Agenda

1. Introduction – Why we are here
2. Talent Management
   - Talent Acquisition
   - Human Resources Business Partner (HRBP)
   - Partnership with Budget Office
   - Employee Relations
3. HR Management Systems
4. Center for University Learning
5. Total Rewards
   - Benefits
   - Well-Being
   - Class and Compensation
6. Questions
HR Feedback

- Individual customer meetings
  - President/Provost
  - Cabinet Members
  - Deans and Chairs
  - Administrative Leaders across campus
  - HR Team

- HR Customer Survey from July 2017
- Legal/Audit recommendations
- CAR Survey
- Observations
Summary of Feedback

HR Issues:

– Recruiting – approval process has too many steps and takes way too long
– Hiring Process – too long and need assistance
– Class and Comp – outdated and not market competitive; requests take too long
– HR Model – need to get HR partners more involved in customer business decisions
– Need to focus on employee engagement/retention
– HR is not responsive and you can’t get someone when you call
– HR needs to work on strategic talent management/succession
HR Model

- Partnering with customers
- Coaching
- Performance/Talent Management
- Strategy

HR Business Partners

HR Centers of Excellence

HR Operations

- Compensation
- Benefits
- Learning & Development
- Employee Relations
- Talent Acquisition

- HR Data Management
- Analytics
- Communications
- Payroll (connection)

HR Leadership Team
Three Year Plan

- Created from feedback meetings
- Consolidated into 5 main focus areas
- Will be a living document that we build out as we move forward
## Focus Area: Service Delivery

<table>
<thead>
<tr>
<th>Area</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
</table>
| **HR Infrastructure**     | • Revise Org Structure  
• Identify Needed HR Resources  
• HR Presence on Marietta Campus  
• Create New Job Descriptions  
• Meet with HR Staff regarding changes  
• Recruit and Hire vacant positions | • Cross Train HR staff  
• Evaluate Centralized Shared Services Model (for local inquiries – not system)  
• Process Improvement  
• Build out Student Employment program in conjunction with Student Affairs | • Process Improvement  
• Re-evaluate structure for potential adjustments |
| **HR Model**              | • Define and align roles and responsibilities  
• Work with Senior leaders to embed Partners in Business units  
• Transition strategy  
• Model HR Roadshow/Town Halls  
• Create HR Academy to prepare for changed roles  
• HR Advisory Council | • Add Strategic components to HR Academy  
• Create HR Advisory Committee | • HR Career Path program |
| **HR Delivery and Execution** | • SLAs – Develop internal and external SLAs  
• Develop cadence with customers for regular meetings  
• HR training calendar  
• HR staff meetings | • HR customer Survey to measure transition success | |
## Focus Area: Technology/Analytics

<table>
<thead>
<tr>
<th>Area</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>• PeopleSoft implementation</td>
<td>• Careers Module go live</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Direct Deposit Transition</td>
<td>• Create drill down reports</td>
<td>• Scorecard evolution</td>
</tr>
<tr>
<td></td>
<td>• MSS go live</td>
<td>• Create scorecards for each college and key administrative area</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• HR Scorecard</td>
<td>• Interactive reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develop one page scorecard to demonstrate HR performance in key areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Determine key metrics to measure/report</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Create training program to teach end users how to read scorecard and how to use in decision making</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Launch training and delivery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analytics</td>
<td>• Query and excel training for HR employees</td>
<td>• Turnover/Retention reporting and analysis – revamp exit interviews</td>
<td>• HR Customer Service Survey</td>
</tr>
<tr>
<td></td>
<td>• Training with Finance to understand financials, productivity and key performance measures</td>
<td>• HR Customer Service Survey</td>
<td>• Employee Engagement Survey</td>
</tr>
<tr>
<td></td>
<td>• Structure as to how to deliver analytics</td>
<td>• Employee Engagement Survey</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• HR Customer Service Survey</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Employee Engagement Survey</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Focus Area: Compliance

<table>
<thead>
<tr>
<th>Area</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Policies</td>
<td>• Initial Audit of HR policies</td>
<td>• Annual Policy review</td>
<td>• Annual policy review</td>
</tr>
<tr>
<td></td>
<td>• Comparison to system policies to ensure compliance</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Determine gaps</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Identify policy team</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Begin drafting policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Review handbook for consistency with policies; update as necessary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compliance Line</td>
<td>• Hotline Triage Committee meeting cadence</td>
<td>• Review prior year statistics and make appropriate adjustments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Review assignment guidelines</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Create investigation training for those determined to investigate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Processes</td>
<td>• Document Key business processes to ensure consistency</td>
<td>• Document secondary processes</td>
<td>• Create HR process manual for new hires</td>
</tr>
<tr>
<td>Area</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
</tr>
<tr>
<td>--------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>---------------------------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Compensation</td>
<td>• Determine basic Compensation philosophy</td>
<td>• Internal equity review</td>
<td>• Annual market study</td>
</tr>
<tr>
<td></td>
<td>• Build Compensation team</td>
<td>• Annual market study</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Rebuild compensation structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Determine process for job reviews</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Education for recruiting staff and HRBPs on determining pay</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional Pay</td>
<td>• Create standardized pay practices for additional pay (shift differentials, on call pay, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Incentive Pay plan for Athletics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay Practices Review</td>
<td>• Non-exempt clocking issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• OT/Comp Time Revamp and documentation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• TimeClock decisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• On call pay review</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Focus Area: Employee Lifecycle

<table>
<thead>
<tr>
<th>Area</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attract</td>
<td>• Create Talent Acquisition Team</td>
<td>• Launch Careers module</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Draft Talent Strategy</td>
<td>• Develop new Careers website to include internal postings</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Hiring Process redesign</td>
<td>• Create talent profiles for key roles</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Develop TAM Toolkits</td>
<td>• Core competencies</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Create Employee Referral Program</td>
<td>• New Employee Resource Manual</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Campus wide training on interviewing and selection skills</td>
<td>• 30/90 day feedback sessions</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Create “search Process”</td>
<td>• Hidden paycheck</td>
<td>• Review development plans</td>
</tr>
<tr>
<td></td>
<td>• Embed HR in high level searches</td>
<td>• Create 9 box program for succession planning</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Employee Referral program</td>
<td>• Educate HRBPs on how to administer</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Post hiring survey launch</td>
<td>• Schedule Talent Meetings with senior leaders</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Identify Top Talent</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Create Development Program</td>
<td>•</td>
</tr>
<tr>
<td>Retain</td>
<td>• 30/90 day feedback sessions</td>
<td>• Create 9 box program for succession planning</td>
<td>• Annual 9 box review</td>
</tr>
<tr>
<td></td>
<td>• Hidden paycheck</td>
<td>• Educate HRBPs on how to administer</td>
<td>• Review development plans</td>
</tr>
</tbody>
</table>
## Focus Area: Employee Lifecycle

<table>
<thead>
<tr>
<th>Area</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage</td>
<td>• Work life initiatives</td>
<td>• Action planning regarding survey results</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Revisit Consolidation and determine Project Plan to “fix” issues</td>
<td>• Employee Value proposition</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Launch engagement survey</td>
<td>• Hidden Paycheck</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reward</td>
<td>• Create new Performance Evaluation tool</td>
<td>• Total rewards statements</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Create employee recognition program</td>
<td>• Biannual market review</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop</td>
<td>• Revamp NEO</td>
<td>• Hiring for fit/behavioral interviewing training</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Onboarding improvement</td>
<td>• Formal Mentor Programs</td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>• Management Orientation (both new manager and experienced managers new to KSU)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Respect in the Workplace training</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Career Pathways Program</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Talent Management: Talent Acquisition
Talent Acquisition Team: Recruiting

**Current State**

- Manager has total responsibility for recruitment
- Manager determines posting sites
- Manager screens resumes, conducts interviews and identifies final candidate
- HR assists with job offers

**Future State**

- HRBP works with manager to determine hiring needs and priorities
- Recruiters will create marketing strategy best suited for the role (advertising, social media, job posting websites, etc)
- Recruiters will prescreen candidates and provide hiring manager with top candidates to interview
- Recruiters will coordinate search committee process for high level or difficult to fill roles
- Recruiters will maintain relationships with hiring managers to ensure staffing goals are achieved
- Recruiters will work with Class & Comp to determine appropriate hiring salary based on pay grade and candidate qualifications/experience
Talent Acquisition Team

Made up of:
– Manager: LaBarry Perine
– Recruiters: Briseida Cruz & Jessie Graiser
– Coordinators: Crystal Starr & Jessica Williams

Enhance recruitment services:
– Improve the applicant pre-screening process
– Develop protocol for increased assistance with staff search processes
– Maximize advertising efforts and targeted candidate recruitment
– Provide training and job aids for conducting effective searches
What’s in it for me?

✓ Better quality candidates

✓ Faster searches

✓ Less burden on the Hiring Manager

✓ OneUSG Next Phase:
  – Elimination of HireTouch & PeopleAdmin
  – Consolidated process: Careers (early 2019)
Talent Management: HRBP
HR leadership recognizes that the ability for KSU to meet its strategic goals is impacted by:

- Employee turnover & morale
- Culture within the campus workforce
- Decisions regarding policies, procedures, and the communication thereof
Expanding and refining our resources to:

- Better meet the needs of our campus customers
- Understand more intimately the unique business needs of each unit
- Maximize the HR team as Subject Matter Experts (SMEs) and advisors for hiring managers
- Document Service Level Agreements (SLAs) for each HR function
- Utilize and communicate metrics wherever possible and appropriate
Human Resource Business Partner (HRBP) teams

✓ Orie Thornton, HRBP Manager

✓ Partners 2.0

✓ HRBP and Generalist team will be specific to your business unit

✓ Attend departmental meetings to understand your goals and direction

✓ Will be trained to anticipate your HR-related needs and provide a more hands-on approach

✓ Will coordinate with the HR Centers of Excellence to provide the detailed information needed to meet campus needs effectively and efficiently
Partnership with Budget Office

✓ Budget Office similarly changing process for ease of contact and support.

✓ Single point of contact for all budget and position management related issues including:
  - Amendments
  - Budget Errors
  - Budget Allocations/Budget Development
  - Revenue Projections
  - Position Management
  - Reallocation of salary and benefit expenses

✓ Assignments and additional communication regarding changes in budget are forthcoming!
Employee Relations

✅ Jessica Baker, Employee Relations Manager

✅ Increase commitment and loyalty to KSU

  – Additional focus on managing relationships between managers and employees
  – Policy management enforcement
    » Transparency: articulate intent
    » Clarity: better understanding
    » Consistency: fair and consistent treatment to all employees
  – Enhance employee engagement & recognition
HR Management Systems
Data Management

✓ Responsible for the initial input of all new employees
✓ Maintain employee data throughout their career
✓ Study data analytics to provide insights for better decisions regarding employment
✓ Works in conjunction with the following areas to offer employees payroll deductions for services offered on campus:
  • Talon One
  • Employee Fitness Center
  • Sports & Recreation
  • The Foundation
  • Campus Dining
Record Keeping

✓ Maintain all employee records electronically

✓ Coordinate with Academic Affairs and the Graduate Research Office to maintain faculty data used for campus and system-wide reporting
Employee Enabled Updates: You have the power!

✓ Direct Deposit (Dual Authentication) coming in Fall 2018

✓ Employee Addresses

✓ Tax Status
Center for University Learning

http://cul.Kennesaw.edu

- Instructor-led training
- Self-paced online training and certification prep.
- Coaching and assessment
- Team training, facilitation, and organization development
- Online language (Rosetta Stone)
- Leadership programs
## Important Dates and Reminders

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/16/18</td>
<td>New Rosetta Stone applications open</td>
</tr>
<tr>
<td>9/28/18</td>
<td>All annually required employee training due</td>
</tr>
<tr>
<td></td>
<td>• OCS Mandatory Employee Information Security Training</td>
</tr>
<tr>
<td></td>
<td>• Clery Act Training</td>
</tr>
<tr>
<td></td>
<td>• Conflict of Interest Training</td>
</tr>
<tr>
<td>✔ Learning Plan!</td>
<td>Other required training may be due based on your job responsibilities. (Driver, P-Card, etc.)</td>
</tr>
</tbody>
</table>
What we do...

- Leave of Absence Administration
- Benefit plan advisement and advocacy
- Assistance with Retirement Planning
- Tuition Assistance Program
- Worker’s Comp
- Employee Assistance Program (EAP)
Benefits Team

✓ Cynthia Burton, Benefits Manager
✓ Salena Moore, Benefits Specialist
✓ Dawn Newton-Smith, Benefits Specialist
Dates to Remember

✓ 2018 Benefits Fairs
  – October 26th | Kennesaw Campus
  – October 30th | Marietta Campus

✓ Open Enrollment
  – October 29th – November 9th 2018
Total Rewards: Wellness
Get Started with Well-Being
Employees covered on a USG healthcare plan

Visit [oneusgconnect.usg.edu](http://oneusgconnect.usg.edu)
– Log on under Manage My Benefits
– Click on Well-being
– Get credit for activity tracking and health assessments!
Weight Watchers®
because it works

Kennesaw Campus Summer 17
Week Series Started June 27th 2018
(join any time at a prorated price)

Wednesdays
- 12:00 PM-12:30 PM weigh-ins
- 12:30PM-1:00 PM meeting

Email dtzankov@kennesaw.edu for
Marietta Campus interest

Paula Bechtler
2018 Kaiser Permanente 5K Corporate Run/Walk

Wednesday, October 24th, 2018

employeewellness.kennesaw.edu/programs.php
Total Rewards: Class & Comp
Pay Structure

- New pay bands for all positions are based on market to ensure competitiveness
- All regular non-exempt staff starting pay is $10/hr minimum
- Exempt level starts at $37,500 (if meets all other FLSA criteria)
New Class & Comp Policy for KSU

✓ Key Changes:

- Initial pay determined by applicant qualifications using new pay scale
- Fewer reclassifications
- More structure around pay types (interim pay, acting pay, additional pay etc. - needs approval)
- Advanced increase request
  - Increases over $100,000
  - Increases over the midpoint
Review Process

- New job descriptions developed for all regular staff
- Comprehensive review for accuracy and consistency
- FLSA status verification
- Market study to determine placement in new structure
- Job descriptions compared to market data
  - College and University Professional Association (CUPA)
  - CompAnalyst
Process for Equity Review

✓ Will look at the incumbents and where they fit in new structure

✓ Evaluate using performance and USG years of experience
Next steps

- Meet with managers to review recommendations
- Cabinet / USG approval
- Any approved pay changes will be implemented as soon as feasible
- Any pay changes will be retroactive to July 1, 2018
- **No salary reductions!**
- Managers will provide employees with new job descriptions and will notify them of any salary impacts