



THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC

GW Human Resources  
**Strategic Plan 2017-2021**



## OUR VISION

We aspire to develop a diverse and engaged workforce to lead GW to excellence.



## OUR MISSION

The mission of Human Resources is:

- to serve as an effective partner by providing efficient and solution-focused services for faculty, staff and students.
- dedicated to attracting, developing, rewarding and retaining a talented and diverse workforce
- to support the university's mission of fostering excellence in teaching and research.



## OUR GUIDING PRINCIPLES

### **Solution-Oriented Service**

- Use critical thinking to identify potential solutions
- Be flexible, agile, resourceful and innovative
- Align service to mission/vision/goals of client organization

### **Teamwork**

- Take accountability for outcomes
- Identify ways to be of assistance to others
- Embody collaboration and communicate clearly
- Align actions to maximize the quality of service delivery
- Provide data, metrics and resources to facilitate transparency
- Share opportunities for improvement

### **Integrity**

- Be dependable, respectful and trustworthy
- Provide responsible stewardship of university resources
- Embody GW values

### **Expediency**

- Prioritize efficiency
- Resolve problems in a timely manner

### **Have Fun**

- Maintain a collegial environment
- Get to know your colleagues
- Strive to maintain a work/life balance
- Show appreciation to colleagues



# WHERE WE ARE HEADED

## STRATEGIC FOCUS AREAS



### Engagement

#### FY 2017

- Define service-level expectations and form strategic partnerships with leadership

#### FY 2018

- Collaborate with university leadership to identify strategies to improve engagement and culture
- Develop plans to promote a culture of diversity and inclusion, and ensure outreach to underserved populations via recruitment efforts
- Launch an employee relations training program for managers

#### FY 2019

- Ensure strong process for ongoing assessments of the GW employee community and corresponding changes



### HR Excellence

#### FY 2017

- Define HR roles and responsibilities and a culture that holds each other accountable; Assess the client partner organizational structure and business model; implement changes

- Internal focus on communication, project management, governance and strategic planning; Launch Human Capital Management Executive Dashboard

#### FY 2018

- Monitor HR Key Performance Indicators
- Develop an HR knowledge base and client partner onboarding training program



### Talent Management

#### FY 2017

- Revise employee handbook
- Assess performance management program

#### FY 2018

- Create a Management Development Program and Manager's Toolkit; Launch a Learning Management system under the Talent@GW initiative

#### FY 2019

- Create an Individual Contributor Development Program; Implement Performance Management program via Performance Management system under the Talent@GW initiative

#### FY 2020

- Implement a succession planning framework





# WHERE WE ARE HEADED

## STRATEGIC FOCUS AREAS (continued)



### Talent Attraction

#### FY 2017

- Develop and launch a Competitive Recruitment Guide

#### FY 2018

- Redesign and implement a comprehensive Orientation and Onboarding program;

#### FY 2019

- Launch a recruitment and onboarding system to expedite hiring under the Talent@GW initiative

#### FY 2020

- Enhance Recruitment Services and sourcing capability; Contingent Workforce Administration;



### Efficiency & Effectiveness

#### FY 2017

- Establish a continuous process improvement committee to improve HR service delivery

#### FY 2018

- Implement redesigned business processes, improve workflows and replace forms and manual processes with automated systems to better focus on strategic priorities
- Establish and report metrics to influence and inform strategic decision-making and workforce planning

#### FY 2019

- Complete the implementation of the unified talent management system (Talent@GW) to enhance and expedite mission-critical functions and allow self-service capabilities





# OUR INITIATIVES

## STRATEGIC GOALS

---

### ENGAGEMENT

#### Strategic Goal Objectives:

##### **Strategic Partnerships**

Develop a framework to clarify roles, responsibilities and expectations in conjunction with leadership to ensure HR is providing a level of service in line with the mission.

##### **Diversity & Inclusion**

Develop plans to promote a culture of diversity and inclusion. Improve education regarding recruitment processes to establish highly-qualified diverse applicant pools. Action plans will be developed to address underutilization from Affirmative Action Planning results.

##### **Engagement and Recognition Strategy**

Determine recognition strategy, reinforce culture/values, improve engagement and productivity. Build a sense of community and involvement amongst employees through engagement activities. Develop and reinforce employee trust in leadership by gathering feedback and ideas and transparently implementing them.

### HR EXCELLENCE

#### Strategic Goal Objectives:

##### **Organizational Structure**

Assess the current state HR organizational structure and conduct a comprehensive evaluation of HR services and engagement. Focus on improving operational efficiency and organizational effectiveness of the service delivery model to the university community. Roles and responsibilities will be clarified, developmental opportunities will expand and open communication will be encouraged.

##### **Communications**

Human Resources communication should align with the university goals and the communication process should be collaborative. Information needs to be consistently disseminated in a timely, proactive and transparent manner. Employees will be more informed and better positioned for growth and excellence.

##### **Metrics, Analytics and Insight**

Establish and report metrics to influence and inform strategic decision-making and workforce planning through the development of a comprehensive set of human capital analytics, including operational metrics, engagement, workforce demographics, performance management and talent management.



# OUR INITIATIVES

## STRATEGIC GOALS (continued)

---

### TALENT MANAGEMENT

#### Strategic Goal Objectives:

##### Performance Management Redesigns

In order to ensure effective feedback is provided to position employees for growth, we will overhaul the performance management process. After conducting an evaluation of the current state performance management program and processes to determine opportunities for improvement, we will work to develop a streamlined approach aimed at facilitating frequent and meaningful conversations about performance and development between employee and manager. Our goal is to encourage a performance-based culture.

We will provide a platform to deliver ongoing performance management, align employee goals with organizational strategy, address competency gaps and use data to inform professional development, merit initiatives and leadership planning. The result will be an automated performance review and management process.

##### Leadership Development

We will work to ensure effective leadership while strengthening capabilities in GW's core competencies through a tailored management development program for employees with supervisory responsibilities.

The program will increase managers' knowledge of best management practices by:

- Learning through interactive presentations, case studies and exercises
- Completing self-assessments
- Building action plans
- Developing an extended network of peers from other academic and administrative units who share similar challenges and experiences
- Working together to identify strategies for incorporating the information learned back on the job

##### Professional Development

We will create an HR organizational structure that has resources dedicated to creating learning opportunities that will increase the knowledge and skill of our workforce. Professional development opportunities tailored to three key areas (new employees; current staff; and supervisors, managers and leaders) will ensure the appropriate resources are available to achieve success. By establishing a learning management platform to deliver targeted and structured formal training (instructor-led courses, web-based training, compliance training, etc.), we will improve access to developmental resources, increase employee engagement, and support organizational goals. This will replace the SkillPort system.

##### Succession Planning

We will establish a framework identify and prepare a leadership pipeline to fill gaps created by retirements and turnover. The succession planning process will benchmark skills and competencies, identify skill gaps and implement professional development plans to bridge those gaps.



# OUR INITIATIVES

## STRATEGIC GOALS (continued)

---

### TALENT ATTRACTION

#### Strategic Goal Objectives:

##### Recruitment

Develop a strategy to attract top talent, provide a positive and consistent applicant experience in an efficient and effective manner to meet dynamic business needs. A revised recruitment model will offer more robust support from HR to source talent through enhanced systems and streamlined processes. The recruitment model will support internal movement of staff. Key metrics such as time to fill, diversity and quality of hire will be developed and monitored to evaluate effectiveness. The GW employer brand will be assessed to ensure values and a position of a great place to work is clearly conveyed to prospective candidates.

##### Orientation and Onboarding

Create a strategic process designed to welcome and acclimate new employees into the GW's culture and implement a 90-day onboarding program to avail managers of the tools and timeframe to support newly hired or newly promoted staff and allow new employees to acquire essential knowledge to be successful in their respective roles at GW.

### EFFICIENCY & EFFECTIVENESS

#### Strategic Goal Objectives:

##### Business Process Refinement

Implement redesigned business processes and workflows, self-service capabilities, and automation to eliminate manual processes and paper forms. Develop simple and solution orientated policies and procedures. Leverage technology to improve mission critical functions.

##### Key Performance Indicators

Key performance indicators (KPIs) will be established with clear targets and monitored in order to evaluate the effectiveness of policies and programs.

##### Unified Talent Management

Foster a unified, engaging, and efficient platform for employees and managers to navigate the employee life cycle to meet the current and future needs of GW Establishment of more robust and automated onboarding, hiring, performance management, compensation management, learning management, and succession planning functionality.





## **GW Human Resources**

 <https://hr.gwu.edu>

