K-State 2025 Strategic Action and Alignment Plan for the Division of Human Capital Services

1. What are your College's/Major Unit's/Department's mission and vision and how does your organization contribute to achieving the University's vision for K-State 2025?

Human Capital Services' mission is to provide progressive, responsive and innovative solutions to attract, retain, develop and reward a highly talented, diverse and an inclusive K-State community that cultivates an environment where students and employees flourish. Human Capital Services' vision is: K -State, a great place to work, contribute and flourish. Human Capital Services will contribute to the University's 2025 vision through attracting, developing, rewarding, and retaining a diverse and talented workforce, fostering a productive work environment where people feel valued, supporting the changing nature of the work and workplace environment, adding value and reflecting good stewardship of resources, acting fairly, ethically, and being legally compliant, and understanding the voice of the customer.

2. What are your College's/Major Unit's _key_ activities and outcomes and how do they link to K-State 2025 themes/common elements and outcomes? Identify the University metrics that directly link with your plan in brackets.

Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 years) Key Outcomes	Long Term (11 to 15 years) Key Outcomes
What we plan to do…	What we expect to happen…	What we expect to happen…	What we expect to happen…
1. **Diversity with inclusion** a. Design a Diversity with Inclusion Strategic Plan that guides HCS's development of processes, systems, metrics, measurements, and programming.[1]	1. Diversity with inclusion	1. Diversity with inclusion 1a. Annual engagements are conducted which includes demographical information on workforce composition, attrition, and sourcing and recruiting ideas that have a positive impact. (T5-6) 2a. Yearly collaborative	1. Diversity with inclusion 1a. Continue annual engagements which includes demographical information on workforce composition, attrition, and sourcing and recruiting ideas that have a positive impact. (T5-6) 2a. Bi-annual collaborative

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[1] Diversity for HCS is defined as social/group differences as it relates to race, ethnicity, color, class, gender, gender identity, sexual orientation, country of origin, ancestry, ability, age, veteran status, and generational compositions. It also embraces cultural, political, religious affiliations as well as individual differences such as personality, learning style, and life experiences.

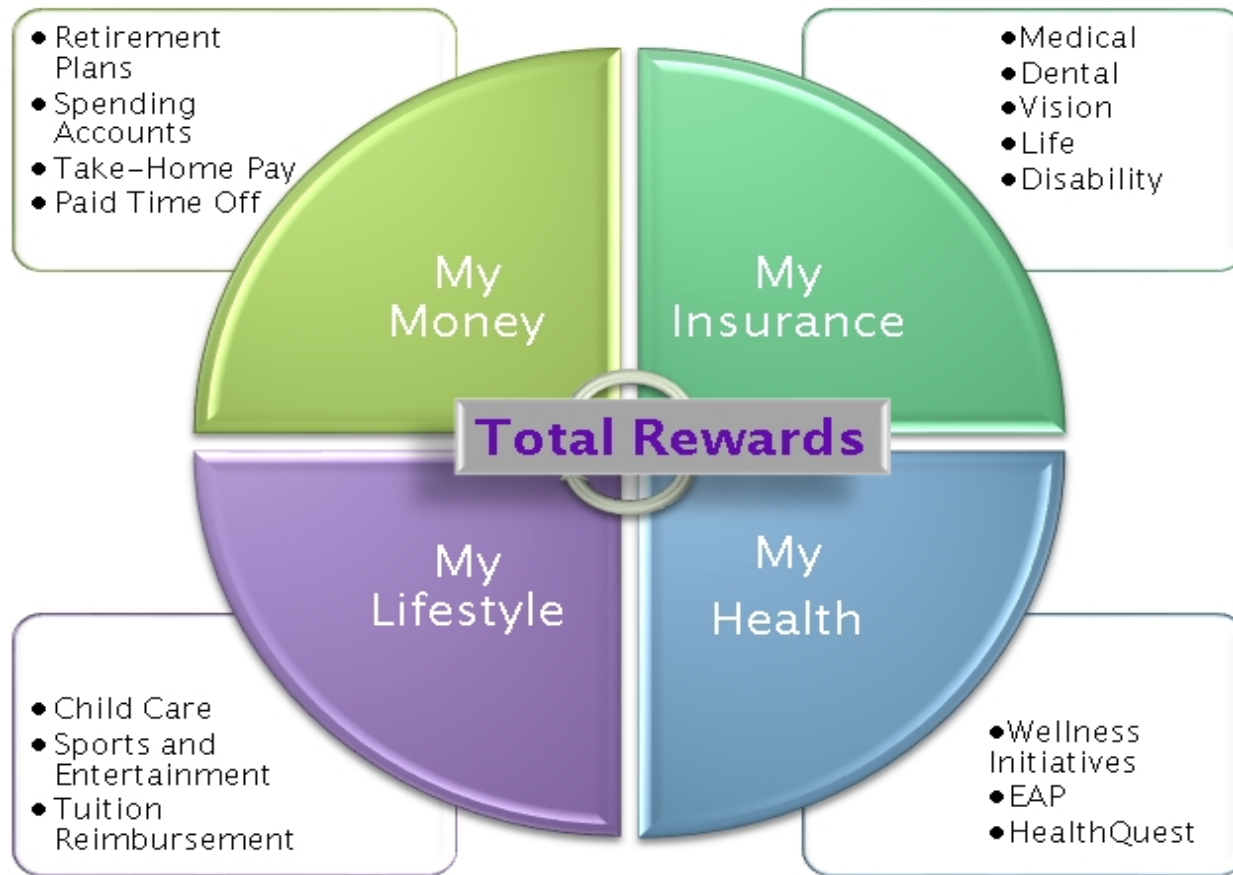|		sessions are conducted with the Office of Diversity and the College Diversity Point Person.	sessions are conducted with the Office of Diversity, College Diversity Point Person, and Dean(s).
b. Construct an Affirmative Action Plan that contains informative data by colleges, divisions, and departments so hiring authorities can construct sourcing strategies that spread a wide net to attract a talented, diverse workforce.		b. Provide all colleges with AAP sector reports to aid these colleges in hiring diverse, top talent. (T5-5, T5-6)	b. Provide all colleges and divisions with AAP sector reports to aid these colleges in hiring diverse, top talent. (T5-5, T5-6)
c. Design an HCS dashboard to monitor the status of K-State's diversity make-up.		c. Hiring Managers and University Leadership utilize the HCS dashboard reports and infographics to assist in the hiring decisions.	c. All of the colleges utilize the HCS dashboard reports and infographics to assist in the hiring decisions.
d. Create organizations that leverage workforce diversity and empower diverse perspectives throughout the organization through career/leadership development.		d1. Directors' Roundtables and supervisory training programs incorporate diversity with inclusion in the curriculum.	d1. All leadership development programs incorporate diversity with inclusion in the curriculum.
		d2. Selection committees are comprised of diverse panels.	d2. Selection committees are comprised of diverse panels.
		d3. 100% participation by new hires and 50% of current employees in web-based anti-discrimination training and ADA training in new hires and existing employees.	d3. 100% participation by new hires and 100% of current employees in web-based anti-discrimination training and ADA training in new hires and existing employees.
		e. Translation and accommodation services are available to all employees.	e. Maintain translation and accommodation services available to all employees.

e. Support the employee workforce for whom English is a second language, by ensuring materials are translated and provide face-to-face support when and where appropriate.			
2. Total Rewards a. With the input of the K-State community, establish a compensation philosophy that guides the construction of a total rewards program. b. Establish salary ranges and progression steps for professional titles.	**2. Total Rewards**	**2. Total Rewards** a1. Job families and career ladders are identified to support vertical and horizontal career movement. a2. 100% of job descriptions and job families contain identified competencies. 100% of jobs in the K-State workforces have a compa-ratio and are associated with a job family or ladder for career progression. a3. 50% of job descriptions and job families contain identified competencies. a4. 50% of job announcements contain identified competencies for the K-State workforce. b1. All non-tenure track faculty salaries are market competitive by discipline. (T5-3) b2. All staff salaries are market competitive (T5-3)	**2. Total Rewards** a1. Job families and career ladders align with the changing nature of the K-State workforce. a2. Maintain 100% of job descriptions and job families which contain identified competencies. 100% of jobs in the K-State workforces have a compa-ratio and are associated with a job family or ladder for career progression. a3. 100% of job descriptions and job families contain identified competencies. a4. 100% of job announcements contain identified competencies for the K-State workforce. b1. Maintain 100% of market competitive salaries by discipline for non-tenure track faculty. (T5-3) b2. Maintain 100% of market competitive salaries for staff. (T5-3)

c. Conduct salary equity studies to assess comparative salaries.			
d. Generate robust data that defines K-State's Total Rewards position against comparable benchmark institutions and local, regional, and national employers.		d. 100% of all jobs are benchmarked according to market data. (T5-3)	d. 100% of all jobs are benchmarked according to salary ranges while maintaining market competitiveness. (T5-3)
e. Draft an organizational construct that outlines a competency framework defining observable and measurable skills and behaviors that contribute to workplace effectiveness and career success throughout the full life cycle of human capital.		e. 50% of the positions will have identified competencies.	e. 100% of the positions will have identified competencies.
f. Offer Total Rewards programming that embeds expansive and holistic reward and recognition programs including training and development opportunities, career progression and non-monetary incentives.		f1. Identify at least one program that enhances work/life balance at K-State.	f1. Identify at least two programs that enhances work/life balance at K-State f2. Processes, technology, systems, and organizational acceptance exist to support a performance management system.
g. All HCS solutions and outcomes meet criteria as outlined by The Chronicle of Higher Education.[i]		g. Human Capital Services meets 50% of criteria as outlined in The Chronicle of Higher Education.	g. Human Capital Services meets 100% of criteria as outlined in The Chronicle of Higher Education.
h. Develop holistic wellness programming around key elements to support an environment of work/life satisfaction.		h1. Holistic wellness programming exists supporting K-State's entire workforce by life stages and other applicable measures.	h1. K-State policies exist to accommodate employee flexibility to manage their lives on the job and at home.

		h2. At least five financial awareness workshops and/or other programming is scheduled yearly for employees and their spouses/partners with a satisfaction rating of 50% from the participants.	h2. At least seven financial awareness workshops and/or other programming is scheduled yearly for employees and their spouses/partners with a satisfaction rating of 70% from the participants.
3. Attract, Recruit, and Retain Top Talent	**3. Attract, Recruit, and Retain Top Talent**	**3. Attract, Recruit, and Retain Top Talent**	**3. Attract, Recruit, and Retain Top Talent**
a. Develop a resource for K-State recruitment and selection best practices which outlines a plethora of resources to attract, source and recruit diverse top talent.		3a. Active participation exists between HCS and college departments and divisions to meet affirmative action goals.	3a. Active participation exists between HCS and college departments and divisions to meet affirmative action goals.
b. Assign Talent Acquisition Partner to colleges and divisions to support sourcing, hiring and recruiting processes.		3b. Colleges and divisions utilize HCS Talent Acquisition Partners in recruiting and hiring processes.	3b. Colleges and divisions utilize HCS Talent Acquisition Partners in recruiting and hiring processes.
c. Design a Dual Career Assistance Program to assist spouses or partners of newly recruited full-time faculty and staff by identifying potential employment opportunities through job search assistance.		3c. Outreach to 25% of accompanying spouses or partners.	3c. Outreach to 50% of accompanying spouses or partners.
d. Establish workforce planning system to include skill gaps.		3d. Outreach is conducted to non-academic units resolving skill gaps.	3d. Outreach is conducted to academic units resolving skill gaps.
4. Culture and Environment a. Offer effective new employee orientation and on-boarding programming.	**4. Culture and Environment**	**4. Culture and Environment** a1. 50% of new employees participate in onboarding. a2. 50% of prospective	**4. Culture and Environment** a1. 100% of new employees participate in onboarding. a2. 100% of prospective

		employees receive one communication outlining holistic K-State and community programs that support the "whole" person. b. Employees are better stewards of resources. c. Achieve website usability approval rating of 75% satisfaction. d. 75% of HCS key initiatives have a defined Communication Plan. e. An established telecommuting policy exists for suited, targeted positions.	employees receive one communication outlining holistic K-State and community programs that support the "whole" person. b. Employees are better stewards of resources. c. Achieve website usability approval rating of 80% satisfaction. d. 100% of HCS key initiatives have a defined Communication Plan. e. Workplace environment is conducive to meeting the employee and student needs.
b. Provide university engagements that allow the community to deploy continuous improvement methodologies. c. Implement an HCS website and communications strategy including social media to distribute informative and timely information. d. Deploy a variety of communication strategies within HCS. e. HCS implements flexible work practices to support the changing nature of the work and workplace environment.			
5. Individual and Team Development a. Construct Learning and Development programs that support employees in developing and sustaining the skills and behaviors needed for workplace effectiveness, career success, and achievement of K-State 2025.	**5. Individual and Team Development**	**5. Individual and Team Development** a1. Supervisory training exists for all employees.	**5. Individual and Team Development** a1. Mentoring programs exist to contribute to the educational mission and validity of the K-State community. a2. Learning and Development courses and programs contain identified competencies in tandem with the full life cycle of human capital.

K-State **2025**

- Retirement Plans
- Spending Accounts
- Take-Home Pay
- Paid Time Off

My Money

- Medical
- Dental
- Vision
- Life
- Disability

My Insurance

Total Rewards

My Lifestyle

- Child Care
- Sports and Entertainment
- Tuition Reimbursement

My Health

- Wellness Initiatives
- EAP
- HealthQuest

3. **Colleges/Major Units only: Identify which of your College's/Major Unit's strategic outcomes are directly linked to the University's benchmark and thematic goal metrics.**

4. **What resources and/or opportunities exist for your College/Major Unit/Department to achieve its vision and outcomes?**

   An engaged HCS team driven to achieve our specified goals and objectives.

4b. **What resources and/or opportunities are <u>needed</u> for your College/Major Unit/Department to achieve its vision and outcomes?**

   Enabling technology and an operating budget sufficient to accomplish specified goals and objectives.

5. **How do you propose to acquire the resources needed for your College/Major Unit/Department to accomplish its vision and outcomes?**

   By identifying funding streams such as pay for services rendered via local agencies and/or community-related training and development programs. Continuing to embed continuous improvement methodology such as Lean Six Sigma and reallocating the savings (i.e., time, money, and resources) to value-adding services and programs.

6. **How does your plan link to the K-State 2025 themes/common elements, outcomes, and university benchmark and thematic goal metrics?**

Links to Benchmark Metrics	Links to Common Elements
	CE-1 - Communications and Marketing CE-2 - Culture CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding CE-6 - International CE-7 - Sustainability CE-8 - Technology

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)	T1-E - Competitive compensation and support available to GRAs, GTAs, and GAs		

Links to University Thematic Goals, Outcomes, and Metrics

Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
	T1-G - Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support RSCAD needs		
T2 - Undergraduate Educational Experience (UEE)	T2-E - Effective evaluation practices that recognize and reward teaching, advising, and life-long learning/professional development		
T3 - Graduate Scholarly Experience	T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs		
T5 - Faculty and Staff **Theme 5 Metrics:** T5-3 - Competitive compensation packages for faculty and staff T5-5 - % of tenure/tenure-track faculty by demographic group T5-6 - % of fulltime staff by demographic group	T5-A - Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas T5-B - Efficient, effective, and integrated university HR processes and services that place employees in the right positions with the right skill sets at the right time T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility T5-D - Effective evaluation processes that result in accountable	T5-E - Total compensation competitive with aspirant university and regional employers for all employees T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs T5-G - Successful recruitment and retention of a talented and high performing, diverse workforce	T5-H - Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers T5-I - Stable funding available for recruitment and retention of top level faculty and staff T5-J - Optimal number of faculty and staff comparable with our benchmark institutions

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	**Links to Short Term Outcomes (2011 – 2015)**	**Links to Intermediate Outcomes (2016 – 2020)**	**Links to Long Term Outcomes (2021 – 2025)**
	faculty and staff with a clear understanding of their job expectations and how they contribute to the University's mission		
T6 - Facilities and Infrastructure	T6-C - Robust and reliable information technology ensuring business continuity and consistent with the achievement of the highest quality levels of support for research, instruction, student services, and administration		

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i The Chronicle of Higher Education Criteria (http://chronicle.com/interactives/greatcolleges15#id=cat-benefits)

- Compensation and Benefits – Pay is fair, and there is overall satisfaction with total rewards.

- Diversity with Inclusion – The University makes a concerted effort to create a welcoming and fair environment for all employees.

- Professional/Career Development Programs – Employees get the chance to develop skills and they understand their requirements for career advancement.

- Respect and Appreciation – Employees are regularly recognized for their contributions.

- Work/Life Satisfaction – K-State policies give employees the flexibility to manage their lives on the job and at home.