse candidates.

- 5.2.1 Establish methods to ensure the creation of diverse talent pipelines.
- 5.2.2 Recommend diversity statements for position postings that describe the unit's commitment to DEI.
- 5.2.3 Recommend selection criteria to assess candidates' commitment to diversity, inclusion, and belonging.
- 5.2.4 Create an outreach strategy to increase the pool of diverse candidates i.e. reviewing all job postings for language that is inclusive.
- 5.2.5 Explore incentive programs to increase diversity of staff.
- 5.2.6 Leverage partnerships to attract a diverse pool of staff.

5.3 DIB through Education, Training, and Development

Years TBD

Advise on strategies that promotes diversity, inclusion, and belonging through continued education, training, and professional development where every employee feels engaged, empowered, and informed ensuring a safe University work environment free from exclusion, intimidation, and the normalization of bias.

- 5.3.1 Set expectations that advancing DIB and increasing cultural consciousness is a responsibility of all employees and that employees will be held accountable for such responsibilities.



5.3.2 Embed diversity and inclusion training, professional development, and education into performance evaluation.

5.3.3 Update policies and practices related to accessibility, accommodation, work-life balance, and health and wellness so that all employees can thrive.

5.3.4 Incorporate diversity and inclusion into onboarding process to inform of related policies and accommodations/services.

5.3.5 Build opportunities for difficult discussions on issues of diversity, inclusion to become part of continuous learning culture.

5.3.6 Promote existing and create new programs and services around healing (conflict management, early intervention, and mediation).

5.4 Communities of Belonging

Years TBD

Sponsor and create communities of belonging

5.4.1 Create and support networks of colleagues to build a sense of belonging and improve communication across the University.

5.4.2 Determine methods to leverage ERG's as advisors to University leaders, provide source funding for activities and initiatives to build sustainability into these communities.

5.4.3 Partner with other University DIB leaders to establish or reinforce mentoring programs.

5.5 Assessment Strategies

Years TBD

Assist with the creation of assessment strategies to ensure we are creating inclusive and welcoming communities.

5.5.1 Ensure we are routinely completing comprehensive salary equity studies and remedying inequities.

5.5.2 Make recommendations for enhancements to evaluation criteria for promotion, tenure, performance, merit raises, leadership and service appointments, awards, and/or internal grants, to better reflect and align with the strategic priorities outlined in Advancing Inclusion, Equity, and Diversity, and to root out bias and racism in current criteria.