# NMSU HRS RE-ENVISIONED

12 2-15-2022

NOW IS THE TIME!

To invigorate HR work to a new level of operational maturity and proficiency. Build an HR value proposition to take on new opportunities, to be knowledge deep and *future-ready.*

Transformation: requires a change in how we think about the work in HRS and how the work gets done; focus on the mission of the university as the driver in the work we do.

What is meant by "the future of work"?

WHO DOES THE WORK — Full-time/Part-time Employees, Crowdsourcing, GIG Workers

HOW THE WORK IS DONE — AI, Robotics, Automation

FUTURE OF WORK

WHEN & WHERE WORK IS DONE — Collocated Workspace, Remote Workers, Fluid Work Schedules

"Simply put, the future of work is a projection of how work, workers and the workplace will evolve in the years ahead. It's a topic that keeps many CEOs up at night as they make decisions that enable their organizations to thrive today while they prepare for the future." SHRM.org

HR
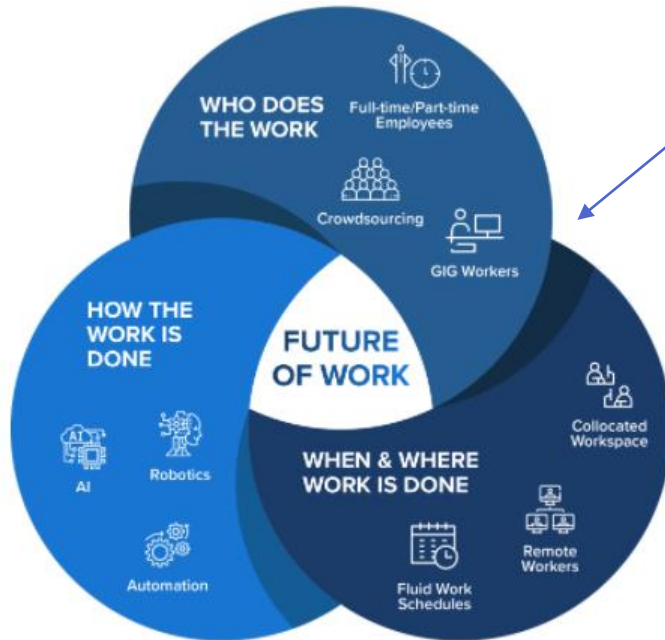
Top Management

Want to know how to plan for, excite, and make effective decisions regarding their work and workforce to reach organizational goals.

Middle Managers & Supervisors

Need to be equipped to be agile and to manage remote arrangements and employee emotional challenges.

Employees

Employees expect a better work experience; recognition, training and development, easy processes, motivating work environment, competitive pay and opportunities to advance their careers.

The Future of Work…..

- A rebuild of the recruitment strategy will be necessary to address the staff shortages, resignation phenomena, technology needs, and expectations about work

- The need to rethink the employee experience: What faculty and staff need, why they stay and the support they need to grow and perform at their highest capacity
  - Talent management: How individuals enter, move up, across or out of the organization
  - Succession planning: Developing replacements for anyone whose departure could disrupt the business

- Execution of the most effective use and deployment of HRS communication and collaboration processes will be key to HRS effectiveness and value

- The need to put greater focus and resources on faculty and staff mental and physical health
  - Assist in building and sustaining employee emotional strength
  - The university system must be future-ready in this area

- Increased focus and need for ACTION! supporting diversity, equity and inclusion initiatives

- Upskilling, individual and organizational development and greater emphasis on cultural infrastructure

- Greater value on performance resourcefulness, redefining and refining workflows, individual and team accountability

Current Reality…..Shaping the Future of Work

Compensation

Increased minimum wage and demand for higher pay.

Spike in Union Organization

Increased union activity.

The "Employee Experience" *is* **a big deal**

Employees don't just want to work, they want to be empowered and receive personal support … a quality work experience.

Work

The scramble for workers

People don't feel a need to work.

"Intentional" focus on DEI and social justice in the workplace

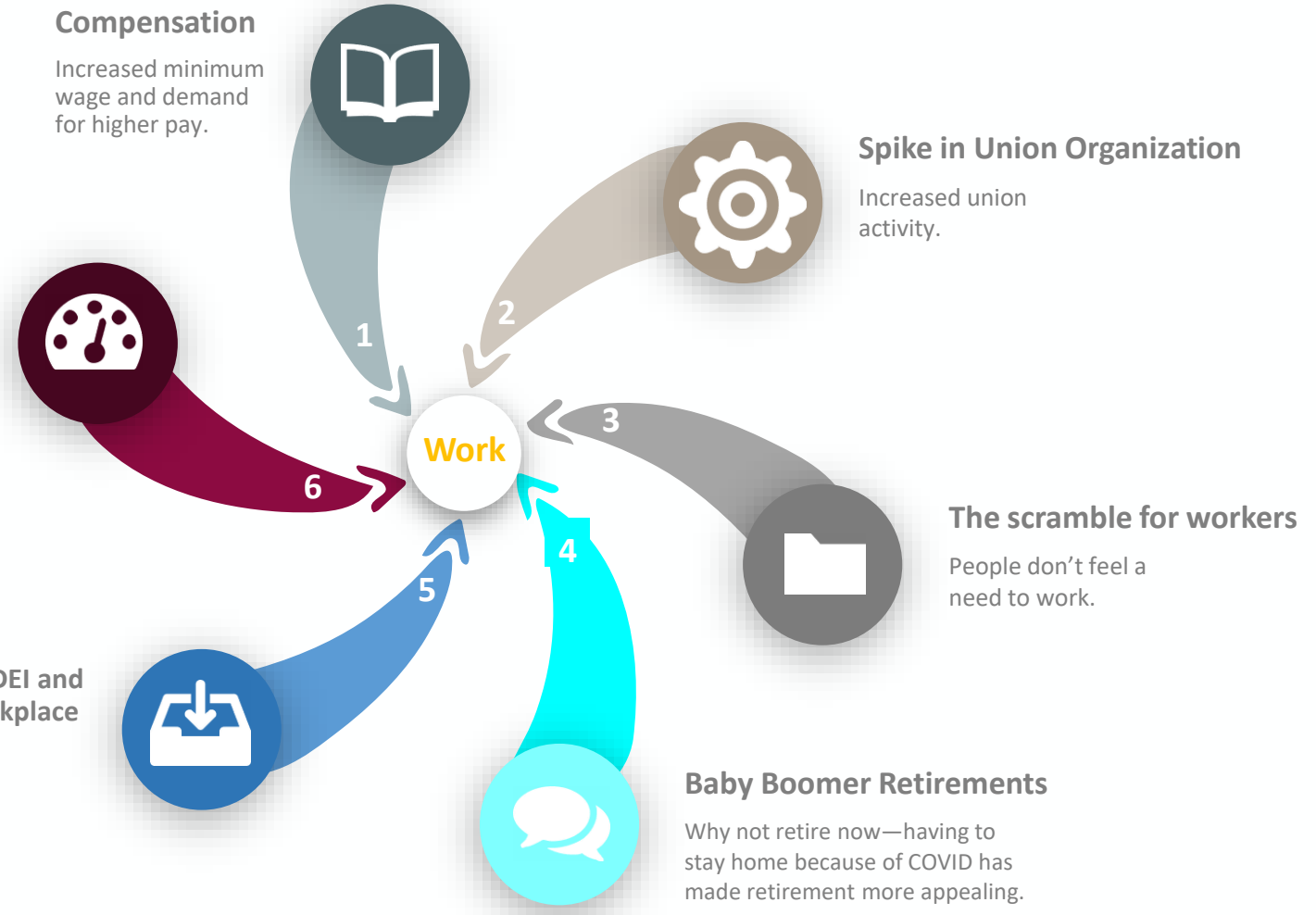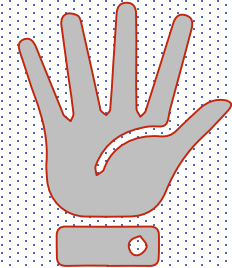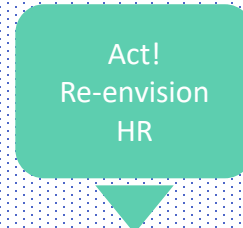It's not just about valuing DEI, its about creating a culture of "inclusion" and "belonging".

Baby Boomer Retirements

Why not retire now—having to stay home because of COVID has made retirement more appealing.

1 2 3 4 5 6

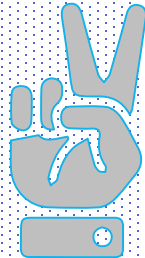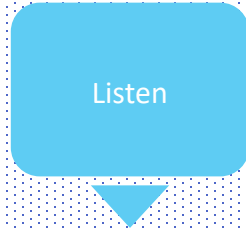# HRS Re-envisioned…..

Ask	Listen	Assess	Act! Re-envision HR	Execute High Impact HR

"Value" Constructive Criticism

Re-envisioning HRS…How do we know what's needed?

- SWOT - HRS User Experience Process Improvement Committee
- Strategic System Services (S-cubed) Retreat 11-12-2021
- ABC Insights FY19 Insights and Opportunity Analysis
- HelioCampus Administrative Quality Satisfaction Survey Results 7-2021
- Institute for Organizational Excellence Employee Engagement Survey Results 11-2020
- Climate Action Team Initiatives 2020/2021
- HR Liaisons & Business Managers – HR Connect (regular meetings)
- Great College To Work For Campus Studies 2021
- Extensive HR Research

NMSU's Need for *Dynamic* Change...!

Ongoing and sustainable compensation management program is essential

Technology strong and process and program proficient

HR is under financed and understaffed

Customer base needs solutions: Solutions-focused HR

Must be Future-Ready: New reality

Need to create a climate and culture of collegiality, inter-connectedness, collective focus

Faculty and staff recruitment, hiring and retention are a challenge (Talent Management)

HR Liaison knowledge-base, responsibility and accountability are under developed and under utilized

HRS work must align with the mission of the university (LEADS 2025), not the other way around

HR is Under Funded and Understaffed

Human Resources Main Campus FTEs are lower than the Benchmark Average

Total Human Resources FTE

Human Resources
- NMSU Main Campus: 42.37
- Peer Benchmark Average: 70.51

■ NMSU Main Campus ■ Peer Benchmark Average
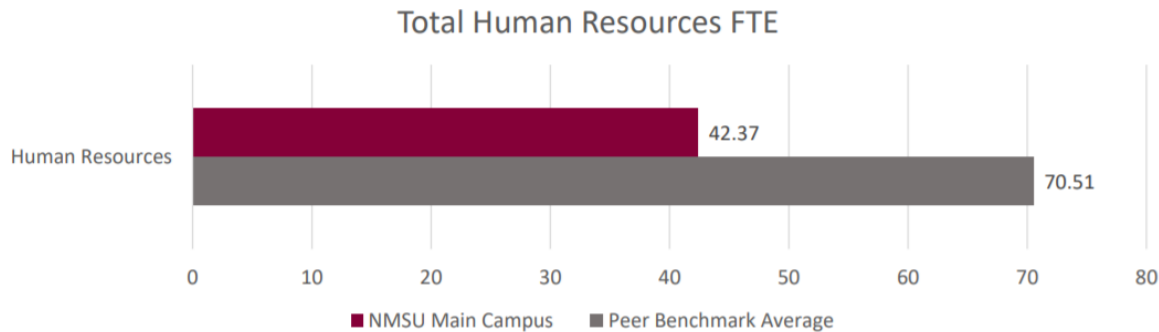
NM STATE **BE BOLD.** Shape the Future.

Human Resources Main Campus SAM Spend and Normalized FTEs

Sub-activity	Analysis Factor[1]	Main Campus Normalized SAM Spend*		$ Difference	% Difference	Main Campus Normalized FTE per 1000		Difference	% Difference
		FY19	Bnchmk Avg			FY19	Bnchmk Avg		
Benefits	Employees (IPEDS)	$78.93	$136.73	-$57.8	-42.27%	1.95	1.97	-0.02	-0.01%
Classification and Compensation	Employees (IPEDS)	$57.45	$78.12	-$20.67	-26.46%	1.21	0.98	0.23	0.23%
Employee and Labor Relations	Employees (IPEDS)	$197.13	$155.97	$41.16	26.39%	3.32	1.74	1.58	0.91%
Hiring (Employment)	Employees (IPEDS)	$161.77	$488.2	-$326.43	-66.86%	3.19	6.16	-2.97	-0.48%
Other	Employees (IPEDS)	$56.37	$199.98	-$143.61	-71.81%	1.34	3.02	-1.68	-0.56%
Training (Talent Management)	Employees (IPEDS)	$126.3	$146.49	-$20.19	-13.78%	2.69	1.73	0.96	0.55%

[1] Employees headcount is 3,090 (Main Campus only)

* Indicates AWI Adjusted numbers were used.

HelioCampus Report

Quadrant Definitions

Streamline

Quality/satisfaction is high here and any cuts in staffing should be done with extreme caution- examine business processes and procedures first. *Get staffing and other consultative input before making any drastic changes.*

Showcase

Don't cut back on funding or staffing here. This is where you naturally excel and are operationally leaner from a staffing perspective. *Any further cuts will have an impact to quality and satisfaction.*

Reimagine

Staffing is higher than the benchmark average and satisfaction is lower than the university average at your institution- time to examine this area closer to figure out where bottlenecks are happening and why the service is not providing a higher level of satisfaction on campus. *Do you need better systems, processes, or procedures in place? Better communication and training? How is morale? "Too many cooks in the kitchen" problem?*

Invest

The lower score could be (not necessarily a causal relationship) that the lower investment has resulted in lower quality service. *Could this be due to a shortage of staffing (underinvestment) or the need for better processes, procedures, technology, training, or communication?*

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HelioCAMPUS

Most NMSU's administrative activities are staffed leaner than the benchmark average with varying degrees of satisfaction

HelioCampus Human Capital Matrix

5 = Excellent
4 = Good
3 = Fair
2 = Poor
1 = Very Poor

Mean NMSU Satisfaction Score: 3.76

Showcase
Info Tech
Communications
Research…
General Admin
Facilities
Student Services
Finance
Invest
HR
Reimagine

FTE Staffing Percent of Benchmarks (Normalized)
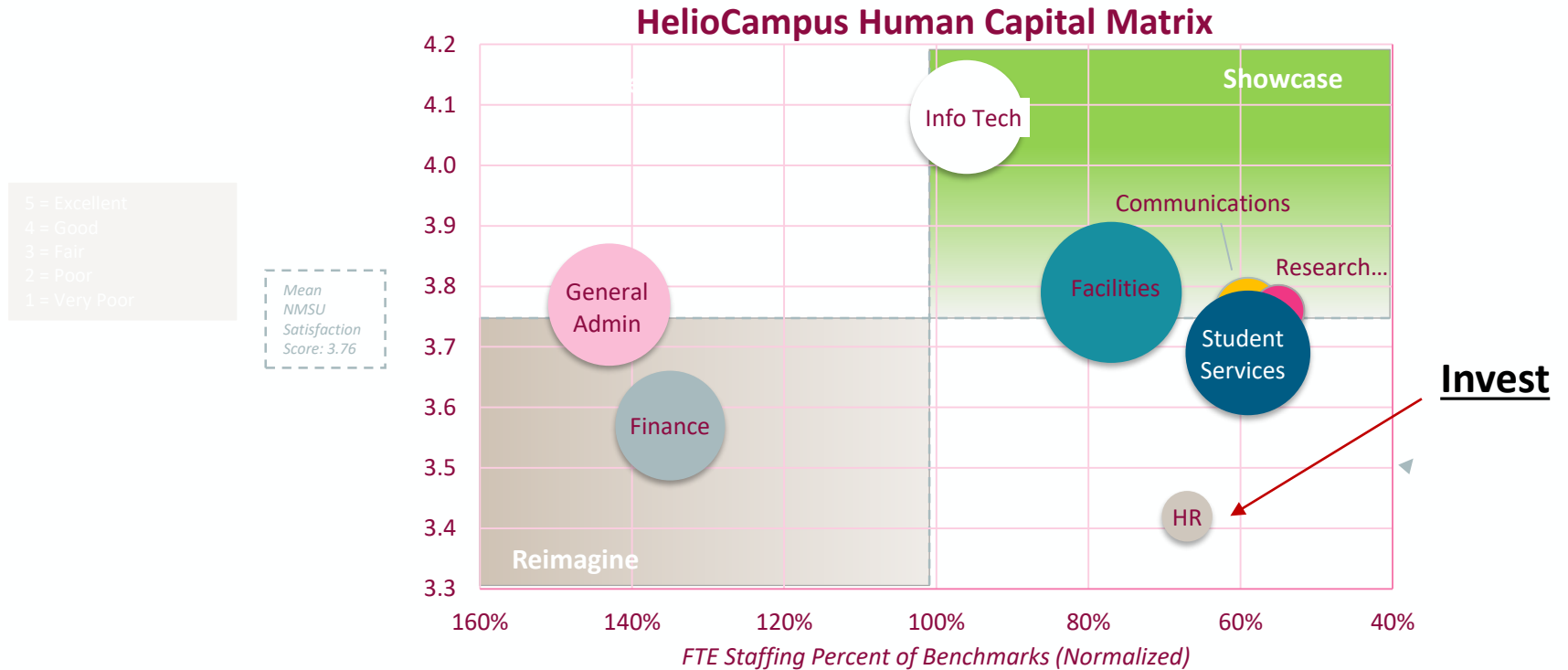
What we need to focus on…

- Invest in HRS as it becomes a function not only focused on exceptional service delivery but a solutions-driven operation
- Strengthen and advance HRS processes and programs
- Establish a Human Resource Information Systems unit
  - Data and technology management
  - Systems administration and implementation
  - Metrics and analytics
  - Reporting
  - Project Management
- Create a workforce climate-focused function
  - Climate Act Team (CAT) initiatives
  - Organizational culture enhancement and sustainment
  - Rewards and recognition
  - Succession planning
  - Mentoring program

Transformation....

- Achieving far-reaching operations transformation in HRS will require:
  - a change in how we think about the work in HRS and how the work gets done; focus on the mission of the university as the driver in HR work,
  - getting university-wide support in the preparation of a "future-ready" workforce and work environment, and
  - leaders to see the value in supporting and transforming HRS.
- Employee engagement, recruitment and retention will be enhanced.
- Measurement of the impact of the transformation on institutional achievements and student success must be clearly defined and regularly assessed.

High Impact HR!

A blueprint is necessary to enable HR work to have greater influence in carrying out the institution's mission, to drive superior levels of performance, innovation and expertise, and to be a DYNAMIC HR strategic contributor.
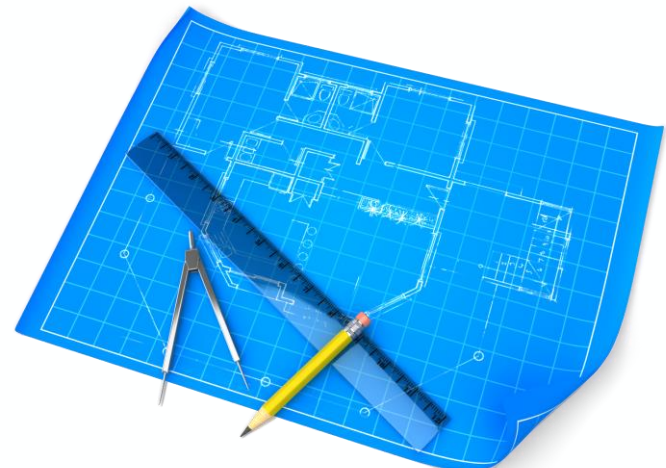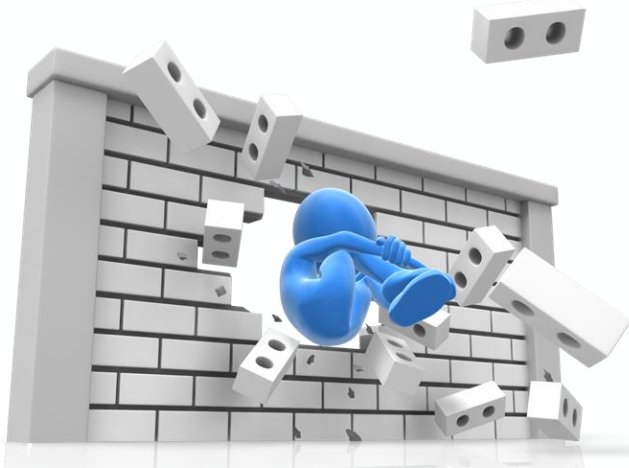
Three critical principles drive High-impact HR:

1. Agility is the new reality. HRS needs to demonstrate agility, flexibility, and collaboration while executing impeccable and strategically deployed best and sound HR practices.

2. The mission of the university system must drive how HRS operates.

3. Just as much energy has to be put into impacting cultural/climate transformation as is in customer relations and strategic initiatives.

High Impact HR!
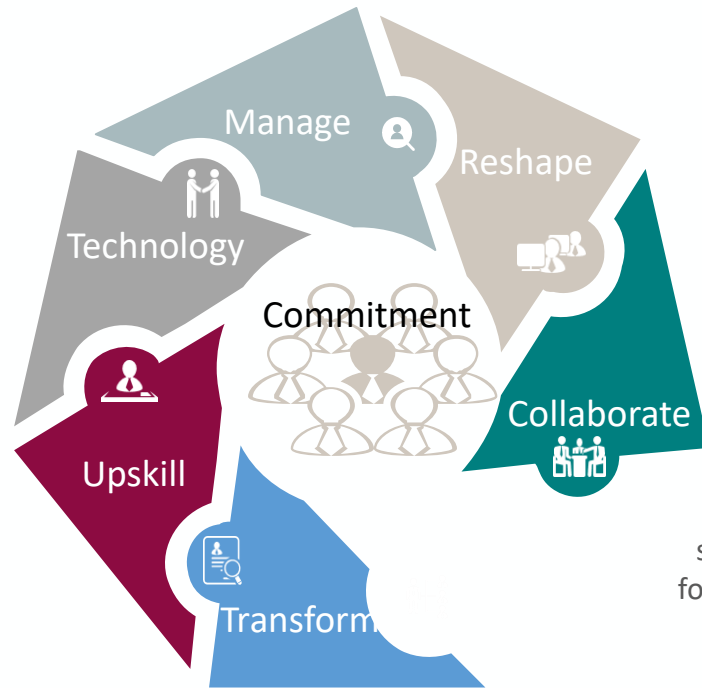
Emphasize coordination and collaboration within and beyond HR.

Reshape the roles and responsibilities within HR and the way HR interacts and adds value.

Deploy highly effective and easy to use technology in the operating model to create an integrated and positive experience for the HR customer.

Manage

Reshape

Technology

Commitment

Collaborate

Upskill

Transform

Position the HR team to play a significant role in fostering leadership and people management capabilities necessary for university-wide higher performance.

Transform HRS from being perceived as "police" to recognized subject matter experts, drivers of solutions, consultants, and moves HR's contributions up to a new level of capability.

Establish HR's critical role in supporting the system's strategic platform and people strategy; transforming transactional and operational work, requiring a shift to a new level of HR operational maturity.

Shaping the High-Impact HR Operating Model in the NMSU environment will take commitment, perseverance, executive leadership support, financial support, and time.

Results-Oriented Goals

Assess
Assess staffing and skills needs and keep training up-to-date.
1

Develop
Develop and maintain competitive pay and benefits.
2

Manage
Manage performance and design a rewards system that keeps employees motivated.
3

Use
Use analytics to drive decisions.
4

Execute
Execute recruitment and retention best practices to hire and retain quality talent.
5

Provide
Provide quality professional development and training, which reinforces organizational goals and values.
6

2014, Deloitte Development, LLC

NMSU HRS Re-imaged…

HRS RE-IMAGINED…Job titles and the duties & responsibilities required of them define and elevate HR work

Enhance HR Knowledge At All Levels

CHRO, Business Ally & Strategy Architect

Strategic Operations Leader

Strategy Solution Consultant

Compensation Strategist

Systems Management Engineer	Records Stewards

HR System Partners

Climate Strategist	People Relations Consultant

Transaction Partner

Campus Excellence - Development and Training Expert

Future Ready

- Redesign how we work and invest in the skills required to work differently, more effectively. Rely on technologies that will equip for present work and to become future-ready.

- We will need the highest level of operations maturity and also measure and report higher levels of efficiency and productivity.

- Establish a work environment where employee's work experience is inspiring, supportive...an experience in which faculty and staff are highly engaged and can thrive.

- Skilled up and workforce prepared for ongoing change.

Getting there, however, requires a dedicated focus on workforce transformation. This cannot be done by HRS alone but require NMSU leaders active commitment at all levels.

Customer base needs solutions: Solutions-focused HR

- The significant drivers of re-imaging HRS is to heighten solutions-driven capability, and to enhance customer satisfaction across all levels.

- Other drivers of change focus on the speed with which HRS serves customers and the agility in leveraging and displaying the capabilities of HR body of knowledge.

- Employees expect a better work experience; recognition, training and development, easy processes, motivating work environment, competitive pay, etc. as well as opportunities to advance their careers.

- HR to take on the consultant role with depth and breath of HR experience at the forefront of what we do. Deploy extraordinary HR knowledge and expertise verses being viewed as solely compliance focused.

HRS Org. Platform

CHRO, BUSINESS ALLY & STRATEGY ARCHITECT

Identify the opportunities and challenges central to the institution strategy. Recognize trends and their impact, and translate the HRS strategic direction into HR business practices and HR initiatives that help drive the mission of the institution.

STRATEGIC OPERATIONS LEADERS

Employ & Comp
Highly effective, competitive, and fair employment and compensation program

Benefits
Expert guidance and consultation and administration of emp benefits, HR services and ACA

CLPD
Talent development, culture & change steward, and organizational design strategist

ELR
People relations: Climate, rewards and recognition, employee onboarding, mentoring and succession planning

STRATEGY SOLUTION CONSULTANT

Operations
Comprehensive HR knowledge, highly experienced HR professional, one-stop extertise

Research
Subject matter expert. Identify and execute HR best practices that support NMSU and department strategic plans

Org. Dev.
Strategic planning and execution expert, preparation and implementation of future ready initiatives

HRS RE-IMAGINED - Excellence in Technology and Project Management (Proposed New Unit)

STRATEGIC OPERATIONS LEADER

HR Technology & Data Analytics: From the HR technology, program and data perspective, identify opportunities and challenges central to the institution and HR strategies. Strengthen HR technology, programs and processes, translating HRIS and project management work to propel the NMSU people strategy.

DATA MANAGEMENT Aviator

Systems administration, data management, analytics, metrics and programing.

VALUE Management Specialist

Project management and analysis of HR performance indicators. Strengthen and implement HR processes and programs for optimal execution---HR value proposition, administration and sustainability.

Technology Excellence

- Technology strong is the catalyst to HRS overall performance, daily operational output, and positive employee experience

- Need to use current technology to it's fullest

- Enhanced analytics, metrics and reporting for data data-driven decision making

Technology
Excellence

Enhanced employee experience

Continuous improvement

Comprehensive reporting & data mngt. structure

Well executed HRS programs and processes

Technology, project management and analytics strong

Human Resource Information Systems (HRIS)

Employment and Compensation

STRATEGIC OPERATIONS LEADER

Oversee highly effective, competitive and fair employment and compensation programs

HR Business Partner

Assists depts. in navigating the hiring process, interpreting policies and procedures and impacting employment transactions

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Assists depts. in navigating the hiring process, interpreting policies and procedures and impacting employment transactions

Compensation Strategist

Compensation admin: Dev. and oversea comp strategy and sustainability plan, CMS admin, position management...

Transaction Partner

.Assist depts. In employment and compensation transactions

Transaction Partner

Assist depts. In employment and comp transactions

Records Steward

Records Management: I/9, VOE

Transaction Partner

Student employment Process nonexempt actions

Records Steward

Record, VOE Management, I/9,

Faculty and staff recruitment and retention are a challenge:

- Staffing is difficult throughout the nation. NMSU must be positioned to compete.

- Implementation of a more robust, easy to manage and use Applicant Tracking system (ATS) – Current ATS is PeopleAdmin

- Centralize advertisement sources (diversity, frequently visited sites, cost consolidation, etc.)

- Develop and deploy diversity recruitment plan

- Implement aggressive approach to recruitment

Ongoing and sustainable compensation management

Institute a formalized documented process for regular review of the compensation system to include the following items:

- Review of the methodology used for market comparison

- Validation of the instruments used to evaluate and analyze jobs

- Test internal controls over administration of pay levels assignment and changes to university pay structure
- Establish process to periodically make needed adjustments to pay structure to reflect changes in labor market and inflation, and to take corrective action on pay levels found to be inequitable
- Ensure compensation practices are accurately documented in written policies and procedures
- Job descriptions are reviewed on a recurrent basis
- Compliance with federal and state regulations

Employee Labor & Relations

STRATEGIC OPERATIONS LEADER

**Executor of people relations programs:
Employee relations, climate initiatives, rewards
and recognition, employee onboarding,
mentoring and succession planning programs**

People Relations Consultant, Sr.

Employee relations subject matter experts, professional development and training

People Relations Consultant, Sr.

Employee relations: Subject matter experts, professional development and training

Climate Strategist

Climate Initiatives
Reward & Recognition
CAT Facilitation
Mentoring

People Relations Consultant

Employee relations: Subject matter experts, professional development and training
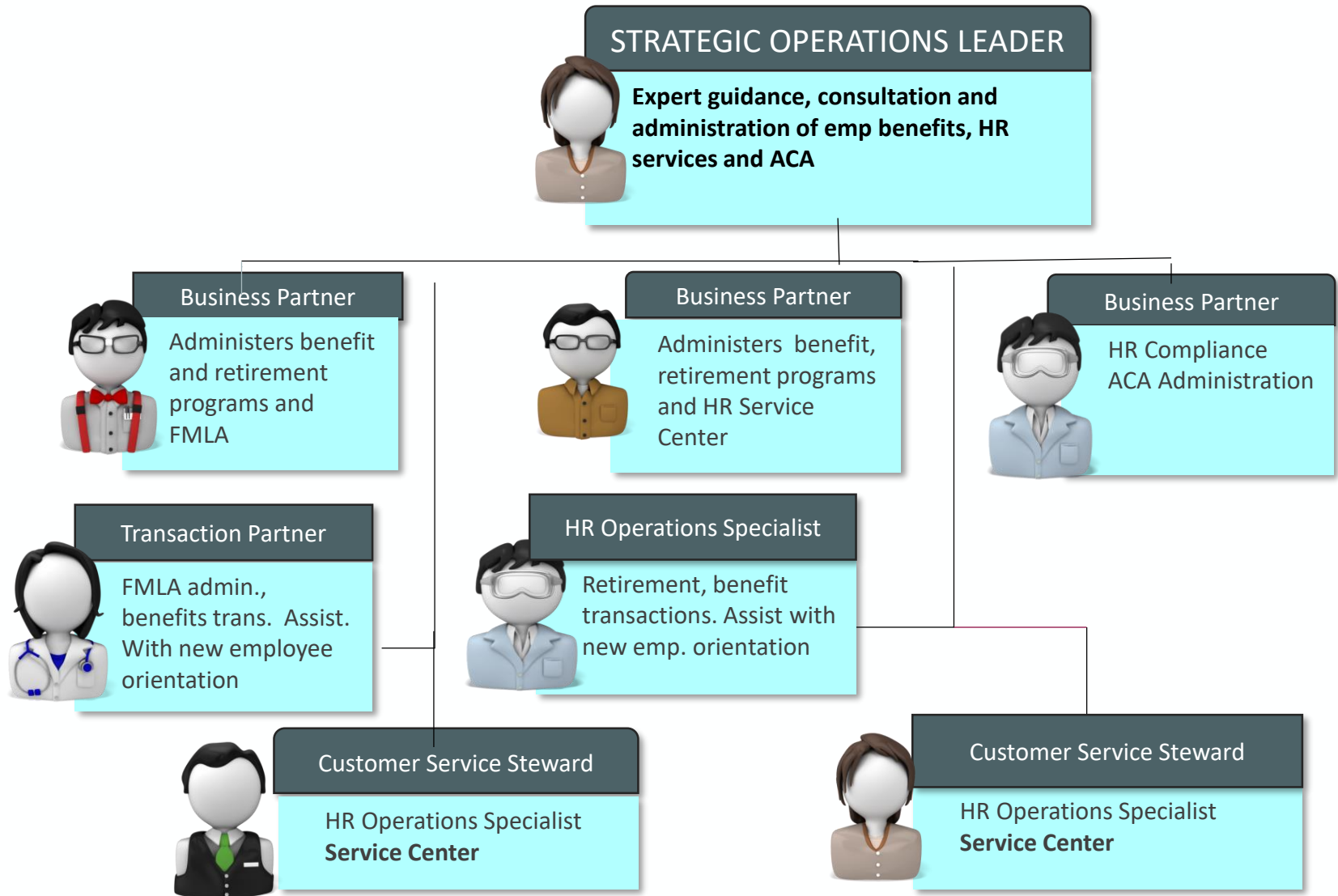
Transaction Partner

Administration
Employee relations
Training

Positive Possibilities……

- Opportunity to positively impact the work climate – Climate Strategy

- Add value to information received from exiting and stay interviews/surveys

- Enhance rewards and recognition programs

- Facilitate the development of a system secession planning process

Benefits & HR Services

STRATEGIC OPERATIONS LEADER

Expert guidance, consultation and administration of emp benefits, HR services and ACA

Business Partner

Administers benefit and retirement programs and FMLA

Business Partner

Administers benefit, retirement programs and HR Service Center

Business Partner

HR Compliance ACA Administration

Transaction Partner

FMLA admin., benefits trans. Assist. With new employee orientation

HR Operations Specialist

Retirement, benefit transactions. Assist with new emp. orientation

Customer Service Steward

HR Operations Specialist **Service Center**

Customer Service Steward

HR Operations Specialist **Service Center**

Task Management

- Record keeping and administration needs to be tightly managed

- Refined and automated processes

- Amazing customer service --- The "face" of HRS, email management, response time, strong knowledge base, operational efficiencies

Strengthen the development and training infrastructure

- Upskill, develop people to connect them to the future of work—whether that next job is within the institution or outside of it.

- Fitness for Success: Application of the best, most effective professional development and training practices----<u>All levels</u>
  - Executive Administrators (Coaching, experiential learning, etc.)
  - Faculty & Staff

- Expand the development and training compacity. Train-the-trainer and establishment of development ambassadors.

CLPD - Professional Development Transformation at NMSU

1. Organizational and Employee Development - Successful Employees / Successful Teams

Successful = High performance (process/system Improvement + Workplace wellness (facilitation/training)

2. Learning resources development – Accessible & inclusive

3. PD Hub for NMSU – Learning Resources + consulting, facilitation, learning and mentoring programs

1 Employee Success

CLPD is the support venue for employees to gain knowledge, resources and to practice skills that will **level up** their employee experience.

Employee Experience
- ✓ New Employee Orientation
- ✓ Compliance training
- ✓ Mentorship opportunities - Community groups (ERGs)
- ✓ Promote a culture of appreciation and employee recognition
- ✓ Learning paths to strengthen leadership development and employee success Micro-credentials to enhance essential skills: Change management, systems improvement, communication skills, emotional intelligence, conflict management, etc.

2 Team Success

1. CLPD promotes a **team culture** of mutual respect, support and trust, focused employees' engagement level, creativity and wellness. Build and maintain highly functioning work teams based on talent development & systems improvement strategies.

Customized team facilitations and follow up strategies

2. CLPD supports your process of creating or modifying digital instructional/informational resources. We will assist with your needs assessment phase, as well as the design of your resources.

Training   Facilitation   Coaching   Consulting   Interdepartmental Collaboration

NM STATE

BE BOLD. Shape the Future.

Mindset change

- Understanding of professional development – Leadership
- Understanding Merit – Criteria and Leadership Development to conduct PEs
- Communication rather than avoidance of conflict
- Understanding accountability, trust and excellence
- Positive approach to Change Management

Behavior change

- Creating a culture of feedback – Best practices to give and seek feedback.
- One-on-Ones - Best practices – Goal driven conversations – building trust
- Collaborative approach to Team meetings
- Conflict Management
- Promoting and managing positive relationships in the workplace
- Change management facilitation and coaching
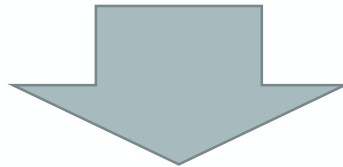
Performance Evaluations (ELR) + Departmental 360 Evals founded in a culture of ongoing feedback

CLPD Priorities

- Create definition of professional development so it becomes expected and essential part of performance and employee success. Propose modification to the ARP 6.89

- Create and promote employee development micro credentials based on learning pathways: 1. Navigating conflict, encouraging communication and positive relationships in the workplace, 2. Employee productivity and engagement 3. Leadership Development 4. Change Management

- Promote our team as Center for Team Excellence through customized facilitations, coaching and process improvement strategies to build and sustain high-performance teams.

Center for Learning and Professional Development

STRATEGIC OPERATIONS LEADER

Talent development, culture and change steward and organizational design strategist

Transaction Partner

Administrative support

Development & Training Expert

Curriculum dev. Case and climate focused dev. and training

Development & Training Expert

Curriculum dev. Case and climate focused dev. and training

Development & Training Expert

Leadership dev. and climate focused dev. and training Succession Planning

Learning Ambassador

Facilitation, customized training, soft & technical skills training

Learning Ambassador

Facilitation, customized training, soft and technical skills training

Transaction Partner

Web-master, assist with marketing and communications

Campus Development and Learning Facilitators

Department, train-the-trainer facilitated customized and technical skills training

Univ. integrated skills based training and development

High Impact HR!
Image of NMSU HRS

It's about the Mission, not about HR

HRS work <u>must</u> align with the mission and business of the university (LEADS 2025), *not* the other way around

HR Re-Imagined

plan

support

Be the leader they need us to be!

execute

partner

communication

budgeting

scheduling

Solution Focused

Mission Aligned

Action Visible

Knowledge Deep

Short-Term Priorities

- Craft the NMSU People Strategy
- Upgrade and invest in technology for greater efficiencies and improve employee experiences, *including training offerings and records*
- Hire Compensation Strategist
- Redesign HR work duties and job descriptions
- Re-imagine recruitment, retention and onboarding to increase competitiveness, to consistently attract and retain quality applicants, and to simplify *and speed up* the hiring experience
- Clearly define and assess HR performance metrics
- *Invest in training and development, e.g. lean, project management*

Long-Term Plan (Year Two)

- Redesign (simplified) but highly effective HR processes

- Develop and empower managers and supervisors

- Plan for sustainable investment in technology

- Revise and update HR policies and procedures

- Hire for re-envisioning positions

- Fully deploy the HRS re-envisioning platform

Questions / Discussion