



**Division of  
Human Resources**

**Strategic Plan  
For a Culture of  
Excellence**

**2012-2017**

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**STRATEGIC PLAN FOR A CULTURE OF EXCELLENCE**

2012-2017

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## INTRODUCTION

### Important Definitions

**Human Resources Division (“HR” or “Division”)** serves Kent State University’s full and part-time employees. HR has nine functional departments including Benefits, EOAA, Compensation, HR Outreach and Initiatives, Training and Development, Talent Acquisition and Operations, Records, Labor Relations, and Employee Relations. For the purposes of this Strategic Plan, “Division” or “HR” implies all nine units are represented.

**“Mission Statement”** describes in broad terms the fundamental reasons for HR’s existence including whom HR serves and what it seeks to accomplish for those served. This mission statement includes the characteristic manner in which HR will deliver its services.

The term **“Strategic Direction”** is used to describe a goal for Human Resources. A Strategic Direction has the potential to affect the university significantly over the long term and is essential to achieving the institution’s vision. HR’s Strategic Directions relate to the University’s Strategic Goals. Because a strategy is conceived broadly, it is not in itself measurable.

Within each strategy, the term **“Key Themes and Projects”** is used to describe more specific approaches that will advance the overall strategy. This usage corresponds to the term “initiative” or “objective” in some other planning terminology. Subsequent planning by the Division will provide additional specificity to these Themes, Projects, and Tasks.

While Strategic Direction relates to the broad direction and priorities of the Division over an extended time period, the term **“Tasks”** relates to operational activities employing current or projected resources, typically within a given fiscal year. The implementation of specific Tasks will be measured by HR Metrics, which will qualitatively and quantitatively determine the success of the greater Theme or Project.

The case, or rationale, for supporting the Theme, Project, or Task needs will be its relationship to the University’s Greater Strategic Plan using **Strategic Alignment**. The Strategy Map outlines each task to the overall goal.

Strategic Planning is an ongoing process. HR will use this plan to ensure a culture of excellence for a high-performance organization.

## Mission Statement

**The Division of Human Resources commits to excellence in action by  
Attracting, retaining, and developing a community of talented and diverse individuals  
In support of the university's Excellence Agenda.**

## Summary

The Strategic Plan for a Culture of Excellence is the evolved strategic plan, started in 2009 and amended in 2012. The plan continues to align the Division mission with the mission of the university and the Excellence agenda. This updated strategic plan reflects the Division's Strategic Directions and is designed to expand and strengthen the Division's annual goal setting/planning process. It expresses the Division's continued commitment to provide state-of-the-art human resource services, approaches, and practices to the university community through a concrete plan of action.

The plan is a collaborative document representing key themes, projects and tasks formulated by approximately 40 Human Resources staff members. The strategic plan reflects a comprehensive approach to developing and sustaining a human resources organization that values employee contributions.

The timeframe for the plan includes both immediate and five-year objectives and plans. It is recognized that some strategies will require extended time in order to attain transformational improvements/changes.



Division of Human Resources, December 2012

Through this plan, the Division of Human Resources reaffirms its commitment and desire to continue to serve as a strategic partner within the university and to continue to build a strong, united team serving within the strengths of one Division.

The plan will enable the Division of Human Resources to work collaboratively with other organizational units to attain the university's mission and the expanding excellence and diversity agenda. The Division will work to attain the university diversity and inclusion agenda by working with hiring authorities to recruit and retain talented and diverse faculty and staff and create a welcoming, affirming, and empowering culture of respect and inclusion. The Division will continue efforts to promote leading practices in developing and recognizing outstanding faculty and staff, as well as enhancing communications to employees at all campuses.

The Division will continue to serve as consultant, partner, and advisor to all departments on a wide range of compliance and non-compliance issues, facilitate professional development of employees, and promote effective communication in the university community.

## DEPARTMENTAL MISSION STATEMENT ALIGNMENT



Visit the Division of Human Resource Website: <http://www.kent.edu/hr> to learn more.

## HUMAN RESOURCES STRATEGIC DIRECTIONS FOR FY13

- 3.4.1 Explore and identify shared services and other outreach opportunities within and beyond our campuses that leverage the university's best practices to mutually streamline activity, reduce costs and attain efficiencies while engaging students in experiential learning and supporting student retention. (Human Resources 3.4.1)
- 5.6, 5.7 Improve processes, systems, and infrastructure to provide high levels of efficiency, quality, and cost effectiveness by regularly assessing HR efficiency and involving stakeholders (Combines Human Resources 5.6.1 and 5.7.1)
- 6.1.1 Strengthen and transform the university's culture of excellence and facilitate strategic partnership to attain the university's goals through training and development programs and sustainable initiatives to develop a high-performing organization. (Human Resources 6.1.1)
- 6.2, 6.3 Develop leading practices in the recruitment, retention, and recognition of outstanding faculty & staff, promote an inclusive and non-discriminatory workplace, and continue employee recognition programs. (Human Resources 6.2.1 and 6.3.1)
- 6.4.2 Support and promote the health and well-being of the university community through the implementation of strategic and comprehensive health and wellness approaches (Human Resources 6.4.2)

The Division of Human Resources Strategic Directions align with Kent State University's Strategic Plan in support of Kent State University's Excellence Agenda.

STRATEGIC DIRECTIONS FOR FY 13	KEY THEMES AND PROJECTS
<p>Explore and identify shared services and other outreach opportunities within and beyond our campuses that leverage the university's best practices to mutually streamline activity, reduce costs and attain efficiencies while engaging students in experiential learning and supporting student retention. (Human Resources 3.4.1)</p>	<p>A. <i>Human Resources will continue working with peer institutions to develop viable shared services and consultative opportunities</i></p> <p>B. <i>Human Resources will continue working with public entities to develop viable shared services and consultative opportunities</i>  <i>Human Resources piloted a program with City of Tallmadge during 2012 and will continue working with peer institutions to develop viable shared services and consultative opportunities</i></p> <p>A. <i>Human Resources will provide experiential learning and community engagement opportunities to students in collaboration with academic units</i>  <i>Human Resources business units created and rolled out internship programs with the College of Business, Journalism and Mass Communication, and Public Health, a program which will continue.</i></p>
<p>Improve processes, systems, and infrastructure to provide high levels of efficiency, quality, and cost effectiveness by regularly assessing HR efficiency and involving stakeholders (Combines Human Resources 5.6.1 and 5.7.1)</p>	<p>A. <i>Human Resources will complete document imaging for employee grievances and benefits files integrated into Banner through WebXtender.</i>  <i>Human Resources built digital environments division-wide within Banner.</i></p> <p>B. <i>Human Resources will continue to update all unclassified job descriptions within a newly adopted, more standardized format.</i></p> <p>C. <i>Human Resources will continue working with Benefitfocus on the redesigned benefits open enrollment online system.</i>  <i>Human Resources redesigned open enrollment online to improve employee's experience.</i></p> <p>D. <i>Human Resources will research an in-house Online Applicant Tracking plan by developing specifications and creating a test model.</i></p> <p>E. <i>Human Resources will explore alternatives for reporting leave (unclassified and faculty employees).</i>  <i>Human Resources reviewed the Banner Leave Report function and is reviewing a new University-wide Timekeeping System on an RFP committee with Payroll, Academic Personnel, IS, Career Services, Dining Services, and Rec Services.</i></p> <p>F. <i>Human Resources will make communication more transformational with the creation of the HR Communication Hub</i></p> <p>G. <i>Human Resources will develop a Faculty and Staff Analytic Reporting system to provide high level reporting for future planning and decision-making.</i></p>



	<p><i>Human Resources developed and provided information to high-level administrators for Strategic Planning and Staffing. Human Resources is creating a channel in FlashLine to house staffing information and provide high level reporting for future planning and decision-making.</i></p>
<p>Strengthen and transform the university's culture of excellence and facilitate strategic partnership to attain the university's goals through training and development programs and sustainable initiatives to develop a high-performing organization. (Human Resources 6.1.1)</p>	<p><b>A. Human Resources will develop a LEAN Initiative to create a value HR process for the university that has little to zero waste while developing Lean Thinking in a global sense and positive deviant performance.</b></p> <p>B. Human Resources will complete the second class of the redesigned Institute for Excellence  <i>Human Resources completed the class and enrolled 40 high-performing faculty and staff members in the 2013 class of the Institute for Excellence, a dynamic university-wide leadership program.</i></p> <p>C. Human Resources will undertake a validation of all testing used for classified employee hiring, inclusive of classified positions initially, followed by skilled trade employees and other non-bargaining positions for OFCCP and EEO compliance.</p> <p>D. Human Resources will provide training and support to organizational unit level HR functional staff  <i>Human Resources is providing training opportunities to all HR staff through the HR Learning Community</i></p>
<p>Develop leading practices in the recruitment, retention, and recognition of outstanding faculty &amp; staff, promote an inclusive and non-discriminatory workplace, and continue employee recognition programs. (Human Resources 6.2.1 and 6.3.1)</p>	<p><b>A. Human Resources will develop a planning and staffing model for the University</b></p> <p>B. Human Resources will review employee performance review and recognition              (1) Human Resources will expand a piloted recognition program within the division to a larger, university-wide focus.</p> <p>C. Human Resources will implement changes resulting from an internal university-wide mock salary audit to continue compliance with DOL's OFCCP.</p> <p>D. Human Resources will increase minority and under-represented recruitment</p> <p>E. Human Resources will collaborate with Diversity, Equity, and Inclusion to create a matrix including promotional trends of under-represented employees compared to racial majority peers (AQIP Initiative)</p>



	<p>F. Human Resources will collaborate with the College of Nursing to pilot a strategic approach to organizationally develop and culturally transform the college. The program will focus in the following areas:  <i>Organizational Visioning, Building Organizational Awareness, Organizational Transformation, Performance Management, and Outcome Engineering.</i></p> <p>G. Human Resources will make communication more transformational with the creation of the HR Communication Hub/Blog</p> <p>H. Human Resources will host an HR Summit</p> <p>(1) HR will develop a job description tutorial to facilitate the development of uniform job descriptions</p> <p>(2) Human Resources will provide learning opportunities for hiring managers to help them better understand compensation policies and new practices, including total compensation and salary offers</p> <p>(3) <i>Human Resources will develop leading practices in recruitment and retention by developing salary calculators and unique and market-driven business-related compensation structures for each organizational unit of Kent State. Human Resources will work with internal subject-matter experts, data from each industry and from cohort schools to create salary structures for individual business units and better attract and retain top talent.</i></p>
<p>Support and promote the health and well-being of the university community through the implementation of strategic and comprehensive health and wellness approaches (Human Resources 6.4.2)</p>	<p>A. Human Resources will continue the University's wellness program.  <i>Human Resources worked with subject-matter experts and university-wide feedback to create a comprehensive five-year wellness strategic plan which will roll out and make 2013 the first year of Wellness.</i></p> <p>B. Acquire data warehouse</p> <p>C. Wellness Web Portal comes online</p> <p>D. Biometric Screenings</p> <p>E. Health Risk Assessment ("HRA")</p> <p>F. Telephonic Coaching</p> <p>G. Establish Baselines</p> <p>H. Wellness Program Implementation of targeted opportunities</p> <p>I. Identification of potential research opportunities</p> <p>J. Human Resources will host expanded Benefest</p>

# Human Resources Strategy Map FY13

<p><b>University Strategic Goals</b></p>	<p><b>III. Expanding breakthrough research &amp; creative endeavors</b></p>	<p><b>V. Securing our financial future</b></p>	<p><b>VI. Developing &amp; recognizing our people</b></p>
<p><b>University Key Themes &amp; Projects</b></p>	<p>3.4 Partner with government agencies, businesses, and non-governmental organizations to achieve strategic results</p> <p>3.4.1 Explore and identify shared services and other outreach opportunities within and beyond our campuses that leverage the university's best practices to mutually streamline activity, reduce costs and attain efficiencies while engaging students in experiential learning and supporting student retention. (Human Resources 3.4.1)</p>	<p>5.6 Improve core business systems and processes, with particular attention to operationalizing a "Year of Yes"</p> <p>5.7 Use information technology innovations to create state-of-the-art business processes</p> <p>5.6.1 and 5.7.1 Improve processes, systems, and infrastructure to provide high levels of efficiency, quality, and cost effectiveness by regularly assessing HR efficiency and involving stakeholders. (Combines Human Resources 5.6.1 and 5.7.1)</p>	<p>6.1 Develop leadership skills in a wide range of faculty &amp; staff - create bench strength</p> <p>6.2 Recruit and retain the highest-quality faculty and staff in the nation</p> <p>6.3 Develop and implement a diversity plan with a focus on inclusive excellence</p> <p>6.4 Align faculty and staff rewards with institutional priorities</p>
<p><b>HR Strategic Directions</b></p>	<p>• Continue working with peer institutions to develop viable shared services and consultative opportunities</p> <p>• Continue working with public entities to develop viable shared services and consultative opportunities</p> <p>• Provide experiential learning and community engagement opportunities to students in collaboration with academic units</p>	<p>• Complete document imaging for employee grievances and benefits files integrated into Banner through WebXtender.</p> <p>• Build a digital environment to store Affirmative Action files.</p> <p>• Continue to update all unclassified job descriptions within a newly adopted, more standardized format.</p> <p>• Continue working with <a href="#">Benefocus</a> on the redesigned benefits open enrollment online system.</p> <p>• Research an in-house Online Applicant Tracking plan by developing specifications and creating a test model.</p> <p>• Explore alternatives for reporting leave (unclassified and faculty employees).</p> <p>• Make communication more transformational with the creation of the HR Communication Hub</p> <p>• Develop a Faculty and Staff Analytic Reporting system to provide high level reporting for future planning and decision-making.</p>	<p>6.1.1 Strengthen and transform the university's culture of excellence and facilitate strategic partnership to attain the university's goals through training and development programs and sustainable initiatives to develop a high-performing organization. (Human Resources 6.1.1)</p> <p>6.2 and 6.3.1 Develop leading practices in the recruitment, retention, and recognition of outstanding faculty &amp; staff, promote an inclusive and non-discriminatory workplace, and continue employee recognition programs. (Human Resources 6.2.1 and 6.3.1)</p> <p>6.4.2 Support and promote the health and well-being of the university community through the implementation of strategic and comprehensive health and wellness approaches (Human Resources 6.4.2)</p>
<p><b>HR Key Themes, Projects, And Tasks</b></p>	<p>• HR piloted a program with City of Tallmadge during 2012</p> <p>• HR Business units created and rolled out an internship program with the College of Business.</p> <p>• HR provided Experiential Education Opportunities to 5 students</p>	<p>• HR will develop a LEAN initiative</p> <p>• Undertake a valuation of all testing used for classified employee hiring, inclusive of classified positions initially, followed by skilled trade employees and other non-bargaining positions for DRCCP and EEO compliance.</p> <p>• Human Resources will develop a planning and staffing model for the University</p> <p>• Review employee performance review and recognition</p> <p>• Implement changes resulting from an Internal University-wide mock salary audit to continue compliance with DOL's DRCCP.</p> <p>• Increase minority and under-represented recruitment</p> <p>• Promote diversity, equity, and inclusion to create a more inclusive workplace</p> <p>• Promotional, transfer of under-represented employees compared to racial/ethnic peers (ADP Initiative)</p> <p>• Collaborate with the College of Nursing to pilot a strategic approach to organizationally develop and culturally transform the college.</p> <p>• Make communication more transformational with the creation of the HR Communication Hub/Blog</p> <p>• Develop leading practices in recruitment and retention by developing salary calculators and unique and market-driven business-related compensation structures for each organizational unit of Kent State in order to better attract and retain top talent.</p> <p>• Human Resources will host an HR Summit</p>	<p>• HR completed the second class of the redesigned Institute for Excellence and enrolled 40 high-performing faculty and staff members in the 2013 class of the Institute for Excellence</p> <p>• Valid and compliant testing for classified employee hiring.</p> <p>• A training model for organizational unit level HR functional staff</p> <p>• Updated employee performance review and recognition</p> <p>• Compliance with DOL's DRCCP.</p> <p>• Increase minority and under-represented recruitment</p> <p>• Promote diversity and inclusion to create a more inclusive workplace</p> <p>• A strategic approach to organizationally develop and culturally transform. Human Resources is providing training opportunities to all HR staff through the HR Learning Community</p> <p>• An HR Summit</p> <p>• HR Worked with subject-matter experts and university-wide feedback to create a comprehensive three-year wellness strategic plan</p> <p>• HR hosted a successful Open Enrollment Fair during 2012</p>
<p><b>HR Metrics</b></p>	<p>• HR built digital filing environments division-wide within A Application Xtender</p> <p>• HR created an enhanced Record Retention schedule.</p> <p>• HR added Single Sign-On to open enrollment online, improving employee's experience</p> <p>• HR reviewed the Banner Leave Report function and is reviewing a new University-wide Timekeeping System as part of a committee</p> <p>• HR developed and provided information to high-level administrators for Strategic Planning and Staffing.</p> <p>• Updated unclassified job descriptions within a newly adopted, more standardized format.</p> <p>• A successful online system for Open Enrollment</p> <p>• A test model Online Applicant Tracking plan.</p>	<p>• HR build digital filing environments division-wide within A Application Xtender</p> <p>• HR created an enhanced Record Retention schedule.</p> <p>• HR added Single Sign-On to open enrollment online, improving employee's experience</p> <p>• HR reviewed the Banner Leave Report function and is reviewing a new University-wide Timekeeping System as part of a committee</p> <p>• HR developed and provided information to high-level administrators for Strategic Planning and Staffing.</p> <p>• Updated unclassified job descriptions within a newly adopted, more standardized format.</p> <p>• A test model Online Applicant Tracking plan.</p>	<p>• HR completed the second class of the redesigned Institute for Excellence and enrolled 40 high-performing faculty and staff members in the 2013 class of the Institute for Excellence</p> <p>• Valid and compliant testing for classified employee hiring.</p> <p>• A training model for organizational unit level HR functional staff</p> <p>• Updated employee performance review and recognition</p> <p>• Compliance with DOL's DRCCP.</p> <p>• Increase minority and under-represented recruitment</p> <p>• Promote diversity and inclusion to create a more inclusive workplace</p> <p>• A strategic approach to organizationally develop and culturally transform. Human Resources is providing training opportunities to all HR staff through the HR Learning Community</p> <p>• An HR Summit</p> <p>• HR Worked with subject-matter experts and university-wide feedback to create a comprehensive three-year wellness strategic plan</p> <p>• HR hosted a successful Open Enrollment Fair during 2012</p>