Staff Human Resources Strategic Plan 2015

A. Current unit plans (this section is OPTIONAL): Please provide the URL for any current unit plans already in existence. NA.

B. Unit mission/vision statement: Please provide your current unit mission/vision statement. If your unit has multiple departments with differing mission/vision statements, list them as well.

Staff Human Resources (SHR) mission statement:
• The Human Resources mission is to help campus units recruit, hire, and retain the best qualified and most diverse workforce possible for the Santa Cruz campus.

• Staff Human Resources is a service organization. We represent the University of California and SHR to both our internal and external customers.

• Our goal is to partner with our customers by promoting dialogue at every opportunity so that, together, we can achieve the most appropriate human resources solutions. We demonstrate professionalism in our words and actions in order to provide consistent, reliable, and compliant resolutions. Our customers can expect to be treated respectfully and personally by all members of the SHR team.

• As stewards of the University of California, we conduct ourselves ethically, honestly, and with integrity in all dealings with our campus and community customers. We embrace diversity in all its forms and feel that it strengthens and sustains our effectiveness as an organization. We understand, interpret and abide by University policies and procedures in accordance with our organizational values. Operating with the highest regard for privacy and confidentiality, we follow applicable laws and University policies when accessing, using, or disclosing records.

• In our quest for excellence, we aspire to the continuous improvement of our skills and work processes.

C. Adaptive organizations: Identify actions your unit will take in 2015-16 to advance the five characteristics of adaptive organizations (Heifetz and Linsky): 1. Elephants in the room are named 2. Responsibility for the organization’s future is shared 3. Independent judgment is expected 4. Leadership capacity is developed 5. Reflection and continuous learning are institutionalized.

1. Elephants in the room are named:
• Adopt a communication protocol and encourage courageous conversation.
• Focus on issues not on people or personalities.
• Name the “elephants” and either agree to let them go or collaborate on solutions to remove them from our path forward.
2. Responsibility for the organization’s future is shared:
   - Plan the future together and ensure all levels of the organization are involved in decision-making.
   - Ensure everyone on the team has a consistent understanding of where we are going and why as well as what success looks like (e.g., KPIs).
   - Get everyone involved in measuring success; have fun with it!
   - Ensure our decisions and actions map back to unit goals and objectives.

3. Independent judgment is expected:
   - Clearly communicate expectations up, down and across the organization.
   - Ensure expectations are consistent across the functional areas of the organization.
   - Educate team members so they have confidence in their decision-making ability.
   - Treat mistakes as an educational opportunity; resolve and move on.
   - Take the fear out of making a mistake.

4. Leadership capacity is developed:
   - Provide development opportunities that strengthen leadership competencies such as project management, work team lead, and job shadowing.
   - Reward those who step up.

5. Reflection and continuous learning are institutionalized:
   - NA

D. Unit strategies and year one actions: For each of the four BAS goal areas, identify strategies (that will span the entirety of the strategic plan timeframe) and year one actions that your unit will undertake. Ensure you review the BAS strategies and year one actions to avoid duplication or the creation of conflicting efforts.

1. Finances (advances campus goals 1,5) - Deploy and manage BAS resources to align with institutional goals

   SHR Strategies - Finances:
   - Ensure everyone on the team has a baseline understanding of the UCSC and SHR budget including fund types, operational expenses, and staffing allocations.
   - Provide team members and constituents with opportunities to weigh-in on how we allocate our resources.

   SHR Year 1 Actions - Finances:
   - Map SHR services to institutional goals.
   - Deliver Planning & Budget workshops: The University's Budget, What’s My Budget, & Demystifying Financial Transactions.
   - Incorporate a quarterly SHR budget update into All-Hands meetings.
• Convene a SHR cross-functional workgroup charged to identify ways to reduce operational expenses.

2. Learning and development (advances campus goals 4,6,5) - Ensure that BAS team members have the opportunity for engagement, advancement and fulfillment.

SHR Strategies - Learning and development:
• Offer multiple avenues for team members to engage, comment and suggest.
• Invest in team health.
• Provide opportunities for cross-functional learning.

SHR Year 1 Actions – Learning and development:
• Establish a baseline understanding of employee engagement across the team by delivering Management Develop Program (MDP) module 2, “The Engagement Equation”.
• Survey the team to identify job satisfaction drivers and career aspirations, and follow-up with actions that align with survey results.
• Establish a Brown Bag program where staff volunteer to share skills they have (e.g., knitting), things they learned at a recent training, or coordinate a fun activity.

3. Constituents (advances campus goals 3,2,5,6) - Collaborate with stakeholders to ensure alignment of BAS activities with efforts to support teaching, research and public service.

SHR Strategies - Constituents:
• Establish internal protocols that foster cross-functional collaboration and delivery of cohesive seamless client services.
• Develop and maintain an understanding of constituent’s goals and objectives, and how they align with the campus’s mission of teaching, research and public service.

SHR Year 1 Actions - Constituents:
• Conduct regular SHR cross-functional case management meetings.
• Hold regular SHR office hours within divisional/departmental physical space.
• Establish standing meetings with divisional leadership and their management team.

4. Processes (advance campus goals 4,5,6) - Ensure BAS processes are transparent, efficient and effective.

SHR Strategies - Processes:
• Foster a culture that encourages cross functional collaboration and empowers all team members to identify ways to improve quality and eliminate waste.
• Ensure that process steps add value and support the administration of systemwide policy.
• Offer multiple avenues for constituents to engage in process improvement activities.

SHR Year 1 Actions - Processes:
• Deliver Lean training to the team
• Apply Lean methodology to recently developed current state process maps; inventory opportunities for increased efficiency and identify quick wins.

E. Success measures: Please identify success measures that your unit will utilize to track progress on unit plans.

SHR Success measures:
• Compare published turnaround times to actual processing timeframes.
• Offer annual constituent roundtables focusing on services and processes.
• Track the number of appointments during SHR office hours.
• Conduct a SHR employee engagement survey; compare results with 2013 survey.
• Track the number of annual staff training hours and map the types of training completed to individual employee career goals.
• Track the number of Brown Bag attendees.