Board of Trustees' Briefing

September 24, 2020

Strategic Plan for the Office of Human Resources

I. Relationship to mission, vision, values, strategic plan, annual plan and/or enterprise risk analysis:

Xavier's nearly 2,000 non-student employees are at the center of the university's mission. The education and full development of Xavier's students are fulfilled by Xavier's faculty and staff. Through cura personalis, Xavier has a responsibility to care for its employees, creating an environment where faculty and staff can help students flourish.

II. Action requested of the Board of Trustees:

Approval of short-term strategic plan.

III. Summary

In Fall 2019, a committee was convened to develop a new strategic plan for the Office of Human Resources (OHR). OHR's existing plan was expiring and the group expected to take a fresh look at Xavier's approach to human resources and develop an ambitious road map for the future.

The committee's efforts started down the path of a traditional long-term plan. Campus feedback was solicited, and a new mission statement was developed. Planning efforts, however, changed course when three major events intersected: two significant retirements appeared on the horizon - Fr. Graham and Connie Perme, along with the Covid-19 outbreak.

The committee stepped back and analyzed Xavier's situation related to human resources. A traditional long-term plan isn't appropriate right now. Too much is in flux, especially specific to key leadership positions. Instead, the approach was to develop a two-year interim plan.

The foundational work completed by the committee is still valuable: the mission statement and the four core "focus areas" will translate from this interim plan to any long-term planning document. The two areas of attention over the next two years are: (1) a set of tactical items that need to be addressed, largely because of the employee upheaval caused by Covid-19; and (2) three "key question" areas that require the university's attention before there can be any long-term success and stability in the area of human resources.

The enclosed plan outlines these areas in detail and will be presented at the Trustee meeting.

XAVIER UNIVERSITY

Office of Human Resources Strategic Plan

2021-2023

Office of Human Resources Strategic Plan
2021-2023

The Office of Human Resources (OHR) strategic plan for 2021 – 2023 was developed with internal and external stakeholder feedback and takes into account the current circumstances at Xavier University and across the world.

In late summer 2019, an HR Strategic Planning Committee was formed to develop a five-year strategic plan for OHR. The committee met regularly and provided expertise and feedback to develop components of this strategic plan. A campus survey of Xavier's employees[1] regarding their views of OHR informed a SWOT analysis, along with a comparison of OHR's responsibilities with the spectrum of functions in Human Resources.

Campus Survey

OHR conducted a campus wide survey related to customer satisfaction with the office. A summary of the survey results (Attachment A) were shared with the committee and emerging themes informed next steps. More than half (58 percent) of Xavier's employees responded to the survey. In general, employees with less than five years of service at Xavier had higher satisfaction with OHR than longer term employees.

HR Functions Analysis

Attachment B provides a comparison of the HR portfolio and how those functions are handled at Xavier. The committee discussed the decentralized nature of HR work at Xavier and its potential advantages and disadvantages.

SWOT Analysis

Attachment C was the result of significant committee discussion, a traditional strengths, weaknesses, opportunities and threats assessment of OHR. Informed by individual committee members' experiences and input, along with feedback from campus and the functions analysis, the group set a starting-point foundation for the study of OHR.

OHR's service-oriented approach to its work and the relationships established by its staff members were seen as important strengths. Not surprisingly, inefficiencies around OHR's portfolio, structure and technology were noted as concerns.

With this groundwork conducted, the committee spent time crafting a mission statement to guide OHR. After much reflection and discussion, the group landed on the following mission statement, which aligns with the overall mission of Xavier University.

Office of Human Resources Mission

The Office of Human Resources will balance cura personalis and cura apostolica with a best-in-class, service-oriented approach for all employees through their Xavier lifecycle.

This will be lived out through three principles that guide our work...

- Excellence in service: collaborative, act with integrity and responsive
- Respect for all: cura personalis, embrace diversity, equity and inclusion
- Results and quality oriented: continuous improvement and honoring commitments

With the mission statement in place, the committee began an analysis of appropriate priority and objective areas for OHR. Considering HR functions, external benchmarking data, committee members' expertise, and the review of the internal OHR satisfaction survey, the committee identified key HR strategies for development. The identified focus areas for the plan are:

1. Xavier has close to 2,000 employees, not including student employees. For purposes of this document, the word employee refers to both faculty and staff. Xavier employs approximately 450 faculty and 600 staff, along with about 850 adjunct faculty.

Four Focus Areas

1. Employee Engagement
2. Human Resources Excellence
3. Talent Management
4. Organizational Development

Building out the four focus areas with more detail and demonstrating their interconnectivity, the focus areas appear visually in this manner:

Adjustment to the Strategic Plan Timeline and Focus Areas:

Due to the unforeseen COVID-19 global pandemic and the now known expected transition sometime in FY21 of both the University President and Associate Vice President and Chief Human Resources Officer, a traditional five-year strategic plan does not best serve the University at this time. Therefore, the timeline

and focus areas for the strategic plan have shifted from a five-year plan to a two-year plan focused on more tactical and administrative processes.

The financial challenges currently facing the University, as well as the noted leadership changes, offer the opportunity for workforce structures to be reimagined for not only OHR, but for the University as well. Higher education and Xavier University are moving toward new realities, so positioning OHR to best assist the University with its future HR priorities is paramount.

Regardless of the time period, OHR's mission statement and focus areas match with Xavier's overarching priorities. The guiding principles should remain in place and guide the eventual more long term plan that's developed in 2022.

OHR's work in this interim 2021 – 2023 period will be focused largely on tactical improvements that can be made within OHR's existing structure and budget. These include:

- Supporting employees' health and well-being during the pandemic
- Reinforcing the University's efforts to keep employees productive, motivated, engaged and connected during this unusual time
- Workforce changes - including Voluntary Separation Program, Reductions in Workforce and Furloughs
- Position redesign as a result of the elimination of positions
- Return to campus planning - ADA accommodations and flexible work arrangement requests
- Benefit strategy review in consultation with the Benefits Committee and UPRC
- Process compensation and benefit reduction and restoration
- Department budget reductions
- Updates to HR policies and procedures
- Supplying benchmarking and other data to help inform ongoing decision making of the University

Through the committee's work, a few high-level questions emerged that are fundamental to the long-term direction of OHR's work at Xavier University. It's important for the University to use this interim period to address these questions about expectations and structure before a more long-term roadmap can be constructed.

1. HR functions vs. OHR portfolio – what's the best long-term Human Resources structure for Xavier University?

2. Organizational development work – how much of a University priority is organizational development work?

3. Compensation analysis – what is the institutional philosophy regarding compensation for faculty and staff?

<u>1. Examining the purpose and portfolio of the Office of Human Resources</u>

OHR is positioned and functions as a staff personnel office compared to a strategic university resource. There are portfolio overlaps and confusion with other areas of campus, inadequate technology platforms and staffing gaps regarding expectations.

OHR strives for continuous improvement in the delivery of HR services, earning and maintaining respect of the campus, and building effective relationships and trust with key partners. To achieve these, OHR may need to consider a re-structure that will better support the operational needs of the University.

Below is the current OHR organizational chart:

Human Resources

An initial list of action items once the portfolio evaluation is conducted:

- Build a list of core competencies needed for a successful OHR
- Determine if the current HR capacity and skills sets are acceptable to meet the University's current and future HR needs
- Perform a skills assessment and role suitability analysis to understand the current staffs' strengths and weaknesses
- Recognize if HR functions or duplicate intentions are being handled outside of OHR and consider centralizing
- Identify the gaps in staff skill sets and capacity
- Determine new position descriptions and titles
- Develop talent strategies for OHR team members' development

2. University-wide strategic workforce analysis

No broad, future-oriented analysis of Xavier's workforce has ever been conducted. Out of necessity, organization wide RIFs in 2013 and 2020 were immediate and crisis-based without input from workflow analyses. Similar to the restructure of the OHR, restructure steps would apply across campus.

Action items regarding a strategic workforce analysis:

- Identify HR team members to work with assigned departments
- Engage outside consultants to conduct a strategic workforce analysis
- Review the department goals and expectations, future views
- Perform skills assessment and role suitability analysis of current staff

3. Compensation Analysis

Across the University, depending on whether a position is classified as faculty or staff, there are a variety of compensation approaches and philosophies managed by OHR and other offices.

Action items if a consistent compensation approach is determined:

- Complete benchmarking of benefit plans with industry
- Apply a consistent philosophy and processes across campus
- Review and full understanding of supplemental compensation
- Collaborate closely with Provost, Payroll, Financial Administration, and Information Technology to improve processes
- Provide leadership in managing HR related risks and assuring University compliance

For more information regarding Xavier University's Office of Human Resources, visit
https://www.xavier.edu/hr/

Attachment A: HR Survey Results

HR Survey Summary
Fall 2019

- **12 total questions**
  - 6 open ended questions. 3 of the open ended questions would only be asked based on a previous response i.e. if a respondent rated their overall satisfaction with HR as very satisfied or somewhat satisfied they would then have an open-ended question to elaborate on why they are satisfied with OHR)
- **584 total respondents**
  - 221 faculty (111 tenure track, 110 non-tenure track)
  - 352 staff (226 exempt, 126 non-exempt)
  - 11 did not indicate faculty or staff status
- **Overall Satisfaction with OHR:**

Satisfaction Level	% of Respondents
Very Satisfied	17.29%
Somewhat Satisfied	26.03%
Neither Satisfied or Dissatisfied	28.42%
Somewhat Dissatisfied	18.84%
Very Dissatisfied	7.88%
Did not indicate level	1.54%

- **Emerging themes regarding satisfaction with OHR:**
  - Responsiveness (includes time to respond)
  - Healthcare-including wellness
  - Communication
  - Hiring/On-boarding
- **Emerging themes regarding dissatisfaction with OHR:**
  - Hiring/On-boarding
  - HR Staff (includes understanding who does what and turnover within HR)
  - Responsiveness (includes no one answering phones and time to respond)
  - Consistent campus wide policy application
  - Training (includes professional development for managers and individual contributors as well as manager and new manager training)

- Of survey respondents who indicated time at Xavier, 72.62% have been at Xavier 0-15 years.
- Of those Very Satisfied, 56% have been at Xavier 0-5 years. More faculty (58%) than staff (42%) are Very Satisfied with HR
- Of those Somewhat Satisfied, 50.77% have been at Xavier 0-5 years. More staff (62.50%) than faculty (37.50%) are Somewhat Satisfied with HR
- More staff (62.05%) than faculty (37.90%) are Neither Satisfied nor Dissatisfied with HR. Of those Neither Satisfied nor Dissatisfied the majority (69.63%) have been at XU 15 years or less
- Of those Somewhat Dissatisfied, the majority have been at Xavier between 6-25 years (61.17%). More Staff (74.55%) than faculty (25.45%) are Somewhat Dissatisfied with HR.
- Of those very dissatisfied, the majority have been at Xavier between 6-25 years (67.44%) compared to those very dissatisfied at 0-5 years (16.28%) and 26+ years (16.28%). More Staff (66.67%) than faculty (33.33%) are very dissatisfied with HR.
- Of those contacting the HRBP, 40% had an overall OHR satisfaction level of Somewhat Satisfied/Very Satisfied while 36.25% were Somewhat Dissatisfied/Very Dissatisfied. 65% of respondents who indicated they contacted the HRBP were exempt staff.

Attachment B:
The Office of Human Resources at Xavier is advisory in nature and influences operational and strategic decisions.

Traditional Human Resources Functions	OHR	Managed by Others	Not Currently Managed by Anyone
Compensation	Oversight and administration of staff wages	Provost - oversight and administration of faculty wages Controller- Payroll function SET/DR - established staff compensation philosophy	
Benefits	Responsible for compliance and administration of employee benefits	Faculty Handbook - "In the spirit of shared governance, the Benefits Committee and the Faculty Committee, as the executive committee of the Faculty Assembly, will jointly consider any modifications to these benefits and jointly submit a report to the President and the UPRC. The UPRC will consider these recommendations and make its own recommendation to the President. The President's actions on such recommendations will establish benefits in this area."	
HR Systems Management	Jointly serve as the lead for the HR module in Banner Ownership for auxiliary systems - SilkRoad (OpenHire and RedCarpet), BenefitFocus, Equifax	Controller/Payroll - jointly serve as the lead for the HR module in Banner	
Talent Acquisition	Assistance with passive selection and transactional hiring of staff and faculty	Campus wide decentralized search committees DR - approval for focus searches Provost - onboarding of new faculty	
Professional Development	.2 FTE and budget of $20,000 for campus wide offerings	Campus wide offerings - M&I, OIDI, XLC, IT, etc.	
Employee Relations	HRBPs	OIDI - Bias Education and Advisory Team	
Performance Management	Oversight for staff performance management	Provost - oversight for faculty performance management	
Organizational Development			Organizational Development work is not currently practiced on campus
Immigration/Visa Status	Manage change in status process for international employees		
Safety		Risk Management - oversight of campus safety	
Policy Development	Following the Policy Development Guide bring a committee together to develop or revise HR related policies	Cabinet - approves all policies	
Legal Responsibilities	AVPHR serves as the University's Affirmative Action Officer AVPHR & HRBP serve as deputy Title IX Officers Compliance with laws and regulations	Title IX Officer - lead for Title IX General Counsel - key partner for all legal issues	
Strategic Partner	HRBP advisors to DRs AVPHR advisor to the President		Strategic Workforce Planning

Attachment C: SWOT Analysis

Strengths

OHR orientation – OHR staff are service-oriented and their approach to work aligns with Xavier's mission.

Collegial and collaborative – positive relationships on campus and institutional knowledge.

Weaknesses

Technology – lack of necessary technologies and inefficient use of existing technologies.

Accountability without authority – OHR is advisory and not a decision maker. Negative perceptions with several HR-related functions, some of which go beyond OHR.

Organizational development – Xavier's approach in areas like talent management, performance management, succession planning, professional development and cross-training.

Opportunities

Campus strategic workforce planning – aligning our faculty and staff with future priorities.

Leveraging technology and data that's available, but not utilized to assist with decision-making.

Networking with other universities for best practices and partnership opportunities.

Threats

Talent – remaining competitive in the market-place: compensation, workplace flexibility and benefits.

Committee Members:

Susan Abel, *Associate Vice President, University Relations*

Joyce Allen, *Associate Professor, Accountancy*

Claudia Anderson, *Executive Assistant, Office of the Provost and Chief Academic Advisor*

Phil Chick, *Vice President of Financial Administration and Chief Business Officer*

Greg Christopher, *Vice President of Administration and Director of Athletics*

Nike Cline-Bailey, *HR Business Partner*

Becky Cull, *General Counsel*

Jenni Dramis, *Director of Total Rewards*

Terri Hanlon–Bremer, *Chief Operating Officer of TriHealth Corporate Health*

Ann Hoffman, *President and Co-Owner Hoffman and Albers Interiors*

Kathy McMullen, *Retired Vice President, Human Resources, Macy's Corp. Services*

Debra Mooney, *Vice President of Mission and Identity*

Connie Perme, *Associate Vice President and CHRO*

Janice Walker, *Vice President of Institutional Diversity and Inclusion*

Allen Zernich, *Financial Analyst*