



The College at  
**BROCKPORT**  
STATE UNIVERSITY OF NEW YORK

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# **Human Resources Service Delivery Initiative**

## ***Findings and Recommendations***

Campus Update

November 2014

# Context for the Initiative

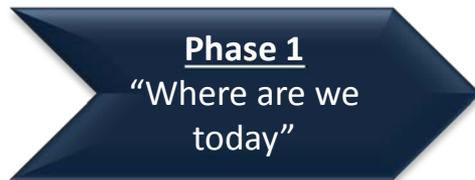
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- HR activities touch virtually everyone on the campus and present an area where enhanced and optimized services can provide the College and its employees both strategic and practical benefits.
  - A sound HR enterprise and resulting processes and programs support high levels of performance, productivity, and morale.
  - Looking towards the future, the *College of 2025* will require a highly skilled and trained workforce.
    - Achieving this objective through existing HR structures and processes will be challenging.
  - As the campus prepares for the future, an effective HR environment that is equipped to lead the campus through varying degrees of change will be a strategic advantage to the College.
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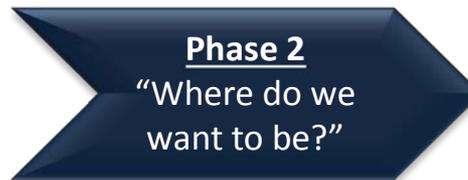
# A Comprehensive Approach and Methodology

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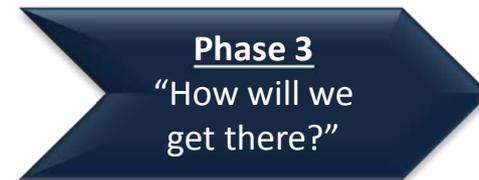
- In March 2014, the Vice President for Administration and Finance launched an effort to improve core HR operations to:
  - Improve the quality of HR services to faculty, staff and students
  - Enhance the efficiency of HR practices, processes, and systems
  - Transform HR to support broader campus-wide cultural and organizational change initiatives
- The effort followed a three phase methodology



- Organizational Assessment
- Identified Strengths, Weaknesses, Opportunities and Threats
- Interviewed 50 campus stakeholders and collected 30 SWOT summaries



- Define future vision , role, structure and services of HR
- Explore best practices, consider alternative service delivery models



- Develop detailed implementation plans to create future HR vision
  - Build institutional support and buy-in
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# Approach

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Human Resources Service Deliver Team was asked to:

1. Conduct and provide a candid and detailed review and assessment of the quality and efficiency of enterprise-wide human resource services provided to internal (staff, faculty, students) and external (applicants, others) stakeholders.
    - The assessment should include a review of HR processes, strategies, policies, technology, competencies, skills and structures.
  2. Explore and assess various models for delivering human resource services and provide a set of recommendations for improving the quality and efficiency of human resource services at Brockport.
  3. Develop a detailed implementation plan for any approved recommendations affecting the delivery of human resource services at Brockport.
  4. Conduct the work of the Team in a manner that supports the values of the College at Brockport and that are inclusive, transparent and collaborative.
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# Team Membership

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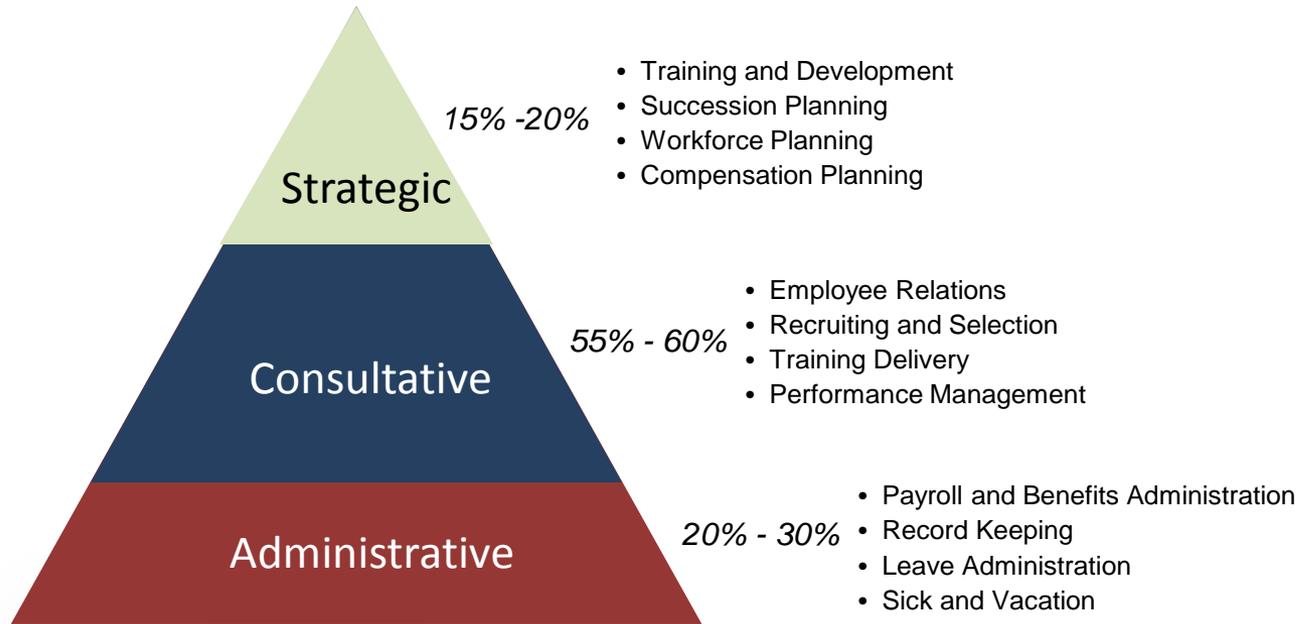
- Atkinson, J Scott
  - Cranmer, Wendy
  - Hofstra, Michelle
  - Krautwurst, Cindy
  - Ludke, Beverly
  - Mosher, Sandra
  - Mullin, Sandra
  - Owens, Gary
  - Starr, Serena
  - Toms, Debra
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# Thematic Findings

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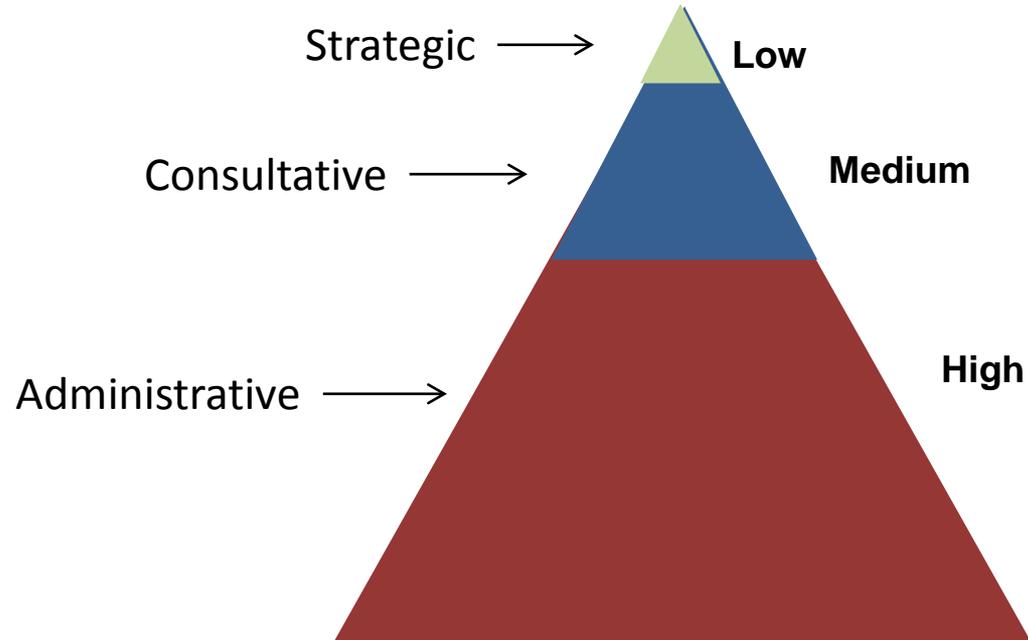
1. The HR unit is transactional and process-oriented and is providing limited strategic or value-added services to the campus such as professional development and training, strategic recruiting, rewards and recognition programs, retention and succession planning, etc.
    - Most HR processes are seen as cumbersome, largely manual with multiple steps and handoffs, relying on paper-based systems, and resulting in slow turnaround times
  2. The HR organization has several capable and competent staff members and a number of strengths to build upon for creating a high-performing HR unit for the future
    - While pockets of strong competencies exist, HR staff members, in general, lack deeper / strategic HR skills and expertise
    - Low morale within HR is likely lessening the unit's effectiveness and efficiency
    - HR's organizational structure and staffing levels are creating gaps in the ability to provide critical support to the campus community
  3. In addition to specific feedback on HR services, interviews with campus constituents indicated overall low campus morale, and a culture often resistant to change
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# Best Practices HR Services



	Standard Best Practices	Exceptional Best Practices
Ratio of HR Staff to Total Staff:	1:100	1:200+

# Brockport HR



	Brockport Ratio
Ratio of HR Staff to Total Staff:	<hr style="width: 100px; margin: 0 auto;"/> ~1:150

# Objectives for Transforming HR

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- Higher levels of service quality and turnaround times on HR matters
  - Faster and more efficient processes for recruiting, hiring, appointing faculty and staff, personnel transactions, etc.
    - Reduced administrative burdens for faculty and staff in units and increased capacity to support academic mission
  - More strategic HR support for units in areas like managing conflict, improving productivity and performance, and employee relations
  - Robust learning and development opportunities for faculty and staff, including Chair training and mentoring /development for faculty
  - Enhanced employee orientation to better assimilate new faculty and staff into the College's culture and to educate faculty and staff on the institution's vision, mission, values, etc.
  - Streamlined and more effective process for linking performance to rewards and recognition
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# Objectives for Transforming HR

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- Focused effort on improving faculty and staff morale, engagement and overall work culture
    - More effective faculty and staff communication
    - Greater collaboration across units
    - Improved recruitment and retention of top faculty and staff
    - Reduced turnover of faculty and staff
    - Higher levels of productivity and job performance
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# Recommendations

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## **1. Restructure HR roles and responsibilities, streamline processes, and automate functions to reduce transactional demands and create greater capacity to support new HR services**

- Convene a task force made up of HR staff and campus stakeholders to redesign processes and create plans for improvements
  - Reorganize HR organizational structure to streamline services and leverage resources to support new strategic services
  - Identify opportunities to consolidate and integrate systems, process and policies across State, Research and BASC HR functions
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# Recommendations

## 2. Leverage added capacity to build new strategic HR services, including:

- **Organizational development and training** – Training and leadership development; chair training and development; robust faculty/staff orientation; succession and workforce planning; unit design and reorganizations; position management
  - **Strategic employee relations** - Performance management and conflict resolution
  - **Strategic recruitment and retention** – Short and long term recruitment strategies and plans; enhanced search committee orientation; great place to work initiative; faculty and staff retention strategies
  - **Strategic compensation and benefits planning** -Financial strategies; salary assessment and planning; benefits consultation; wellness/work life balance
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# Recommendations

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## **3. Enhance existing HR skills and competencies**

- Add dedicated resource with expertise and strong competency in employee and labor relations
- Expand skills and competencies in organizational development and training to support development of strong leaders and managers, and to support organizational and cultural improvement efforts
- Fill the vacancy of the Affirmative Action Officer role with a qualified candidate that has expertise and competency in compliance, as well as broader affirmative action and diversity approaches

## **4. Improve HR's culture, morale and performance**

- Further assess current workloads and identify staffing needs
  - Finalize staffing plan and fill key vacancies consistent with new organizational structure
  - Establish a clear vision, priorities, goals and objectives for HR unit
  - Implement formal efforts to improve morale of staff
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# Recommendations

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## **5. Launch a comprehensive, campus-wide cultural improvement effort that includes the following:**

- Clarify campus vision and strategic plan to ensure strong alignment to institutional goals across the College
  - Consider revising and updating current strategic plan utilizing an inclusive, transparent and collaborative approach to ensure strong alignment and support of faculty and staff
  - Incorporate a strong culture focus and component into future vision and strategic plan
  - Broadly share institutional vision, goals, expectations and plans for the future to move the culture toward embracing change
  - Create a comprehensive great place to work effort to enhance work climate and morale
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# Employee Lifecycle



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|---|---|---|--|---|--|--|---|
| <ul style="list-style-type: none"> <li>• <b>Workforce planning</b></li> <li>• <b>Recruiting strategies</b></li> <li>• Competency /behavior profiles (i.e. behavior based interviewing)</li> <li>• Applicant tracking systems</li> <li>• Search committee orientation and support</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Effectively connecting new employees to culture, values, vision</b></li> <li>• Creating new networks (mentors, colleagues), buddy systems)</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Consistent and equitable compensation administration and application</b></li> <li>• Gender equity</li> <li>• Effective benefits administration and application</li> <li>• Job family development</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Culture and morale</b></li> <li>• <b>Organizational effectiveness</b></li> <li>• Productivity measures</li> <li>• <b>Conflict resolution</b></li> <li>• <b>Work-life Balance</b></li> <li>• Employee Communication</li> <li>• Personal growth and development</li> </ul> | <ul style="list-style-type: none"> <li>• Professional development</li> <li>• <b>Leadership Development</b></li> <li>• Soft skills development</li> <li>• Programmatic approach</li> <li>• <b>Annual development plans</b></li> <li>• Mentoring and shadow</li> <li>• Individual development needs</li> <li>• Identification of institutional gaps/themes</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Formal and informal recognition</b></li> <li>• <b>Financial and non-financial rewards</b></li> </ul> | <ul style="list-style-type: none"> <li>• <b>Succession planning</b></li> <li>• <b>Retention strategy</b></li> <li>• <b>Career path/ladder</b></li> </ul> | <ul style="list-style-type: none"> <li>• Retirement</li> <li>• Celebrations</li> <li>• Exit interviews</li> </ul> |
|---|---|---|--|---|--|--|---|
- ***Bold indicates areas of initial focus for Brockport Human Resources***

# Implementation Planning

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## Redesign Key HR Processes

### Personnel Transactions

#### Charge

- Examine and streamline all HR transactional processes
- Explore SUNY and other external best practices
- Leverage technology to improve service quality and efficiency

#### Deliverable

- A comprehensive plan for restructuring and redesigning HR processes
- A sequenced implementation timeline

### Recruiting, Hiring, On-Boarding

#### Charge

- Examine and streamline all recruiting, hiring and on-boarding processes
- Explore SUNY and other external best practices
- Leverage technology to improve service quality and efficiency

#### Deliverable

- A comprehensive plan for restructuring and redesigning recruiting, hiring and on-boarding processes
- A sequenced implementation timeline

### Performance Management

#### Charge

- Examine and streamline all performance management processes
- Explore SUNY and other external best practices
- Leverage technology to improve service quality and efficiency

#### Deliverable

- A comprehensive plan for restructuring and redesigning performance management processes
  - A sequenced implementation timeline
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# Implementation Timeline

## August - September

### Share



- Broad based sharing of findings and recommendation
- Senior leadership briefings
- Campus correspondence
- Individual meetings with Deans, VPs, and other leaders
- Meetings with Faculty, staff leadership
- Meetings with SUNY stakeholders

## September

### Modify



- Solicit operational and cultural concerns and modify the recommendation and implementation plan accordingly
- Develop detailed 100 day implementation plan with specific tasks and activities
- Share revised model and plan with campus community

## October - December

### Prepare



- Engage in concentrated process and policy redesign
- Develop detailed process diagrams and workflows for existing and new processes
- Modify policies as appropriate
- Align technology to the new process
- Acquire or modify existing systems and technology
- Begin creating roles and developing competencies for new service offerings (training/development, etc.

## January - March

### Initiate



- Launch initial migration of new processes (easier, less complex changes first)
- Initiate technology enhancements
- Modify existing roles and responsibilities aligned to new processes and overall strategy
- Begin to add new service components
- Communicate and share successes and lessons learned

## March

### Migrate



- Implement remaining process and technology enhancements (more complex changes)
- Continue to add new competencies and services as appropriate
- Monitor and evaluate successes and challenges
- Communicate and share successes and lessons learned