



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? Departments should also indicate how your organization contributes to your College’s/Major Unit’s vision for K-State 2025.

Mission

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.

Vision

K -State, a great place to work, contribute and flourish.

2. What are your College’s/Major Unit’s <u>key</u> 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 (2014 - 2015)	Intermediate (2016 - 2020)	Long Term (2021 - 2025)
	Key Outcomes	Key Outcomes	Key Outcomes
What we plan to do...	What we expect to happen...	What we expect to happen...	What we expect to happen...
<p>I. Recruit and retain a highly talented, diverse workforce through strategies such as:</p> <p>A. Focusing on strategic areas in which we need increased capacity</p>	<p>A written Diversity with Inclusion Strategic Plan that guides HCS’s development of processes, systems, metrics and programming. [T5-B]</p> <p>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. [T5-B]</p>	<p>Elimination of barriers to diversity with inclusion at all levels and in all occupations via:</p> <p>A. Collaborative efforts with College Diversity Point Persons [T5-G]</p> <p>B. 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. [T5-G]</p> <p>C. An HCS dashboard to monitor the status of K-State’s diversity make-up and provide annual workforce diversity reports to Deans, Cabinet, Senates and University Leadership. [T5-G]</p> <p>D. A tool titled <i>K-State Recruitment and Selection Best Practices</i> guide which outlines a plethora of resources to attract, source and recruit diverse top</p>	<p>All HCS solutions and outcomes meet criteria as outlined by <i>The Chronicle of Higher Education</i>: [T5-H, T5-I, T5-J]</p> <ul style="list-style-type: none"> • 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.

		<p>talent. [T5-G]</p> <p>E. Organizations that leverage workforce diversity and empower diverse perspectives throughout the organization through career/leadership development by:</p> <ul style="list-style-type: none"> i. Director’s Roundtables, Supervisory training and other leadership development programs that incorporate diversity with inclusion in its curriculum. [T5-F] ii. Selection Committees that are comprised of diverse panels. [T5-G] iii. HCS Roadshows that create dialogue with Deans, Department Heads and university leadership about subjects pertaining to employee retention. [T5-G] iv. Job families and career ladders to support vertical and horizontal career movement. [T5-E] v. Salary equity studies to assess comparative salaries of women and people of color. [T5-E] vi. Leaders equipped with diversity with inclusion knowledge and skills to effectively lead their workforce. [T5-F] vii. Web based anti-discrimination training and ADA training for all new hires with frequent training follow-up programs. [T5-G] 	<ul style="list-style-type: none"> • Work/Life Balance – K-State policies give employees the flexibility to manage their lives on the job and at home. <p>Fully implemented Strategic Diversity with Inclusion Plan with measurements and metrics. [T5-H]</p> <p>Complimentary performance management system for full implementation of career ladders. [T5-H]</p>
<p>I. Recruit and retain a highly talented, diverse workforce through strategies such as:</p> <ul style="list-style-type: none"> B. Ensuring compensation (including non-monetary) for all employees comparable with our benchmark institutions and regional employers 	<p>A compensation philosophy that guides the construction of a total rewards program. [T5-A]</p>	<p>Job descriptions established for the University Support and Unclassified Staff. [T5-E]</p> <p>Market analysis data that provides in-depth information including living wage, local, regional and national comparisons of total rewards from areas in which K-State competes for talent. [T5-E]</p> <p>A strategic funding plan created by K-State Leadership to outline solutions for allocating financial resources in areas for which K-State is not competitive. [T5-E]</p>	<p>Robust data that defines K-State’s Total Rewards position against comparable benchmark institutions and regional employers. [T5-I]</p> <p>Be nationally recognized by the American Heart Association as a Fit-Friendly Worksite. [T5-H]</p>

		<p>Established salary ranges and progression steps for professional titles. [T5-E]</p> <p>Wellness initiatives with the express intentions of meeting the diverse needs of our workforce by life stages and other applicable measures. [T5-G]</p>	
<p>I. Recruit and retain a highly talented, diverse workforce through strategies such as:</p> <p>C. Providing individuals with the institutional support necessary for effective job performance and productivity</p>	<p>An organizational construct that outlines a competency framework defining observable and measureable skills and behaviors that contribute to workplace effectiveness and career success. [T5-B, T5-C, T5-D]</p>	<p>Embedded competencies into job announcements and job descriptions using a process that involves cross functional teams and incumbents that defines the competencies for University Support and Unclassified staff workforces. [T5-F]</p> <p>Selection and assessment processes that deploy a competency framework to measure prospective employees' skill sets. [T5-F, T5-G]</p> <p>On-boarding processes that describe core competencies at K-State. [T5-F, T5-G]</p> <p>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. [T5-F, T5-G]</p> <p>Effective new employee orientation and on-boarding programming. [T5-F, T5-G]</p> <p>Mentoring programs established to contribute to the educational mission and validity of the K-State community. [T5-F, T5-G]</p>	<p>A competency framework which defines observable and measurable skills and behaviors that contribute to workplace effectiveness and career success integrated into the full life cycle of human capital. [T5-H, T5-J]</p>
<p>I. Recruit and retain a highly talented, diverse workforce through strategies such as:</p> <p>D. Implementing programs to improve work/life balance</p>		<p>An established work/life balance taskforce commissioned to analyze the state of work/life balance at K-State. [T5-E, T5-G]</p> <p>The identification of key elements that support an environment of work/life balance, holistic wellness programming. [T5-E, T5-G]</p> <p>Holistic wellness programming around key elements to support an environment of work/life balance. [T5-E, T5-G]</p> <p>Explore ways of how and where work gets done. [T5-E, T5-G]</p> <p>National Recognition Glassdoor, Top University to Work For. [T5-F, T5-G]</p>	<p>National Recognition, Seal of Distinction, via WorldatWork Alliance for Work-Life Progress. [T5-H]</p> <p>https://www.flexjobs.com/blog/post/16-colleges-and-universities-with-award-winning-work-life-balance-programs/</p> <p>National Recognition Glassdoor, Top University to Work For. [T5-H]</p>

<p>I. Recruit and retain a highly talented, diverse workforce through strategies such as: E. Supporting dual-career hiring efforts</p>		<p>Talent Acquisition Specialist assigned to colleges and divisions to support sourcing, hiring and recruiting processes. [T5-G]</p> <p>An established collaborative process between Talent Acquisition and Colleges to proactively support prospective new hires transitioning to K-State. [T5-G]</p> <p>A community network of employers, Chamber of Commerce and other resources to identify career opportunities for dual career couples. [T5-G]</p>	<p>A Dual Career Assistance Program designed to assist spouses or partners of newly recruited full-time faculty and staff by identifying potential employment opportunities through job search assistance. [T5-H, T5-J]</p>
<p>II. Develop strategies to achieve and maintain an optimal number of faculty and staff comparable with our benchmark institutions</p>		<p>Establish infographics planning that allow leaders to understand the composition of their existing workforce including: demographics and attrition statistics. [T5-G]</p>	<p>Workforce planning system to include skill gaps. [T5-H]</p>
<p>III. Implement annual performance evaluation processes and measures to clarify and align expectations with individual strengths as well as institutional and departmental needs and hold ourselves accountable</p>		<p>Commissioned taskforce to examine the optimal performance management system for K-State. [T5-E, T5-F, T5-G]</p> <p>Processes that provide clarity on both what work gets done and how work gets done via competency framework. [T5-E, T5-F, T5-G]</p>	<p>Enabling technology that allows supervisors, work teams and employees to set and cascade goals and objectives, track progress and evaluate outcomes. [T5-H]</p>
<p>IV. Identify additional incentives to reward the achievement of excellence and attainment of our 2025 Vision</p>	<p>Developed compensation philosophy written with the input of the K-State community. [T5-A, T5-C, T5-E]</p>	<p>Total Rewards offering that embeds expansive and holistic reward and recognition programs including training and development opportunities, career progression and non-monetary incentives. [T5-E, T5-F, T5-G]</p>	<p>Total Rewards programming that promotes individual and team excellence. [T5-H, T5-I, T5-J]</p>
<p>V. Develop strategies that are responsive to the changing demographics of our student and workforce populations and address the needs for English proficiency and multicultural and global competencies</p>	<p>Develop a Strategic Diversity with Inclusion Plan. [T5-B, T5-C, T5-D]</p>	<p>Share informative data to divisions and colleges about their workforce population and provide support as requested. [T5-F, T5-G]</p> <p>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. [T5-F, T5-G]</p>	

<p>VI. Continue to reaffirm our tradition of shared governance and promote transparency, timely communication, and inclusive participation</p>	<p>Introduction of Kaizen to the K-State community. [T5-B]</p> <p>Implementation of an HCS website and communications strategy including social media to distribute informative and timely information. [T5-B]</p> <p>Established HCS Advisory Committee, Learning & Development Advisory Committee, Kaizen Team, and Total Rewards USS Senate Committee. [T5-B]</p> <p>Implemented continuous improvement practices, such as open fora and Qualtrics surveys to gather stakeholder feedback. [T5-B]</p>	<p>Informative HCS website that is user-friendly for the K-State community.</p> <p>Implementation of multiple ways to provide input and dialogue with the many stakeholders of K-State for all HCS programming. [T5-F]</p>	<p>Embedded processes such as Kaizens, focus groups and surveys to ensure HCS includes the voice of the customer for all systems, processes, procedures and programs developed. [T5-H]</p>
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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. *(Enter your response [in brackets] after the relevant outcome in the table below.)*

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 needed 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? *(Use the K-State 2025 University Strategic Action Planning Alignment Checklist to identify those linkages.)*

2025 Linkages and Metrics ¹			
2025 Common Elements/Themes	Short Term (1 – 5 years) 2025 Key Outcomes	Intermediate (6 – 10 years) 2025 Key Outcomes	Long Term (11 – 15 years) 2025 Key Outcomes
T5. Faculty and Staff Foster a work environment that encourages creativity, excellence, and high morale in faculty and staff, responds to changing needs, embraces diversity, values communication and collaboration, and is respectful, trusting, fair, and collegial for all			

¹ These metrics do not include the HCS metrics identified for organizational purposes such as Talent Acquisition metrics (e.g., time to accept, diversity of slate, etc.) or metrics identified in the data analytics process.



2025 Common Elements/Themes	Short Term (1 – 5 years) 2025 Key Outcomes	Intermediate (6 – 10 years) 2025 Key Outcomes	Long Term (11 – 15 years) 2025 Key Outcomes
T5. Faculty and Staff Recruit and retain a highly talented, diverse workforce: a. Focusing on strategic areas in which we need increased capacity		Conduct yearly collaborative sessions with the Office of Diversity and the College Diversity Point Person.	Conduct bi-annual collaborative sessions with the Office of Diversity the College Diversity Point Person and Dean(s).
		Conduct an annual roadshow with demographical information on workforce composition, attrition, and sourcing and recruiting ideas that have a positive impact.	Conduct an annual roadshow with demographical information on workforce composition, attrition, and sourcing and recruiting ideas that have a positive impact.
		HCS/OIE will provide 3-5 colleges with AAP sector reports to aid these colleges in hiring diverse, top talent.	HCS/OIE will provide all colleges with AAP sector reports to aid these colleges in hiring diverse, top talent.
		Implement applicant flow/adverse impact data analysis in order to understand the representation of groups with low participation rates.	Implement applicant flow/adverse impact data analysis in order to understand the representation of groups with low participation rates.
		Participate in one national or local job fair event targeting outreach to groups with low participation rates.	Participate in three to five national or local job fair event targeting outreach to groups with low participation rates.
	Establish a baseline for organizational turnover	Reduce “voluntary losses” by 2% of current baseline for groups with higher than expected attrition rates.	Reduce “voluntary losses” by 3% of current baseline for groups with higher than expected attrition rates.
		Enhanced standardized electronic employee exit survey to include questions on diversity and inclusion. Response rate of 20%.	Enhanced standardized electronic employee exit survey to include questions on diversity and inclusion. Response rate of 40%.
		An established telecommuting policy for targeted positions suited for such arrangements.	An 80% satisfaction rating from the customers/recipients of those receiving services from telecommuters.
		50% of job descriptions and job families contain identified competencies.	100% of job descriptions and job families contain identified competencies.

2025 Common Elements/Themes	Short Term (1 – 5 years) 2025 Key Outcomes	Intermediate (6 – 10 years) 2025 Key Outcomes	Long Term (11 – 15 years) 2025 Key Outcomes
T5. Faculty and Staff Recruit and retain a highly talented, diverse workforce b. Ensuring compensation (including non-monetary) for all employees comparable with our benchmark institutions and regional employers		Provide at least five financial awareness workshops to employees and their spouse/partner with a satisfaction rating of 70% from the participants.	Provide at least seven financial awareness workshops or engagements to employees and their spouse/partner with a satisfaction rating of 80% from the participants.
		K-State meets the following criteria for American Heart Association's Fit Friendly workplace are met. ² <ul style="list-style-type: none"> • HCS appoints a wellness program coordinator • The use of all tobacco products including but not limited to cigarettes, cigars, smokeless tobacco products, e-cigarettes and hookah pens are not allowed within enclosed areas of K-State premises • K-State provides access to smoking cessation materials for those employees who want to quit tobacco usage • Employees are informed of the policy via the PPM and contractors are informed of this policy where applicable through clearly-posted signs • K-State actively promotes tools such as the movement challenge • Leadership promotes conducting meetings while walking • K-State encourages employees to take stretch breaks, walk the campus, 	K-State meets the following criteria for American Heart Association's Fit Friendly workplace are met. K-State recognized nationally as a fit-friendly workplace. https://volunteer.heart.org/apps/fitfriendly/default.aspx <ul style="list-style-type: none"> • HCS appoints a wellness program coordinator • The use of all tobacco products including but not limited to cigarettes, cigars, smokeless tobacco products, e-cigarettes and hookah pens are not allowed within enclosed areas of K-State premises • K-State provides access to smoking cessation materials for those employees who want to quit tobacco usage • Employees are informed of the policy via the PPM and contractors are informed of this policy where applicable through clearly-posted signs • K-State actively promotes tools such as the movement challenge • Leadership promotes conducting meetings while walking • K-State encourages employees to take stretch breaks, walk the campus, stand or move around during meetings. • K-State has outdoor walking path with mile markers and/or maps provided

² Works sites that fulfill criteria such as offering employees physical activity support, increasing healthy eating options at work and promoting a wellness culture. The employer must have at least 25 employees and implement at least six of the physical activity criteria and two nutrition criteria and one culture criteria.

		<p>stand or move around during meetings</p> <ul style="list-style-type: none"> • K-State has outdoor walking path with mile markers and/or maps provided • K-State has clean, safe, well-lit and accessible stairwells and actively promotes their use with point-of-decision prompts • K-State encourages participation in community walk/run programs • K-State provides general nutrition education and/or healthier eating information to the employees • HCS works with external vendors to encourage a minimum of one “healthy” food option and one “healthy” beverage option³ 	<ul style="list-style-type: none"> • K-State has clean, safe, well-lit and accessible stairwells and actively promotes their use with point-of-decision prompts • K-State encourages participation in community walk/run programs • K-State provides general nutrition education and/or healthier eating information to the employees • HCS works with external vendors to encourage a minimum of one “healthy” food option and one “healthy” beverage option³ <ul style="list-style-type: none"> ○ HCS encourages the organizations to offer a minimum of one “healthy” food option, one “healthy” beverage option and one vegetarian option at each meal served during meetings
		<p>100% of jobs in the University Support and Unclassified staff workforces have a compa-ratio.</p>	<p>100% of jobs in the University Support and Unclassified staff workforces have a compa-ratio and are associated with a job family or ladder for career progression.</p>

³ Healthy foods options include fiber-rich whole grains (for example: oatmeal, barley, brown rice, whole grain pasta, whole wheat, and corn); fish, especially high in omega-3 fatty acid (Striped Bass, Freshwater Bass, Sea Bass, Mackerel, Pompano, Salmon, Swordfish, Trout, and Tuna); chicken or turkey (without the skin); lean beef (round, loin, and sirloin); fruits and vegetables (deeply colored such as spinach, carrots, peaches and berries); oils (canola, corn, olive, and safflower) and margarines (soft/tub or liquid); fat-free, 1-percent fat, and low-fat dairy products; unsalted nuts or nuts with no more than 140 mg sodium per label serving), seeds, and legumes; and beverage options, such as water (plain), fat-free or low-fat (1%) milk, 100% fruit juice with no added sugars/sweeteners. Preparation methods of these foods should include little to no salt and healthier oils when needed (i.e. roasting/ baking/ steaming/ grilling/saut eing proteins and vegetables rather than frying and using herbs, spices, citrus juices, and vinegars instead of salt for added flavoring).



2025 Common Elements/Themes	Short Term (1 – 5 years) 2025 Key Outcomes	Intermediate (6 – 10 years) 2025 Key Outcomes	Long Term (11 – 15 years) 2025 Key Outcomes
T5. Faculty and Staff Recruit and retain a highly talented, diverse workforce c. Providing individuals the institutional support necessary for effective job performance and productivity		50% of new employees participate in onboarding.	100% of new employees participate in onboarding.
		50% of Learning & Development courses and programs contain identified competencies.	100% of Learning & Development courses and programs contain identified competencies.
		New Employee Orientation participation increase by 10% year over year.	100% participation in New Employee Orientation for all affected new hires.
		Translation services in Spanish available for K-State community members that visit the K-State Police Department or HCS for services.	Translation services in Spanish, Korean, Mandarin and Arabic available for K-State community members that visit the K-State Police Department or HCS for services.



2025 Common Elements/Themes	Short Term (1 – 5 years) 2025 Key Outcomes	Intermediate (6 – 10 years) 2025 Key Outcomes	Long Term (11 – 15 years) 2025 Key Outcomes
T5. Faculty and Staff Recruit and retain a highly talented, diverse workforce d. Implementing programs to improve work/life balance		All prospective employees receive 1 communications outlining holistic K-State and community programs that support the “whole” person.	
		All newly constructed buildings have a nursing/lactation room that meets the <u>silver</u> standard for lactation rooms as determined by the Kansas Breastfeeding Coalition. <ul style="list-style-type: none"> • Written Nursing Support Policy • Information provided to new hires during New Employee Orientation • Private, secure area to express milk • Comfortable chair for pumping milk • Small table • Electrical Outlet • Flexible breaks, 15 minutes in the morning and 15 minutes in the afternoon during which the employee can express milk • Flextime or job sharing option or onsite child care • Lending library of breastfeeding resources housed with HCS 	70% of buildings have a nursing/lactation room that meets the <u>gold</u> standard for lactation rooms as determined by the Kansas Breastfeeding Coalition. Must meet all standards as a silver standard, in addition to separate requirements for GOLD standard. <ul style="list-style-type: none"> • Written nursing support policy with education provided for all employees • Educational packet about nursing given to all expectant employees and their partners • Clock • Refrigerator for milk storage • Nearby sink with running water or sanitizing wipes for clean up • List of regional breastfeeding resources
		K-State tasks force explores and implements at least 2 work life benefits.	National recognition from the WorldatWork Alliance for Work Life Progress for work life balance.



2025 Common Elements/Themes	Short Term (1 – 5 years) 2025 Key Outcomes	Intermediate (6 – 10 years) 2025 Key Outcomes	Long Term (11 – 15 years) 2025 Key Outcomes
T5. Faculty and Staff Implement annual performance evaluation processes and measures to clarify and align expectations with individual strengths as well as institutional and departmental needs and hold ourselves accountable.		50% of job descriptions and job families contain identified competencies.	<ul style="list-style-type: none"> 100% of job descriptions and job families contain identified competencies.
			<ul style="list-style-type: none"> 100% of supervisors and managers trained on the Performance Management Process (PMP). 85% of employees trained on the PMP. 100% of employees participate in formal performance coaching.

2025 Common Elements/Themes	Short Term (1 – 5 years) 2025 Key Outcomes	Intermediate (6 – 10 years) 2025 Key Outcomes	Long Term (11 – 15 years) 2025 Key Outcomes
T5. Faculty and Staff Develop strategies that are responsive to the changing demographics of our student and workforce populations and address the needs for English proficiency and multicultural and global competencies.		Translation services in Spanish available for K-State community members that visit the K-State Police Department or HCS for services.	Translation services in Spanish, Korean, Mandarin and Arabic available for K-State community members that visit the K-State Police Department or HCS for services.