

Human Resources

Strategic Plan 2018



Vision, Mission & Values

OUR MISSION

It is our commitment to provide innovative leadership to the campus community in attracting, developing, motivating and retaining a highly skilled, productive and diverse workforce in contribution to the educational mission of Cal Poly.

OUR VISION

We will create a diverse and inclusive campus community where all employees are empowered to flourish.

OUR VALUES

STRATEGIC

- Creating long and short-term goals
- Planning each day to meet department goals
- Being proactive and prepared
- Thinking of long-term consequences of decisions and actions

ETHICAL

- Doing the right thing when no one is looking
- Treating others as they would like to be treated
- Practicing consistency

RESULTS-DRIVEN

- Being efficient with your time
- Prioritizing work to meet strategic goals
- Overcoming obstacles
- Producing quality work and being responsive

VISIONARY

- Asking questions to challenge the status-quo
- Being innovative
- Seeing possible alternatives
- Being open to change

INCLUSIVE

- Embracing diverse perspectives
- Recognizing our common humanity
- Respecting difference
- Identifying common goals
- Advocating for the dignity of each person

COLLABORATIVE

- Seeking first to understand
- Working toward common goals
- Practicing humility
- Sharing resources and knowledge
- Being a responsible partner, listening and providing input

EMPOWERING

- Asking everyone to contribute their voice
- Encouraging others to believe in themselves
- Providing tools and resources to enable independent action



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MUSTANGS

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Strategic Direction #1

Develop the recruiting process to improve outreach, diversity and the applicant experience.

Create strategies that attract a diverse and talented workforce.

GOAL(S)	OBJECTIVE(S)
<p>1 Utilize multiple channels for outreach and marketing of vacant positions to attract robust and diverse candidate pools.</p>	<ol style="list-style-type: none"> 1. Continue strategic utilization of the Executive Recruiter for key leadership searches. 2. Continue the development and implementation of a candidate generation model (research, employer brand strategy, marketing, sourcing and utilization of compensation strategies).
<p>2 Create a framework to engage recruitment committees to reduce time to hire and achieve success in the hiring process.</p>	<ol style="list-style-type: none"> 1. Increase collection and analysis of data to drive decision making and process improvements to enhance the efficiency and effectiveness of the recruitment and selection process.
<p>3 Streamline the application process to improve applicant experience.</p>	<ol style="list-style-type: none"> 1. Lead the implementation and adoption of a new technology solution, Page Up.
<p>4 Educate hiring managers and committees regarding strategies for mitigating unconscious bias in the hiring process.</p>	<ol style="list-style-type: none"> 1. Implement unconscious bias training in selection process.
<p>5 Implement Strategic Staffing Practices.</p>	<ol style="list-style-type: none"> 1. Begin researching and implementing workforce planning strategies.

Strategic Direction #2

Strive to provide competitive salaries, benefits and employee services.

Create strategies for rewarding and retaining employees.

GOAL(S)	OBJECTIVE(S)
<p>1 Develop a compensation strategy that includes market rates and other relevant considerations.</p>	<p>1. Working with the Talent Acquisition and Benefit Services teams, continue to review, and adjust as appropriate, compensation and benefit strategies to enhance recruiting and retention of CP employees.</p>
<p>2 Improve awareness of employee services and benefits through partnering, outreach and education.</p>	<p>1. Implement internal marketing communication plan using social media, website, collateral and events to expand education and knowledge of the value of CP benefits and employee services. Monitor needs and effectiveness through employee surveys (formal/informal).</p> <p>2. Partner with campus and community advocates of wellness to identify, develop and promote wellness opportunities to include marketing and utilization of EAP services.</p>
<p>3 Endeavor to identify and meet the benefits and employee service needs of newly hired employees.</p>	<p>1. Continue to participate in NEO (new employee orientation) to provide outreach services to new employees.</p>
<p>4 Connect newly hired employees to community resources.</p>	<p>1. Continue to participate in NEO (new employee orientation) to provide outreach services to new employees.</p>
<p>5 Create process efficiencies for delivering employee services.</p>	<p>1. Provide opportunities for cross-training of team members as development opportunities and to increase agility. Assess effectiveness and value add of processes and work assignments in light of continually increasing volume of work.</p> <p>2. Fully assess disability/parental leave processes including consultation, documentation and PeopleSoft/Payroll processing functions to ensure balance between compassionate, timely and effective customer service, with increased volume and necessity to streamline.</p>

Strategic Direction #3

Empower A&F employees in their learning and development objectives, while providing opportunities to achieve and apply them.

Provide opportunities for employees to enhance personal growth and professional development.

GOAL(S)	OBJECTIVE(S)
<p>1 Develop and deliver professional development programs to unleash the potential of CP employees.</p>	<p>1. Create and deliver workshops such as:</p> <ul style="list-style-type: none"> • Principles of Supervision Series • Principles of Leading Series • Hidden Bias Series • HR Essentials for Managers Series • Open Labs • Workplace Wellness Series (provided by EAP)
<p>2 Engage and support employees in taking ownership of their learning and development goals as an essential part of their employment.</p>	<p>1. Create EOD Learning Café in order to provide one-on-one PD planning and a “real time” learning environment.</p> <p>2. Onboarding programs that include manager/employee generated PD plans.</p>
<p>3 Develop a program that connects new employees to the campus community and cultural affinity groups.</p>	<p>1. New Employee Orientation (online)</p> <p>2. New Employee Orientation (live).</p> <p>3. New Employee Resource Fair</p>
<p>4 Promote a learning culture that encourages employee participation in campus learning, diversity, wellness opportunities and active service in relevant professional organizations.</p>	<p>1. Implement an array of learning and development services/programs such as:</p> <ul style="list-style-type: none"> • Knowledge Management Toolkits • Learning Plans • Learning Communities • Administrative Support: Staff Learning Community • Book Circles/Learning Circles • Diversity and Inclusion Series • Emotional Intelligence Series • Manager consultation services • EAP Workshops

Strategic Direction #4

Build an inclusive community.

Create a compassionate work environment that embraces, values and celebrates differences.

GOAL(S)	OBJECTIVE(S)
<p>1 Develop an emotionally intelligent A&F management team that fosters an inclusive and compassionate workplace.</p>	<p>1. Create an Emotional Intelligence for Managers workshop.</p>
<p>2 Recognize and reward those who engage in and promote diversity and inclusion in their workplace.</p>	<p>1. Create a recognition program for A&F employees who attend Unconscious Bias Awareness workshops.</p>
<p>3 Organize opportunities for A&F employees to gather informally on a regular basis.</p>	<p>1. Working with the A&F Engagement Committee, create and implement an events schedule.</p>

Strategic Direction #5

Engage in continuous process improvement.

Provide timely, effective and efficient HR services.

GOAL(S)	OBJECTIVE(S)
<p>1 Streamline HR processes.</p>	<ol style="list-style-type: none"> 1. Continue to work with functional areas of HR in collaboration with other areas on campus to streamline processes and maximize available technology (DocuSign, PeopleSoft, Microsoft products, etc.) to automate processes. 2. Work with the Chancellor's Office to standardize processes and data in preparation for new mandates, PageUp and CHRS.
<p>2 Support data-based decision making.</p>	<ol style="list-style-type: none"> 1. Work with ITS and Institutional Research to create dashboards that provide self-service access to analytical salary and demographic information for departmental evaluation. 2. Develop a plan to reach out to business partners and key personnel on campus to review and discuss current PolyData dashboard reports and to determine if additional information is needed.
<p>3 Support users of HRIS Systems.</p>	<ol style="list-style-type: none"> 1. Work with campus-wide constituents on a consultative basis to determine which HR data might be required for campus systems and processes in the early stages of the implementation or process.

Strategic Direction #6

Partner and collaborate with campus constituents.

Engage, partner and collaborate through transparency, communication and consistent messaging.

GOAL(S)	OBJECTIVE(S)
<p>1 Build strong partnerships with campus constituents.</p>	<p>1. Implement a highly effective Personnel Analyst Work Group to meet regularly to share information and HR best practices.</p>
<p>2 Outreach to departmental managers.</p>	<p>1. Increase outreach to managers to provide coaching and HR expertise with an emphasis on: evaluating probationary employees and related timelines; how to conduct proper and timely evaluations; how to have a difficult conversation while keeping your cool; implementing the new contract; and proactive performance management.</p>
<p>3 Maintain positive working relationship with labor groups.</p>	<p>1. Continue to meet with labor representatives on a regular basis (LMC) to address concerns quickly and at the local level.</p>



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