

Strategic Human Resources Issues

- Recruiting and retention in a tightly constrained market. All organizations are currently dealing with more experienced, knowledgeable employees leaving the workplace and recruiting from a smaller pool of *talented* individuals. This has resulted in a “war for talent” with organizations actively pursuing desirable individuals with recruitment bonuses, training and development incentives, and flexibility in the workplace (hours, responsibilities, structure, etc.). Employees at every level are actively pursued by other organizations.
 - Changing the way recruitment is done – based on competencies rather than years of experience. Results in less experienced employees but equally competent.
 - Provide resources to supervisors to help them with job/organizational design to meet the needs of the workforce.
 - Consider outsourcing rather than adding staff when appropriate.
 - Use Career Banding to help individuals move within their units as their competencies develop.
 - Train individuals to take responsibility for their own personal and professional development and partner with their supervisor in their development.
 - Become more competitive with recruitment (commercials on You Tube, recruitment blogs, etc.)
 - Provide a mentoring program for student interns and create an interest in the student working for the university when they graduate.
 - Promoting flexible work schedules to departments to provide opportunities for staff to further their education using tuition benefits or meet personal obligations without having to sacrifice their positions.
 - Offer suggestions to university management on ways to deal with trends affecting employment (such as promoting flexible alternative scheduling to help deal with expenses of work travel).

- Provide better orientation, job training, development and supervision in order to help acclimate new employees and develop commitment and interest for long-term employment. Core processes need to be analyzed for effectiveness and efficiency and documented for training and consistency. Employees need well thought out orientation and development plans to help them build higher level competencies and keep them engaged.
 - Provide resources to supervisors enabling them to do succession planning with the intent of developing career ladders for employees who want to advance.

- Establish relationships with external sources (such as CPCC) to fill training gaps and provide a more comprehensive training program, including opportunities for individuals to earn their GED, a Web Design Certificate, etc.
 - Build certificate programs that demonstrate an individual's competencies and commitment to a specific skill set (i.e. Diversity).
 - Provide organized, structured training plans to individuals when they begin a new position to reduce their anxiety and allow them to become a productive team member faster.
 - Explore alternative methods of delivering training (such as university webcasts).
 - Work with departments to establish apprenticeship programs for specific personnel (such as service personnel) enabling them to move to higher level services or skilled trades positions creating an internal applicant pool as well as offering opportunities for diverse employees in underrepresented groups.
 - Utilize employees with more experience/service with the university as mentors to newer employees to help transfer institutional knowledge and create a more inclusive environment.
 - Help departments develop job descriptions that offer variety and opportunities for employees to become engaged.
- Address the challenges that arise with a more diverse workforce including an expectation that the Latino population will be largely represented in the 2010 Census (which will dramatically affect the Affirmative Action Plan by increasing the number of available Latino employees in the workforce, possibly to the level of becoming the dominant minority group), an increase in conflict among different minority groups as well as between minority/majority groups, and diverse issues outside of race (education, age, gender, sexual orientation, EPA/SPA status, etc.).
 - Develop programs to help with inclusion such as GED, English as a Second Language, Conversational Spanish, etc.
 - Enhance diversity training and resources to provide supervisors and employees with better skills involving dealing with conflict and resolving conflict.
 - Partnering with the Council on University Community to help build a more unified campus approach to diversity.
 - Helping build sub-committees to the CUC with the intent of representing different diverse groups (including areas outside of race such as gender, age, years of service, etc.). Such groups can then provide information to the CUC on suggested diversity initiatives.
 - Recommend and support changes to legislation in the area of benefits (i.e.: a true cafeteria plan), performance pay, phased retirement, a separate personnel system

for the universities, and other issues that affect the employee population and our ability to compete in the war for talent.

- Work with UNC General Administration to support a more competitive benefit package.
 - Develop and support a type of phased retirement program that allows individuals to gradually leave university employment similar to that offered to faculty.
 - Support a pay plan that allows performance pay and bonus incentives to reward employees for exceptional performance.
 - Continue to pursue benefits which may be offered at the university level.
- Keeping employees informed of what is happening in the university, their specific divisions and departments, and how they contribute to the university's success thus enabling supervisors and employees to plan rather than react. Employees are bombarded with information on a daily basis which results in normal communication tools (emails, newsletters, etc.) not being read or only skimmed. Employees need more direct, concise, information on the University's goals and issues and how their work affects, of is affected, by such.
 - Establish relationships with department management and employees focusing on providing HR services rather than policy compliance (although policy compliance is still a function of HR) in assisting departments with achieving their goals.
 - HR needs to be a change agent by offering programs and methods on planning for and managing in a changing environment.
 - Provide information in a format that is easily accessible, structured but not complicated, and available 24/7.
 - Provide resources to help supervisors and employees with their emotional and physical competence (i.e.; Wellness programs, Employee Assistance Program, etc.).
 - Explore expanded office hours, or a "virtual HR office" as the university becomes more of a 24/7 operation, with more employees on campus during off shift and on weekends, to provide support to all employees.
 - Continue to offer programs, training, and other services after normal working hours and on weekends as needed.
 - Explore quarterly "town hall" meetings inviting all employees to make them a part of the "bigger picture".