## New HR Thinking, New HR Possibilities

Re-Imagining Human Resource Services
Leadership Meeting

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April 5, 2022



## HRS: How did we get here?

### Many years of:

- Inefficient systems and processes
- Served as policy and procedure enforcer
- Compliance/rule focused
- Exercising control over campus
- Transaction-only focused services



## HRS: Where are we going?

### 2022 and beyond:

- Streamline systems and processes
- Collaborative developer of positive policy and procedures
- Enhanced partnership with campus
- Faster transactions with strategic support
- Creative, people-centered solutions



## HRS: How will we get there?

#### **OUR VISION:**

Human Resources Services will cultivate community of HR excellence in higher education.

#### **OUR MISSION:**

Human Resources is committed to advancing the university's mission and strategic priorities for achieving institutional excellence. We will accomplish this by implementing innovative HR solutions that foster a culture of productivity, engagement and inclusion to attract, develop and sustain a diverse and talented workforce.



### **Core Values**

Our eight C-R-E-A-T-I-V-E core values embody a framework that promotes the collaborative and inclusive HR culture we are building at NIU.

Customer-Centric

Results-Driven

Engaged

**Agile Mindset** 

**Trustworthy** 

Inclusive

Valued HR Services

Excellence

#### **HRS Core Values**

We are committed to developing a HRS team that is passionate about HR in higher education and an we are committed to developing a first team that is passionate about the intriputer education and an HR operation that exemplifies service excellence in all that we do. Our eight C-R-E-A-T-I-V-E core values operation mate exemplates service excentance in an unit we do: our enjurice research as a color value body a framework that promotes the collaborative and inclusive HR culture we are building at NiU.

#### Customer-Centric

We believe that a customer-centric focus is an essential component of our transformation into a essettial component or our transformation into a highly valued strategic partner at NIU. This guiding principle informs our transformational efforts both principle informs our transformational efforts both within Higs and beyond it, helping us serve, meet of the Hig Strategies of operational needs of campus partners and the local community. We enclavor to this great people and to provide positive employees extensionally enclaved the server of the provide production of the provide production of the provide production of the provide production of the provided and standard employee experiences throughout all stages of the employee life cycle.

#### Results-Driven

We believe in producing results. We will measure our performance according to the successful accomplishment of our HR strategic initiatives. HRS will leverage its productivity based on measurable university and HR goals, metrics and

We believe in the importance of having a highly engaged faculty and staff. Our team members will conduct their work with passion, enthusiasm and a positive attitude. We will work with our campus partners to promote employeeengagement principles to increase faculty and staff satisfaction, productivity and retention. We will promote NiU's initiatives that make the university a great place to work.

#### Agile Mindset

We believe that an agile mindset will enable HRS to create and implement more adaptable and responsive HR processes and services for the university This includes collaborating with our HR campus partners in the colleges and administrative units to standardize, streamline and enhance HR processes, tools and resources wherever possible. We will leverage technology to enhance our operation, and we will create an environment in which we encourage learning from our mistakes, seeking out best practices in our field and using our imagination and ideas to implement new HR business solutions We believe in embracing change and iterative improvement in a positive and proactive way. We will endeavor to challenge the status quo, we will implement new and/or enhanced

HR solutions to transform the strategic and operational aspects of our HR operation at NIU.

#### Trustworthy

We believe in creating an environment of accountability, integrity and trust by modeling these principles in a transparent, consistent, accurate and timely manner. We will use a shared-governance approach to strengthen our partnerships with our campus HR partners. our partnerships with our campus in partnerships governance committees, faculty and staff. This will involve proactively listening to and addressing their concerns — as well as leveraging their valued expertise and input, when possible to help enhance NIU's HR processes, services, resource tools, and learning and development

We believe in promoting a work environment that encourages diversity and inclusion at all levels of the university and within HRS. We will treat our colleagues with fairness, respect, dignity and a high level of professionalism. We will be open to new ideas, perspectives and cultural beliefs, and we will do our part to ensure that we are implementing initiatives that support the university's commitment to attract and retain a diverse and talented workforce.

#### Valued HR Services

We believe in the importance of delivering valued we selleve in the importance of derivering value HR services to our campus community. We will adapt our HR services and offerings as needed to meet the evolving HR needs of the university, the HRS division, the future HR workforce and

#### Excellence

We believe service excellence should be exemplified in all aspects of our operation, actions, and interactions. We will seek to go above and beyond to deliver the best service possible to our campus constituents and customers to consistently meet and exceed their needs and expectations.



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### **HR Strategic Focus Areas**

The New HR
Organizational
Excellence
Business
Model

- People and Culture
- 2 HR Continuous Improvement
  - 3 Professional Development and Training
- 4 HR Metrics and Workforce Analysis
- 5 HR Strategy and Operations Administration



## 1 People and Culture

Proactively develop and enhance HR services and strategies to attract, develop and sustain a diverse and highly talented workforce to accomplish the mission of Northern Illinois University.

- 1. Civil Service Salary Study compares NIU pay rates with peer institutions and proposes recommended range and/or increment adjustment to improve employee retention. (Spring 2022)
- 2. New Remote Work Policy w/Guidelines release. (Spring 2022)
- 3. Great Colleges/Employee Engagement Survey will yield valuable feedback from all employees, producing data-driven action plans to improve staff retention on campus. (Summer 2022)



## 2

## **HR Continuous Improvement**

Model HR agility through innovation, process re-engineering and continuous improvement in delivering effective and efficient strategic and consultative HR services to NIU stakeholders.

- 1. Time and Benefit Reporting Work Group Automation of Timesheets and Benefit Usage Forms (Spring 2022)
- HR Liaison Pilot Program will improve HRS /Campus partners to turbo-charge hiring and position review processes. (Spring 2022)
- 3. Exploring new HR Information System/Enterprise Resource Planning with Software as a Service (Summer 2022)
- 4. A successful HR Liaison Pilot Program will enable HRS to provide Strategic HR support to Campus Partners. (Fall 2022)



# 3 Professional Development and Training

Strategically invest in our employees through professional development and training to meet the current and future workforce needs of NIU.

- 1. Campus-wide Core Partners Team (ADEI/ECO/HRS)
  Professional Development Series began March 2022
- Monthly Campus-wide Supervisor Session series begins April 2022



## 4 HR Metrics and Workforce Analytics

Measure our success by analyzing, monitoring, and evaluating the effectiveness of our HR services and programs through HR metrics and workforce analytics.

- 1. Gathering and review data on HRS processes and activities (what can we count). (Spring 2022)
- Developing metrics to measure success (effectiveness and efficiency) of HRS processes and activities. (Summer 2022)



## 5

## HR Strategy and Operations Administration

Consistently demonstrate HR strategic and operational excellence to position Northern Illinois University as a recognized HR leader in higher education.

- 1. Partnership with peer IL Higher Education Institutions in developing SUCSS Legislative Reform. (Spring 2022)
- 2. New Director of Employee Experience position expands HRS Employee Relations support to campus. (Spring 2022)





Leaps of greatness require the combined problem-solving ability of people who trust each other.

- Simon Sinek

