



Office of Human Resources

Strategic Plan

FY11 Initiatives

Office of Human Resources

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Letter from the Vice President

The OHR strategic plan describes the strategies that we believe are crucial to the achievement of eminence. Broadly speaking, the HR strategic plan includes initiatives that support the university goals of one university, faculty and staff talent/culture and operating and financial soundness and simplicity. We are focused on talent, leadership, culture, health and wellness and efficiency and accountability. As you will see in this plan, we have identified some aspirational initiatives that require additional funding to accomplish and we believe these initiatives are fundamental to the overall success of the academic plan.

The plan is centered on engaging our collective talent to become an even higher performing organization that achieves extraordinary results. We recognize that shifting the culture is not about retreats. It's about infusing our values, building and sustaining the infrastructure and processes to enable every member of the OSU community to thrive and perform to their highest potential.

We are focused on recruiting, rewarding and retaining a diverse workforce and have identified foundational components for a multi-year staff talent plan. Components such as a completely redesigned classification plan to create more visible career paths for staff, a compensation structure that will allow for better market comparisons to ensure pay equity and reward systems to recognize and celebrate interdisciplinary research and trans-institutional collaborations.

We believe HR's strategic plan is in complete alignment with the university's goals. We recognize that some of the initiatives are more challenging, require funding and leadership support but execution will lead us to eminence and a work environment that is recognized on Fortune's 100 best places to work list. We are excited to shift the culture, build the talent, improve our health, focus on leadership and streamline the university

Introduction to the Strategic Plan

This strategic plan results from a 2008 collaborative planning process that included the Office of Human Resources (OHR) Vision and Strategy leadership group and selected Senior Human Resource Professionals (SHRPs) as the primary architects. Input and feedback was also solicited from the Provost, Chief Financial Officer, all SHRP's, and OHR staff. In addition, we reviewed relevant national, state and university workplace trend information and key university planning documents and reports. We have actively revised and updated this plan during the past two years.

The planning process in 2008 resulted in defining five (5) University HR strategies:

- **Talent:** Recruit, reward and retain a diverse, world class faculty and staff
- **Culture:** Build a high-performance culture which achieves extraordinary results
- **Leadership:** Cultivate bold leaders with inspiring values and a focus on results
- **Health and Wellness:** Enable individuals and the organization to thrive at the highest potential and ultimate well-being
- **Efficiency and Accountability:** Simplify and focus HR processes, systems and infrastructure

Each year we engage in a process to define priority initiatives that align with the University Goals and HR Strategies. Many of the identified initiatives for FY 11 can be achieved with current resources and by redirecting resources as well as continuously prioritizing our work with laser focus. It is also noted that additional resources are needed to advance a foundational component of the Talent Strategy in FY11 for which we were not invited to submit a request in this year's budget process. In addition, we have submitted a request to support the culture work and to address the expansion and maintenance of the Ackerman Road Child Care facility.

We work in partnership with the HR professionals in the colleges and units to keep a pulse on where we need to focus our resources to meet current needs, what the university holds to be most important, and where the university wants and needs to be in the future. We continuously strive to improve the HR infrastructure and processes, increase efficiencies and effectiveness, and support the organization for rapid and responsive change. As we deliver expertise, service and value to the university community we will ensure that these are aligned with the university goals and strategies, responsive to management and leadership, and contribute to institutional capacity and readiness for the future.

Mission

We deliver a culture of high performance, personal health, and professional engagement; inspiring excellence by delivering innovative results and exceptional service.

Vision

The Ohio State HR community will be renowned for world-class strategy, solutions, and talent.

Values

We are committed to the Institutional values:

Excellence

Collaborating as One University

Acting with Integrity and Personal Accountability

Openness and Trust

Diversity in People and Ideas

Change and Innovation

Simplicity in Our Work

Context

In formulating this strategic plan, we conducted an environmental scan to identify key political, economic, social, cultural, legal and technology trends and issues at the national and state level. In addition, we considered internal trends and issues including organization and management challenges, infrastructure challenges, people, and technological challenges. We analyzed these trends and issues and their potential impact on the university's vision, mission, environment and six strategic goals. This analysis informed the definition of our five (5) HR strategies and initiatives. These trends and issues are summarized below.

EXTERNAL TRENDS AND ISSUES

Demographics and Social Trends. The *2008 Workplace Forecast* report published by the Society of Human Resource Management (SHRM) states that the demographic and social trends that will have large impact on the workplace in the coming years include retirement of the baby boomers, an aging population, worker shortages as a result of demographic shifts, an increase in the number of employees with caring responsibilities (child care and elder care), generation issues, increased diversity, and increase in chronic health conditions and mental health conditions such as depression.

Organization Values and Culture. We live in a world today where there is much public mistrust about corporations and large organizations. To counter this mistrust, many organizations today are going well beyond the PR exercise of displaying value statements. They are engaging in values-driven management improvement efforts, training staff in values and appraising executives and staff on the adherence to the values. They are making their values explicit. In addition, leaders are recognizing that an effective culture is essential to long-term success. They are taking steps to align the culture with the business strategy.

Talent Management: Leadership Development and Succession Planning. As the university, and its customers, employees and environment become more complex, more competitive and more subject to rapid change, the competency requirements for successful leadership increase exponentially. High-performance organizations need high performance leaders.

The world today is one where jobs, job requirements and organizations are constantly changing. In this context of constant change, HR must evolve succession planning into talent management. Succession planning must change from focusing on particular positions to focusing on the competencies the organization will need in the future. Investments must be made in high potential employees to help them develop the competencies that will take them and the organization to success.

Politics, Compliance and Law. There are several political, compliance and legislative trends likely to have a major strategic impact on the workplace. Examples of these include: the new federal health care plan, growing complexity of legal compliance, increase in employment-related government regulations, several aspects of immigration legislation, and legislation that has or will impact HR including employment verification, mental health parity, and workplace flexibility via the FMLA. HR must continuously review, define, and adjust policies and procedures in response to legal and political trends. In addition, enhancements to our technology systems are often required as we respond to these changes and mandates. As the amount and complexity of both state and federal legislation continues to increase, HR will need to be prepared to respond in ways that could alter the way we perform our jobs. We must find ways to use compliance projects as a catalyst for performance improvement, not just for compliance.

Technology. Today's HR professionals must have a firm grasp of technology as it relates to HR processes and business strategy. HR professionals must have a thorough understanding of how to leverage technology to make the HR function more efficient, as well as how best to support people to be productive whenever and wherever they may be. Understanding how to take advantage of technology embraced by a new generation of workers is critical to maintain our competitive advantage. From improved data management and self service automation to portal consolidation and analytic dashboards, technology is a key enabler in delivering HR services to the workforce.

Technology directly supports and impacts many of our current priorities including several components of our talent strategy, health initiatives, and our efficiency and streamlining initiatives.

Health Care Cost Management. For several years, rising health care costs has been identified as a significant workplace trend. Managing these costs therefore continues to be one of the most critical HR issues.

The Healthy Workplace. There is growing recognition that there is a link between the work environment and the health and well-being of its employees. Further, employers are recognizing the connection between employee health and the bottom line. Healthy workplaces contribute to an individual's physical, psychological and social well-being. These benefits ripple across the organization through higher job satisfaction, lower absenteeism and turnover, improved job performance, lower accident rates, and reduced health benefits and worker compensation costs. Individuals need to take responsibility for reducing their health risks and employers must support this through a range of health promotion programs. However, the biggest sustainability gains in improved health and productivity result from changing the work environment which includes focus on job design, a flexible work culture, culture change, organizational systems, wellness programs and management practices to support a healthy work environment.

Workforce Planning. Workforce planning allows managers to anticipate change rather than being surprised by events, and provides strategic methods for addressing present and anticipated workforce issues. Global trends that illustrate the importance of workforce planning include: aging of the population, baby boomers redefining the idea of what retirement is, a shift toward higher-skilled "knowledge worker" jobs, increased competition for talent, workers with changing values and expectations, and an increasing number of employees retiring, which may result in a massive "brain drain" at all levels.

Retirement Systems. The Ohio retirement systems are seeking revisions to their benefit requirements in order to remain appropriately funded and stable for the long term. The university's government affairs staff and the Inter-University Council (IUC) are active in dialog with the legislature, which has to approve all major alterations to the pension systems. Ohio State's CHRO co-chairs a statewide coalition on behalf of the university and the IUC that strives to bring reasoned ideas and solutions to the retirement benefit discussion.

University System of Ohio. Universities are facing increasing pressures for transparency and accountability. For Ohio State, there is an increased focus on accountability in terms of overall performance and fiduciary accountability imposed by the University System of Ohio and the Board of Regents. It is incumbent upon HR to engage in collaborative efforts and partnerships that contribute to spending efficiencies and productivity improvements.

In addition to considering the potential impact of these external trends and issues on the university, we also took several internal factors into consideration when defining the HR strategies and initiatives. While not an all inclusive list, these factors included, The University Six (6) Strategic Goals, the results of the Staff and Faculty Culture Surveys, the funding challenges, and the technology challenges.

Goals, Objectives, Strategies and Initiatives

1. **Goal: One University**

1.1 Objective: Lead transformation to achieve “One University.”

1.1. A. HR strategy: Build a high- performance culture which achieves extraordinary results.

Primary University strategy cross-reference: 1.1.1

Secondary University strategy cross-reference: N/A

Strategy Description: Teamwork, trust, high levels of collaboration, a bias for action, and personal accountability are all characteristics of a high performing culture. Shifting the current OSU culture to one of high performance will enable Ohio State to produce extraordinary results. An effective, sustainable culture shaping process will include: diagnosing and defining the current state of the culture; unfreezing behaviors that are counterproductive to the desired culture and educating about new behaviors; reinforcing the desired behaviors by aligning HR systems and providing ongoing support to individuals; applying the new behaviors to business issues; and measuring progress for individuals and the organization as a whole.

1.1. A.1 HR initiative: Execute the culture initiative for the university.

Primary University cross reference: 1.1.1.1

Secondary University cross-reference: N/A

Initiative description: Design and conduct culture unfreezing retreats; train and certify second cohort of Ohio State Culture Transformation facilitators; administer staff and faculty culture surveys to assess progress; develop and implement a recognition and reinforcement strategy to reinforce culture principles and values; provide ongoing development and support for cross-campus culture strategists; and provide concentrated consulting services for culture work in four identified colleges/units

Metrics:

Number of unfreezing retreats

Number of facilitators trained

Survey response rate

Recognition strategy tools and availability

Number of trained culture strategists

Satisfaction results from leadership of the four selected colleges/units

Culture Pulse survey results post-work in the four selected colleges/units (in FY12)

Milestones:

Summer 2010:

Forty (40) culture retreats conducted
Certification training is complete

Fall 2010

Forty (40) culture retreats conducted
Ten (10) facilitators certified
Recognition program launched

Winter 2011

Sixty (60) culture retreats conducted
Ten (10) facilitators certified
OSU Culture Surveys reviewed and refined
Culture Shaping Plans developed for four (4) identified colleges/units

Spring 2011

Sixty (60) culture retreats conducted
Culture survey fielded with a 40% or greater response rate

Resources:

- 44 trained and certified facilitators.
- Senn Delaney Consultants must be available for training and certifying new facilitator cohort.
- Unfreezing retreat materials.
- Culture Strategist in each college and VP unit
- 4.5 FTE OHR Organization Development Consultants
- Coordination and leadership from the central culture team (Project Manager, Organization Development Consultant, Communications Director, Office Associate and Office Assistant).

3. Goal: Faculty and Staff Talent & Culture

3.1 Objective: Enhance academic reputation and rankings.

3.1. A HR Strategy: Recruit, reward, and retain a diverse, world-class faculty and staff

Primary University strategy cross-reference: 3.1.1

Secondary University strategy cross reference: N/A

Strategy Description: The University aspires to be the leading public research institution with world-wide reach and one of the top 100 employers in the nation. To achieve these aspirations the university must be a magnet for world-class

diverse talent. The university talent strategy will include: superior workforce planning and scenario forecasting methodology; discovery of new sources of talent and access to world-wide talent pools; high-impact learning and development strategies; personalized career development paths; and reward systems to recognize and celebrate interdisciplinary research and trans-institutional collaborations.

3.1. A.1 HR initiative: Execute the multi-year staff talent plan.

Initiative description: Build a modern classification and compensation system(Flexible Career Roadmap); create flexible workplace and leave policies; provide tools for effective workforce and succession planning; offer career development services; expand child care capacity; institute university-wide performance management tools and processes; lead modernization of Classified Civil Service (CCS) rules; deliver leadership, management, supervisory and staff development programs and services; continue to increase human resources' capability and effectiveness.

Metrics:

Status of Flexible Career Roadmap
Implementation status of Flexible Workplace (FWP) and Leave policies
Status of Workforce (WFP) and Succession Planning
Percentage of OSU population in the performance management process
Number and quality of senior leadership coaching and on-boarding events
Number and quality of senior, mid-level and front-line manager development programs
Number and quality of development programs for staff and administrative leaders
Number and quality of developmental assignments for all HR staff
Status and quality of relationships and roles of HR community
Status of design plan for child care facility
Status of Classified Civil Service (CCS) rules & policies
State of IT infrastructure to support total talent management

Milestones:

Summer 2010

RFP for Classification work finalized and posted
FWP Proposal for policy approved
Two identified units launch WFP pilot
Decisions made on staff career development services
Ackerman facility project manager assigned and RFP process completed
Roll-out of executive coaches program

Fall 2010

Classification vendor selected
Stage One of WFP pilot completed
Ackerman facility design phase architect selected

Short-and Long-term staff leadership development program plans created

Winter 2011

Classification Project plan created
FWP vetting complete, policy finalized and approved
Design plan for Ackerman facility created
Leaves policies updated and information disseminated
CCS rules modernization complete

Spring 2011

Classification Project kicks off
FWP guidance, tools and training delivered
Feedback on WFP pilots gathered; modifications incorporated
160 managers experience G2M 1
600 managers trained on performance management
Integrated talent management technology assessed and plans created

Resources:

Flexible Roadmap (classification and compensation redesign):

- External consultant – estimate \$1,500,000 (begin work in FY 11 will need \$500,000.00 with remainder into FY 12/13).
- One new, ongoing compensation analyst
- One new Business Analyst FTE for the life of the project
- Current OHR staff

Flexible workplace and leaves policies:

- Current OHR and SHRP staff

Workforce and Succession Planning pilot

- Current OHR staff; leaders and HRPs from pilot units

Ackerman facility expansion plan

- \$500,000 - External architectural firm and FOD costs
- FOD Project Manager and current CCP staff

Sr. Leadership Development and Leadership on-boarding

- External executive coach fees borne by employing unit
- Current OHR staff

Manager and Supervisory Training

- Cost of materials, supplies and technology
- Current OHR staff

Performance Management

- Cost of training-related materials
- Dedicated FTE

3.3 Objective: Instill a high performance culture

3.3. A. HR Strategy: Enable individuals and the organization to thrive at the highest potential and ultimate well-being.

Primary university strategy cross-reference: 3.3

Secondary university cross-reference: N/A

Strategy description: Developing an integrated model of prevention-based health care delivery will provide a new approach to care management. Treating and caring for individuals in a holistic manner will optimize population health and facilitate the level of performance that can enable the organization to move from excellence to eminence. The vision for a comprehensive health and wellness strategy includes: a true partnership between sponsors, providers, and consumers of care; a personalized care approach that seeks to optimize the health of each individual; a continually improving health care delivery and plan management system; and an integrated care management approach that leverages The Ohio State University's educational, scientific, technical, and people resources.

3.3. A.1 HR initiative: Advance the development of an integrated model of personalized and consumer-centric based health care delivery.

Primary University cross-reference: 3.1.1.2

Secondary University cross-reference: N/A

Initiative description: In collaboration with the Medical Center and OSUHP, develop and implement a 3-year strategic plan for Your Plan for Health (YP4H), develop and refine incentives to optimize YP4H engagement and generate behavior change; partner in the development and delivery of a community-based patient –centered medical home (PCMH) pilot; implement an integrated advocacy model; and implement an enhanced Employee Assistance model.

Metrics:

Increased collaboration among HR Benefits, OSU Medical Center and OSU Health Plan

Increased participation of eligible faculty, staff and dependents in YP4H
ROI from participation in community-based PCMH pilot (year one data to be gathered in FY12)

Customer satisfaction with assistance received through advocacy model

Increased accessibility to EAP benefit

Percent utilization of the EAP benefit among all eligible members

Milestones:

Summer, 2010

Three-year strategic plan for YP4H completed and approved by YP4H Executive Sponsors

CY11 initiatives identified to be incorporated into rates and plan design

CY11 initiatives and resource requirements approved
Research of incentives and best –in –class structures completed
EAP enhanced benefit approved by university leadership

Fall, 2010

Development of rate and payment mechanism defined in conjunction with other community health plans and self-insured employers for the community based PCMH pilot
Metrics established by which ROI will be measured for PCMH pilot
Evaluation of selected components of Advocacy model completed

Winter, 2011

Administrative feasibility evaluated and enhancements to incentive structure implemented
Lives for participation in the PCMH pilot identified
Community-based PCMH pilot program implemented
Care coordination (disease management) concept defined and developed

Spring, 2011

Develop network and implement enhanced EAP benefit

Resources

- Workgroup developing the strategic plan consist of 2 individuals from OHR, 4 individuals from OSUHP, 1 OSUHP Board member, and 5 individuals from OSUMC
- 5 OHR and 2 OSUHP staff required for the evaluation, implementation and ongoing administration of the incentive structure offered.
- 2 OHR and 2 OSUHP staff members for the design, communication, and ongoing oversight of the PCMH initiative
- Health plan funds will be utilized to pay the PCMH fees expected to range from \$150,000-\$250,000, dependent upon total member participation
- 4 OHR staff members will be involved with workgroups that are developing programs to be delivered within the advocacy model
- 3 OHR staff members to assist OSUHP with implementation of and communication for new EAP model
- Health plan funds will be utilized to pay the extended EAP network providers
- Hewitt consultants

6. Goal: Operating & Financial Soundness & Simplicity

6.2 Objective: Improve operating efficiency.

6.2.A HR Strategy: Simplify and focus HR processes, systems, and infrastructure.

Primary University strategy cross-reference: 6.2.1

Secondary university cross-reference: N/A

Strategy description: Obtaining transparency and accountability in our business processes and systems will enhance public trust and allow our faculty, staff and students to thrive. By examining, modifying and streamlining our business processes and systems, the University will be able to: develop an uncompromising focus on performance and future strategic direction; gain efficiencies in the work required to support university goals and objectives; and become more effective resulting in cost, time and resource changes.

6.2. A.1 HR initiative: Streamline and simplify the PeopleSoft HRIS.

Primary university cross- reference: 6.2.1.2

Secondary university cross-reference: N/A

Initiative description: The two areas of focus are: streamline and simplify the current implementation of PeopleSoft Benefits Administration; review and make recommendations for system changes to include in the FY12 HR/SIS upgrade. These efforts lay the foundation to implement self- service and eBenefits in the future.

Metrics:

Customization reduced
Business processes streamlined

Milestones:

Spring 2010

Consultant hired, scope defined, and project plan created for Benefits Administration Project

Summer 2010 - Winter 2011

Ben Admin Project kicked off
Policy and exception decisions made with 1997 implementation reviewed
Recommended changes identified and implemented

Spring 2011

Project charter created and resources assigned for Business Process Review

Begin Business Process Review in preparation for HR/SIS upgrade

Resources:

- External consultant to lead scope definition and project planning for re-engineering Ben Admin
- Consultant to lead re-engineering project
- Current OHR, OIT, Finance and OSUMC Staff to define requirements for Business Process Review
- Business Process Reengineering (BPR) expert
- One new FTE (business analyst)
- Project Manager for BPR