PENN STATE UNIVERSITY
Office of Human Resources
Strategic Plan
2014 - 2018
# Office of Human Resources
## Strategic Plan
### 2014-2018

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Vision

We are an agile, trusted, strategic partner who delivers sustainable services and solutions that contribute to Penn State’s success through the attraction, retention and engagement of a talented and diverse workforce.

Values Statement

Through our commitment to these values, as well as our commitment to the highest degree of ethics and integrity, we will identify, hire, motivate, develop, and build a diverse workforce, as well as establish the methods by which we will achieve our strategic goals.

Background

INTRODUCTION

The Office of Human Resources Strategic Plan represents a collaborative effort by the Penn State Human Resources Community that elicited extensive feedback, insights, and analyses from participants in order to articulate HR imperatives and identify opportunities. The Plan was shaped by a broad array of stakeholders and is intended to align HR programs and services with the strategic plans of Finance and Business and the University. It will be a living document that will guide OHR in realizing HR goals and objectives and also in meeting new challenges as they arise.

In preparation for the strategic-planning process, OHR conducted two surveys with leaders of the HR Community. Nearly 200 comments were compiled without personally identifiable information and then shared with the OHR management team and others.

The process included two full-day retreats with the OHR management team. In advance of the retreat, participants reviewed the results of the aforementioned two surveys of University HR leaders.

The retreats were led and facilitated by Maria Taylor, managing director of Penn State Executive Programs in the Smeal College of Business. Following Ms. Taylor’s in-depth presentation on strategic planning, broad discussions occurred, which included President Barron’s Six Imperatives, Provost Jones’ “pillars” for a model framework (in development), and the Finance and Business Strategic Plan for 2014 – 2018.
The following HR imperatives and strategies emerged:

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<thead>
<tr>
<th>HR STRATEGIC IMPERATIVES</th>
<th>HR FOUNDATIONAL STRATEGIES</th>
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<td>• HR Transformation</td>
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<td>• Talent Acquisition</td>
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<td>• Total Compensation</td>
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A draft plan was developed and shared with the Human Resources Representatives for comment. This is a culmination of that work.

**Current State Human Resources Challenges and Opportunities**

In order to create a strategic roadmap for Human Resources at Penn State, it is critically important to understand the current state and the most pressing challenges impacting that state. Human Resources at Penn State has evolved significantly over the past decades, and must play a much more strategic role in the future to contribute to the overall success of the University.

- The need for advanced technology is paramount. Currently, data is not easily accessible, is scattered among multiple systems, and is stored and acquired in varied formats, making it almost impossible to easily provide a clear and accurate picture of our human capital. The recent procurement of a modern-day Human Capital Management System will streamline the processing of data and make employee information more readily available to managers and enhance opportunities to more directly align human resources with University goals.

- Human Resources at Penn State continues to be largely transactional. While we will never be able to eliminate those responsibilities, separating transactional work from strategic work will be an essential step in the human resources transformation. Currently, Human Resources’ ability to deliver real value to our stakeholders is hindered by a service delivery model that is not efficient or effective. In addition, the University currently expends significantly more on human resources service delivery than will be necessary in the future state.

- Rapidly changing demographics, including a national workforce that is becoming more diverse, requires us to increase employee diversity at all levels. Our future success relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives, and views to their work. With the mixture of talents of diverse cultural backgrounds, genders, ages, and lifestyles, we can respond to
opportunities more rapidly and creatively. More importantly, the environment must support diversity much more broadly.

- Many staff do not have a clear understanding of their job expectations, have not received regular performance feedback, and do not clearly see the connection between their work and the University’s mission. The University’s ability to reward and recognize exceptional performance has been limited and in some cases, total compensation has not kept pace with comparable positions in the respective labor markets.

- At present, we are failing to offer current employees a clear path forward to professional growth. The development of employees is critical to our future success and viability. Creating a sustainable pipeline of internal talent in an integrated, systemic approach needs to be a strategic initiative that ensures the right employees are retained, that the culture of the University supports exceptional performance, and that employees are equipped to take on leadership roles in the future.

- The continuing high costs of health care coverage in the United States, which are primarily affected by price inflation and service utilization, will significantly impact Penn State’s health care offerings. These costs, which continue to outpace inflation, along with rising retiree benefits costs (and lower retirement savings rates), need to be addressed. In addition, we must grapple with the impact of the Patient Protection and Affordable Care Act and redouble efforts to address accelerating trends that predate health care reform by reshaping our health care strategy for the next three to five years.

- Human Resources is greatly influenced and shaped by state and federal laws governing employment and many aspects of human resources management. Currently, there are many changes taking place in a legal and political framework within which the University must now function, including a more complex legal environment with more robust laws that influence employee rights and employer compliance.

- Four generations currently comprise our workforce. While each generation has its attributes to contribute, many challenges are created by having so many different sets of values, expectations, and work styles in the workplace. Finding ways to address this while continuing to attract, retain, and develop millennial employees will be a particular challenge.
Human Resources Strategic Roadmap

HR Strategic Imperatives

1. HUMAN RESOURCES TRANSFORMATION

The goal of the Human Resources Transformation is to create a more strategic-focused Human Resources organization that is accountable, adds value, is aligned, and delivers best-in-class services to the organization. We will accomplish this by providing effective, cost-efficient, and consistent programs and services that are reflective of the complex needs of the University and our stakeholders. As stated in *HR Transformation: Demonstrating Strategic Leadership in the Face of Future Trends*: HR Transformation is “a radical effort to change, rethink, reinvent, and reposition HR’s role in the organization.” (Rothwell, Prescott, and Taylor, 2008). In order for the Transformation to be successful, we will need to focus on four key imperatives: creating an effective HR structure, revising HR processes and policies, staffing the HR organization based on redefined competencies, and implementing the technology and tools that will enable this transition. Key business partners, including faculty experts, and the strategic leaders of the organization will be involved in all aspects of the Transformation, providing input on the concepts, implementation, and measurement of the success of this transition.

1. Organizational Structure:

To begin the Transformation process, we have assessed our “current state” and begun the design of our new organizational structure. We have met with our key stakeholders and gathered their input on the initial high-level organizational
design that includes Centers of Expertise, Strategic Business Partners, and an Operational Service Center. In the next phase, we will further define the specific roles and responsibilities of each area and the individuals within it, and work with our business partners to fully vet how this new design will move the University toward a more efficient and effective HR service delivery model.

B. Processes and Policies:

Work has begun on the assessment of current Human Resources processes and policies that have been developed and amended over the past several decades. Current practices are very decentralized and have led to inconsistencies in the implementation of policies across the University, as well as processes that are often duplicative or inefficient. Teams have been identified to begin to systematically work on prioritized lists of processes and policies and, whenever possible, to streamline these activities. Redesigning the processes will be essential prior to implementation of the Human Capital Management (HCM) System, so that we can capture the cost efficiencies of reducing hand-offs, correcting errors, and providing consistent services and programs. The policies will be combined, when appropriate, to provide a more concise single document related to similar topics, with additional policies written to fill any remaining gaps. These processes and policies will be developed with University-wide input from employees and leadership, and will reduce risk and provide more consistency in their application.

C. Human Resources Competencies and Talent Management:

As the organizational structure is redefined, the competencies required for each role within it will need to be defined. We have developed initial job descriptions for each of the major functional areas; however, there will be a large variety of generalist and specialist positions as well as a broad range of competency levels within those roles. Some key areas that will require redefined competencies will include: Strategic Partner (understands the business and knows how to effectively advise on change based on business needs); HR Consultant (provides advisory and consulting support to management on processes and policies); Center of Expertise Leader (knowledgeable in specialized area of expertise such as Compensation, Benefits, Labor Relations, etc. with the ability to advise on strategic decisions for the University in that area); and Customer Service Representative or Subject Matter Expert (provides information to employees and HR business partners on a variety of topics including policy interpretation, benefit eligibility, compensation management, recruiting assistance, etc.). The specific competencies for each type and level of position will be defined, as will the process for filling each position. Positions will be filled through a combination of slotting, internal posting, and external posting to reduce organizational upheaval and attract individuals with the required competencies.

D. Technology:

Concurrent with the current state assessment of the organization, we identified the need for a new HCM System that will “leapfrog” the University’s current
systems by providing the needed technology for the years to come. The University’s current HR/Payroll system, IBIS, is no longer effective in providing Human Resources information and the data needed for leadership to make strategic decisions. Over the past year, we have methodically moved forward to identify and purchase a new HCM System. We will now begin the process to engage an implementation partner and create a core team to work with the larger organization and key stakeholders on the development of appropriate steps for the HCM System implementation.

In addition, we are in the process of procuring enabling technology that will allow employees and management to transact many personal and management transactions through a portal. It will also provide a “knowledge base” of key information as the initial source of Human Resources guidance on a variety of topics. Human Resources professionals working in the Operational Service Center will also have the ability to more effectively provide and share information through the implementation of new case management technology.

2. TALENT ACQUISITION

Talent acquisition, as defined by Bersin, 2012, is “a strategic approach to identifying, attracting and onboarding top talent to efficiently and effectively meet dynamic business needs.”

While talent acquisition typically sits within the talent management framework, it is important that we distinguish it and position it separately due to the significant talent issues facing the University over the next five to ten years. Overall, each component of the talent management strategy would allow Penn State to develop a comprehensive and consistent approach to address the very real and challenging talent issues. Specifically:

- Talent Acquisition: Develop a strategy and brand to position Penn State “to stand out from the crowd” and attract high-quality applicants, and to provide a positive applicant experience. Talent acquisition includes introducing a focused workforce-planning effort during planning and budgeting time that involves college, campus, and administrative unit leadership and HR Strategic Partners working together to forecast and plan for human capital needs. In addition, vacancies should be treated as an opportunity to reexamine the business needs of a work unit; staffing decisions should be strategic, not just filling a job.

- Diversity: Our overall success and competitiveness depends upon our ability to embrace diversity and recognize the benefits that will accrue. We can and must develop and support initiatives that ensure the successful recruitment and retention of a diverse workforce. Recognizing and affirming the many positive and unique qualities that each employee brings will help us expand our definition of excellence at Penn State.

- Workforce Planning: Strategic workforce planning is a focused effort to forecast and plan for human capital needs and is directly linked to how we perform as an
organization. It provides leadership with a means to align the workforce with the overall institutional strategy. This planning can also help to identify and address current and future challenges and opportunities, including the management of University-wide staffing needs, deployment of staff and organization of work, management of cultures, and anticipation and management of risk.

- Onboarding: Create a strategic process designed to acclimate new employees into the organization’s culture, and to prepare them to contribute to a desired level as quickly as possible.

### 3. TALENT MANAGEMENT

Recent studies indicate that 30 to 40% of talent in universities and corporations will be retiring in the next five to eight years. This loss of talent includes a loss of institutional knowledge and experience that has been critical to organizational success. At Penn State our numbers are similar. Contributing factors in addition to the aging workforce and retirement of the boomers include a tight labor market, competitiveness for top talent, a rapidly changing work environment, and the need to build a diverse workforce at all levels in the organization. The competition for talent is real, and an organizational plan and response is needed if Penn State is going to continue to be a leader in higher education.

A recent article published by the Association for Talent Development, “Talent Management: From Hire to Retire,” outlined the significance of talent management evolving into a crucial strategic initiative: “If anything has changed in recent years regarding the importance of workplace talent, it is the recognition that there is a continuum beginning with recruiting and ending with succession planning (retirement).” According to The 2014 Conference Board CEO Challenge, human capital continues to be the top challenge for corporate CEOs, which includes concerns around raising employee engagement, recruiting and retaining top talent, improving employee and leadership development, performance management, and succession planning.

The need to invest in human capital and the importance of quality talent to the success of an organization is more critical in today’s landscape. Developing strategies for developing talent, workforce planning, talent acquisition, performance management, succession planning and career development are all important areas of focus in order to develop a comprehensive approach to managing talent across the life cycle of an employee.

A critical first step in the process begins with how talent management is defined at the institution and where Penn State’s talent management efforts will be focused. This effort should not be focused just on the top three levels of the hierarchy at the institution, but across the organization involving all levels of staff who clearly make significant contributions toward Penn State’s success.

A second step is to identify the key components of a talent management strategy throughout the employee’s life cycle. It is also important to link the talent management strategy to Penn State’s overall business goals and strategies, as well as
clearly define the organization’s employment philosophy. For Penn State, the talent management strategy should include the components listed below, which can be implemented over time. There is clearly a need to begin to focus on both talent acquisition (the process of recruiting talent), and talent management (the process of developing and retaining talent). Overall, each component of the talent management strategy would allow Penn State to develop a comprehensive and consistent approach to address the very real, and challenging, talent issues.

In general, the talent management function includes forecasting and securing dedicated resources and budget; understanding the Penn State workplace and competition; the impact of relationships across the institution; and the impact of other University-wide initiatives. Specifically:

• Performance Management: identifying the key core competencies and goals important in an organization and designing a performance review system to assess individuals accordingly. This approach can be utilized as a key development tool for individuals.

• Professional Development: creating learning opportunities to increase the knowledge and skills of the workforce. Focusing professional development opportunities around three key areas – new employees, current staff, and supervisors, managers, and leaders – enables organizations to target training opportunities on core competency areas critical for success. In addition to organizational core competencies, unit and individual needs must also be included in the planning process.

• Succession Planning: a comprehensive review of staff within a college, campus, or administrative unit that allows for filling the gaps left by retirements and other turnover. It also paves the way for career development which would allow the opportunity to look across the University and identify those individuals who are high-potential individuals critical for organizational success who can be developed for key leadership positions. The second part involves identifying key leaders throughout the organization who can continue to make significant contributions, regardless of position within the organizational hierarchy. By identifying an individual’s potential, development plans and opportunities can be designed to allow individuals to become viable candidates for open positions, thereby building bench strength within the organization.

• Employee Engagement/Retention: A key outcome of talent management is employee engagement, which means the ability to engage and retain employees through the employee life cycle. A variety of strategies must be utilized to reduce turnover, but more importantly to measure increased engagement and connection for staff.

• Leadership and Management Development: Utilizing leadership assessment tools to assess leadership and managerial competencies and offering developmental challenges based on observable indicators of success can provide the support to nurture leaders throughout the organization. It is important to provide level-specific, ethics-based leadership and management development
opportunities for all individuals with supervisory responsibilities and then utilize a system to better measure the impact these individuals have on their respective staff. Developing a more diverse, stronger, and deeper pipeline of both current and future leaders is critical for sustaining success at Penn State.

The final component of the talent management model is to identify key HR strategic performance metrics/indicators to assess progress and measure impact. Metrics may include indicators such as percentage of turnover, overall satisfaction with climate, level of employee engagement, and increases in both the number and retention of diverse employees.

4. TOTAL COMPENSATION

Based on the changing demographics of the University, total compensation will be an essential element in attracting and retaining a diverse and qualified employee population. Although benefits and base compensation have been viewed as separate elements in the past, establishing a total compensation philosophy that reflects the need of the University to attract and retain faculty and staff by providing a market-competitive total compensation package will be important.

The executive compensation process has been formalized with a compensation philosophy and a peer group of 30 universities, 15 public and 15 private, by which compensation is benchmarked. The criteria used to determine this comparison market include: classification as a research university, membership in the Committee on Institutional Cooperation (CIC) and/or Association of American Universities (AAU), national ranking (Top 50 National Universities and/or Top 25 Public Universities) and financials including Research Expenses Per Instruction / Research and Public Service FTE Staff and Total Expenses (Operating Budget). A philosophy and similar peer group will need to be established for staff positions that also incorporates corporate salary comparisons when evaluating market competitiveness for business-related positions. We will establish, regularly review, and, if appropriate, update the University’s compensation strategies to ensure that they appropriately set forth a clear direction for the attraction and retention of its workforce and appropriately compensate its employees.

Human Resources will develop and implement compensation and benefit programs that reflect the needs of the University and that are cognizant of our need to be effective stewards of our limited financial resources. Salary increase programs will continue to be adapted to more clearly focus on a pay for performance philosophy that also is benchmarked to key competitive market data. We will also develop variable compensation and recruitment pay strategies that will allow us to recruit and retain a highly qualified and diverse employee population.

Through the use of the new Human Capital Management System, we will be able to provide senior leadership and management with proactive data on a wide spectrum of key employee indicators such as compensation metrics, competitive market position, and recruitment and retention indicators.
The University will need to engage and invest in a number of approaches that will sustain a fiscally-responsible health care strategy for its employees and retirees. Like other large employers, Penn State will be faced with unfunded mandates, like the Patient Protection and Affordable Care Act, which could change the direction of employer-sponsored health plans in the future.

A Health Care Advisory Committee was formed in 2014 for the specific purpose of assessing and providing advice on the health care operational decisions faced by the University. The Advisory Committee is representative of health care experts/practitioners, academic experts in the disciplines of health care, communication and insurance, along with administrative representatives from human resources and budget/finance. With their thought leadership and OHR’s expertise in the benefits arena, many emerging opportunities will need to be considered. These opportunities include assessing future trends in the insurance industry, health care delivery, health care spending, academic research, health and wellness, and communication. Data-supported needs assessments and outcome metrics will be a key component to future decision making.

The University will need to review its current pay and benefits practices and look for opportunities to provide a more comprehensive plan that reflects fiscal responsibility, industry standards, and regulatory compliance. We will also review and approve new and/or changes to University compensation and benefit programs and policies, with the aim of aligning such programs and policies with the University’s long-term goals.

**Human Resources Foundational Strategies**

**CHANGE MANAGEMENT**

Across the University’s landscape, change is evident, widespread, and occurring at a rapid pace. In Finance and Business, large-scale technology initiatives such as LionPATH, HR Transformation, and IT Transformation have a common thread running throughout: change and change management. Recognizing this need, change management has been identified as one of the key supporting strategies in the 2014-2018 F&B Strategic Plan. As a result, the HR Strategic Plan recognizes change as a necessary component of its strategic initiatives. The need for a comprehensive yet aligned change management strategy and approach is more critical now than ever before to ensure the success of each and every initiative or project.

William Bridges, author of the book “Managing Transitions,” says, “It isn’t the changes that do you in, it’s the transitions. They aren’t the same thing. Change is situational: the move to a new site, the retirement of a leader, the reorganization of the roles on a team. Transition, on the other hand, is psychological; it is a three-phase process that people go through as they internalize and come to terms with the details of the new situation that the change brings about.”

The Office of Human Resources recognizes the need to support the F&B and University-wide change management initiative. OHR understands the role change
management plays in the everyday life of employees; the need to integrate a comprehensive change management approach into each one of its key initiatives; and the alignment of the OHR change management strategy with the broader University change management road map in order to produce long-term sustainable change.

COMMUNICATION

Communication is an essential component for the Office of Human Resources and, in varying degrees, it is required for all HR imperatives, opportunities, and challenges.

Three audiences exist for OHR. The first audience is the social operating system among OHR staff members (OHR to OHR). This internal communication system becomes the foundation on which all HR communication is launched. The second audience is the HR Community, which is composed of Human Resources Representatives, proxies, Directors of Business Services, HR assistants, generalists, and specialists who work at University campuses, colleges, or units (OHR to HR Community). Communication to this group is critical since they are responsible for implementing critical HR initiatives. The third and largest audience is all Penn State employees (OHR to Enterprise).

In all cases, the information that is disseminated from OHR needs to be consistently delivered in a timely, proactive manner. Human Resources communication should align strategically with the University’s goals and convey a collaborative, transparent process. In addition, University-wide resources, such as Penn State Today, should play an important role in the communication of HR initiatives.

If communication is done correctly, there will be visible results that include high morale, informed teams, informed employees, and a clear understanding of HR’s value to the University.

STRATEGIC PARTNERSHIPS

Human Resources will continue to move forward with building strategic partnerships with a broad array of stakeholders in order to align HR programs and services with the strategic plans of the University. With the input and support of executive leadership including the President, Provost, and Senior Vice President for Finance and Business, we will develop and implement streamlined processes, a renewed service delivery model, and technology-enabled solutions that address key imperatives. In addition, the partnerships established with the deans, chancellors, and senior leadership will enable the effective development and socialization of strategies to address the needs of their respective units.

The Human Resources Strategic Partners will serve as consultants to provide advanced and specialized HR support to the designated units, assisting senior leadership in executing the people dimension of business strategies. We will be an employee champion and change agent working proactively with senior leadership to develop integrated solutions for employee and organizational issues that align with policy, as well as the Human Resources, Finance and Business, and University
strategic plans and core values. In addition, Human Resources Strategic Partners will formulate partnerships with senior management across functions to deliver value-added services.

The successful implementation of the HR Transformation (HRT) and Human Capital Management (HCM) System will also require a multi-layered partnership strategy with key business partners. As part of the HR Transformation, the Vice President for Human Resources and key staff members will meet regularly with the HRT Steering Committee, which is composed of a diverse group of senior leadership from areas such as the Budget Office, Corporate Controller, and senior college and campus leadership, to review and gain approval of key milestone initiatives. In addition, meetings will be held regularly with the Key Business Partners group, which is composed of members from a wide variety of organizations who work with Human Resources on a broad spectrum of responsibilities including the Office of General Counsel, Office of Ethics and Compliance, Risk Management, Strategic Communications, Payroll, Budget Office, IT Security, and other groups as determined to be appropriate.

HR will also continue to be cognizant of the synergies of its programs and services and those of other areas of the University such as compliance, affirmative action, campus safety, and other important employee engagement activities and will partner with appropriate groups to ensure streamlined and cost-efficient initiatives.
REGULATORY/COMPLIANCE

A multitude of statutory and regulatory requirements form the basic foundation of how HR professionals must conduct their work. Protections provided to applicants, employees, and former employees require constant vigilance, not only in their everyday application but also in keeping abreast of new executive, legislative, and judicial developments.

In addition to ensuring compliance with applicable laws, regulations, policies, and guidelines, HR professionals are expected to conduct themselves with the highest degree of ethics and integrity, and to model the qualities of respect, responsibility, honesty, and courage in all that they do.

The Office of Ethics and Compliance (OEC) is a key OHR partner in the promotion of ethics and compliance. Also, the Penn State University Compliance Plan, approved by the Board of Trustees in May 2014, serves as a vital roadmap for OHR’s activities. Two examples of significant, ongoing OHR collaboration with OEC are: (1) the Center for Workplace Learning and Performance works in partnership with OEC to design and deliver training programs specifically intended to communicate ethics and compliance standards to all appropriate persons, which include employees and volunteers, and (2) HR issues raised via the Ethics and Compliance Hotline are investigated and managed by Employee Relations.

To help OHR achieve compliance, the following future-state recommendations have been identified:

- Implement a new HCM System, which will allow us to find answers to questions quickly and accurately. Having sophisticated tools for manipulating data will transform how decisions are made.

- Increase the use of HR professionals and online reference materials by management when a compliance or regulatory issue is being considered, to improve results.

- Coordinate initiatives across the University and clearly define roles and responsibilities, to diminish duplication of effort and misunderstandings.

- Create a centralized resource for communication, training, and monitoring of changes given the size of the HR Community; effective coordination in these areas from centralized resources in OHR would be an asset.

- Designate appropriate staff to monitor changes in legislation and recommend follow-up action if warranted. Because of the nature of their work, HR staff are in a position to help influence legislative activity. However, heavy workloads due to the volume of defensive actions can hinder proactive action.
Outcomes

Our goals indicate the long-term direction we intend to take to achieve the newly refined Human Resource vision. To help ensure successful implementation of our goals we have identified a small number of measurable outcomes. Outcomes include increased employee engagement, increased job satisfaction, increased employee morale, and workforce demographics that reflect the diversity of our student population.
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<tr>
<th>Office of Human Resources Deliverables</th>
<th>University Strategic Planning Themes</th>
<th>Finance &amp; Business Strategic Priorities</th>
<th>Dr. Barron’s Six Strategic Imperatives</th>
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<tr>
<td>• Align HR organizational structure to support University needs</td>
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<td>• Streamline transactional HR work</td>
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<td>• Develop and implement strategic HR competencies and engagement</td>
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<td>• Implement technology solutions to empower employees and management</td>
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<td>• Redesign processes and policies to provide effective methodologies and guidance</td>
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<td>• Create brand to attract high-quality candidates</td>
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<td>• Develop strategic workforce-planning process to forecast and plan for human capital needs</td>
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<td>• Develop a diversity-focused recruitment strategy</td>
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<td>• Create proactive and streamlined recruitment programs</td>
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<td>• Design an onboarding process that is effective and provides a positive experience</td>
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<td>• Develop overall talent management strategy</td>
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<td>• Identify key core competencies for performance management</td>
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<td>• Create learning opportunities to increase workforce capabilities</td>
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<td>• Initiate succession planning activities</td>
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<td>• Utilize assessment tools to identify needs and develop leadership and management programs</td>
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<td>• Develop a comprehensive total compensation program</td>
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<td>• Identify and implement a total compensation philosophy</td>
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<td>• Identify savings opportunities associated with University benefit plan design and delivery</td>
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<td>• Review and modernize employee benefits to remain competitive with peers, recruit and retain top talent, and provide valuable protection to employees</td>
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<td>• Implement a sustainable and fully responsible strategy for employee and retiree healthcare benefits</td>
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OHR Management Team

Administration
Susan Basso – Vice President
Mary Beahm – Assistant Vice President
Lorrie Deffley – HR Strategic Partner, Northeast Commonwealth Campuses
Jerry Henry – HR Strategic Partner, Education, Arts and Architecture

Center for Workplace Learning and Performance
Diane Brown – Manager, Individual and Organizational Development
Sue Cromwell – Director
Bob Fantaske – Senior Coordinator, Consulting Services
Stephanie Flanagan – Senior Coordinator, Performance Management
Brynn Rousselin – Manager, Leadership, Management, and Learning Design

Employee Benefits
Mark Bates – Manager, Occupational Medicine
Tiffany Bainey – Workers Compensation and Leave Specialist
Amanda Fink – Assistant Manager, Health and Welfare, Programs, and Services
Robin Haas – Director
Cassandra Kitko – Manager, Health Initiatives
Jill Musser – Manager, Benefits Programs and Services
Gary Scheidecker – Assistant Manager, Retirement Benefits

Employee Relations
Reese Doughty – Assistant Manager
Dovizia Long – Manager
Bob Maney – Senior Director

Recruitment and Compensation
Rachele Brida – Manager, Recruitment
Jeremy Helsel – Manager, Compensation

Technology, Communications, and Records
Steve Selfe – Director
Hazel Weaver – Manager