

SOUTH DAKOTA BOARD OF REGENTS

Budget and Finance

AGENDA ITEM: 9 – B
DATE: June 21-22, 2023

SUBJECT

HR Transformation

CONTROLLING STATUTE, RULE, OR POLICY

None

BACKGROUND / DISCUSSION

Following the adoption of the HR Transformation (HRT) project charge at the October 2022 Board meeting. The HR Transformation Steering Committee (HRSC) and subcommittees have been working toward the goals as outlined in the project charge. Below you will find updates related to each of the project’s goals and expected deliverables. Several of the goals were discussed and action was taken on at the [March 2023 meeting](#).

The subcommittees tasked with evaluation of training and professional development and recruitment and retention have finalized their committee work in accordance with the project timeline and forwarded their recommendations to the advisory and steering committees. The HRSC recommendations related to these subcommittees are outlined in Goals 4 &5 of the project charge.

Goal 4: Evaluate systemwide training and professional developments needs and implementation of a shared position to develop, implement and manage professional development and training opportunities across the system.

The subcommittee on training and professional development collected an inventory of existing training and development offerings across the system, and then focused the scope on professional development and training that falls under the scope of human resources. A common theme for every subcommittee has been the desire to provide employees with enhanced and more professional development and training opportunities.

The HRSC evaluated and supported recommendations of the advisory committee, a list of subcommittee and advisory committee recommendations can be found in Attachment I.

(Continued)

DRAFT MOTION 20230621_9-B:

I move the Board adopt the Human Resources Steering Committee recommendations as outlined in this item.

Steering Committee Recommendations

Below is a summary of the steering committee recommendations:

1. A system supervisor training program that has consistent curriculum should be developed and implemented across the institutions, this training will include system and institution specific training topics and will be deployed in a hybrid approach of online self-led, and face-to-face, and/or instructor led online sessions.
2. The development of a repository of training and development opportunities available through the various Learning Management Systems (LMS), partner agencies, and other statewide leadership development opportunities to better communicate what development opportunities exist for supervisors and employees across the system.
3. The system should better utilize and expand upon existing LMS offerings to address regulatory, compliance and technical training needs.
4. The system should develop a leadership academy that complements institutional leadership development programs. This program should be a competitive academy that would allow rising leaders across the system to focus on broader leadership areas in higher education, potential topics could include:
 - a. Strengthening Public Policy Partnerships in the SD Political Environment
 - b. Leadership and Governance - Understanding the Board of Regents
 - c. Change Management
 - d. Challenges Facing Higher Education
 - e. Policy Development
5. The system CHRO and HRSC should evaluate capacity within existing positions to determine if these duties can be allocated to existing staff, or, determine if there is need for an additional staff member to take on these responsibilities.

Goal 5: Evaluate the current model for recruitment to identify process improvements and centralize management of search functions into the human resources departments, or a “center of excellence” model, to ensure consistency, compliance, and efficiency.

The subcommittee on recruitment and retention conducted a holistic review of current recruitment and retention strategies and processes and developed recommendations that focused on improving processes, finding opportunities to build the SDBOR employer brand, and identifying strategies to retain employees. This group also formulated a list of recommendations that were vetted through the advisory and steering committees, The HRSC evaluated and supported recommendations of the advisory committee, a list of subcommittee and advisory committee recommendations can be found in Attachment I.

Steering Committee Recommendations

Below is a summary of the steering committee recommendations:

1. The system will establish guidelines on when search committees are required, recommended, and not recommended based upon position levels, examples are:
 - a. Required: Faculty, Deans, NFE roles that fall into Executive I and II job levels.
 - b. Recommended: Management positions.
 - c. Not recommended: Non-management roles.
2. The role of human resources in the search process needs to be defined, and there should be increased engagement from human resources in order to provide consistency and improve efficiency of the process.
 - a. Executive level and faculty positions: HR will act in the role of a search consultant, assisting with evaluation of candidate materials, establishing timelines, coordinating meetings, conducting reference checking, and so forth.
 - b. HR will have a reduced role in other searches but will still provide assistance and consultation in candidate review and ensure that searches are done in compliance with policy and regulations.
3. A system recruitment guide should be developed to specify the roles and duties of search committees, human resources, search chairs, and include information on best practices, provide template rubrics, timelines, reference checking guides, applicable rules and state laws, and provide definitions for promotion, internal and external posting requirements, emergency hires, and so forth.
4. Identification of improvements to the existing applicant tracking system to ensure a seamless and user-friendly application process for candidates.
5. Partner with university marketing departments to develop employer marketing materials to sell SDBOR as an employer of choice, this could also include partnerships with marketing students through internship or other professional development opportunities.
6. Promote professional development opportunities for employees as a retention tool.
7. Evaluate existing recognition activities and establish best practices that can be deployed across the system.
8. Improve communication and transparency in total compensation, succession planning, and employee satisfaction.

ATTACHMENTS

Attachment I – HRSC and Advisory Committee Recommendations

Recruitment and Retention

1. Create standard documents that provide foundational procedures and processes for human resources, staff, and faculty.

- a. Define when a search committee is required, recommended, and not recommended, draft examples below:
 - i. Required: Faculty, Deans, and NFE roles that fall into the Executive I & II job levels.
 - ii. Recommended: NFE roles in Management I & II job levels, CSA management positions.
 - iii. Not Recommended: Non-management CSA positions, NFE professional level positions.
 - iv. **NOTE:** It would still be recommended that more than one individual participate in interviews but would not need to participate in the selection of finalists.
- b. Clearly define and develop expectations of the role of human resources in the search process, including development of timelines and best practices, and centralization of posting and advertising vacancies.
 - i. Due to workload, the involvement of HR will need to vary based on position level. For example:
 1. Deans/VPs/AVPs/Faculty: HR will act in the same role as a search firm, assisting in evaluation of applicants, setting timelines, coordinating interview schedules, conducting reference checking, and so forth.
 2. HR will assume a reduced role in other searches, to be determined by position level, departmental need, and human resources capacity.
- c. Create a system recruitment guide that identifies:
 - i. Roles and duties for committee members, search chairs, and the role of human resources.
 - ii. Recruitment best practices – what you can and cannot do or ask during a search process.
 - iii. Template rubrics & instructions to be utilized for searches to evaluate candidates consistently.
 - iv. Template search timelines that outline expectations from position posting request to hire.
 - v. Define what positions must be posted for recruitment, and process to waive recruitment for both internal (promotional) and external searches.
 - vi. Reference checking template questions and best practices.
 - vii. Guidance on employment offers and process for approvals.

- viii. Checklist that includes rules that must be followed such as: reimbursement rules, state rates, international recruitment posting guidelines, and prevailing wage information.
 - ix. Define emergency hires and establish guidelines.
- d. Development of standard onboarding checklists for supervisors to ensure a smooth hire transition.
- e. Defined date of hire that new hires are eligible for salary policy, HRSC recommended this date to be December 22nd.
- f. Update BOR policy or develop practices that define how references are shared within the BOR system as one employer.
- g. Create a standard contract for all position types, including additional language for individuals with more than one role.
- h. Enforce the use of standard offer letters for all employee types.
- i. Training for HR to fully utilize PeopleAdmin and all other available resources.
 - i. Working with vendors to ensure we are fully utilizing the technology and setting up training opportunities for HR staff.
 - ii. Develop application questions to better track where employees are finding position ads and develop reports to utilize that data.
 - iii. Develop metrics for items like time to hire/fill positions and utilize the system's reporting tools and dashboards to develop recruitment metrics.
- j. Create a 3-month check-in process/checklist for supervisor as a retention tool and to identify issues early on.
- k. Create standard questions for an exit interview that all must ask, and then allow for campus specific questions as well.
 - i. Update to the system to allow for better turnover tracking.
- l. Utilize multi-position recruitment for openings in the same classification.

2. Search Process Improvements and Technology Solutions

- a. Work with the vendor to identify ways to streamline the application process.
 - i. Partnerships and integrations with sites like LinkedIn.
 - ii. Evaluation of required fields to ease the process.
- b. Utilize resources and tools like GPTChat to create draft posting text as an efficiency.

3. Marketing SDBOR as an Employer

- a. Partner with university relations or marketing staff to create templates for advertisements and/or social media ads for targeted positions.
 - i. Develop employer branding tools that can be utilized by HR and university departments. This may include videos, web and social media updates that communicate the university leadership, values, workplace culture.
 - ii. Provide opportunities for marketing students to assist.
 - iii. Utilize LinkedIn to market the employer brand for each institution.

- b. Utilize tools available like Dakota Roots as a part of advertising or job offers to highlight the positives of living in SD.
 - i. [Move to South Dakota | Dakota Roots](#)
- 4. Create retention strategies to promote longevity and dedication of faculty and staff.**
- a. Improve communication and training regarding remote work options with supervisors.
 - b. Improve succession planning efforts and identify pathways for job progression.
 - c. Provide employees with reduced tuition for online classes, this is also tied into the tuition and fee review.
 - d. Establish collaborative, campus-wide activities to promote relationships and engagement across campus and campuses. Evaluate recognition activities that currently exist and make best practice recommendations.
 - e. Evaluate the salary policy formula for faculty to address concerns and remain competitive within the market.
 - f. Provide HR training on the various reports that have been created and create new reports to provide key metrics such as turnover, compression, where people should be on the salary range based on years on the job and performance, succession planning, utilize uniform metrics to better inform decisions and aid in retention.
 - g. Enhanced and more training, improve the professional development opportunities for employees to invest in employees.
 - h. Promote best practices on salary conversations and communication between supervisors and their employees to improve employee satisfaction.
 - i. Develop a uniform total compensation statement that can be provided annually to show employees their total compensation package versus just their salary.
 - j. Promote 360 evaluations for senior leaders to promote a healthy work environment.

Training and Professional Development

- 1. Develop a consistent, streamlined Supervisory training that mixes tactical and soft skills across the system that will have system and campus specific components, to include:**
- a. Supervisory and Leadership Development
 - i. Strategic Planning - Department level
 - ii. Succession Planning & Supporting Professional Development
 - iii. Budget 101/Transparency
 - iv. Engaging with Today's Students and Workforce
 - v. Navigating BOR and Institutional Policies
 - vi. Handling Difficult Situations/Conflict Management
 - vii. Performance Evaluations & Documentation
 - b. Technical/Compliance

- i. Time and Leave Management
- ii. FMLA/ADA – Regulatory Issues
- iii. Harassment and Discrimination – Equal Opportunity

2. Development of Training Programs and Evaluation of Technologies and Resources

- a. Provide training in a variety of modalities, depending on depending on content and need.
- b. A list or inventory of available training courses should be available in a shared repository, there are currently many offerings, but they are not always known about or accessible.
- c. Where appropriate the system should utilize existing technology to create and maintain content.
- d. Utilize existing campus departments, partnerships and pre-existing knowledge and experts to create additional content.
- e. Gather existing training programs and curriculum that have been developed across the system to develop a bank of courses that can be utilized by all institutions.
- f. Review existing learning management systems (LMS) to develop an inventory of approved trainings and recommend required curricula for employees and supervisors.
- g. Utilize and expand on system trainings and systems for regulatory/compliance and technical areas through existing technologies, including:
 - i. Federal/State Safety and Compliance
 - ii. Human Resources Best Practices
 - iii. Onboarding
 - iv. ERP Trainings

3. Evaluate, develop, implement, and communicate leadership development offerings.

- a. Develop a system wide leadership development program that could be complementary to institutional programs.
 - i. This should be a competitive, application-based Board leadership academy that would allow for rising leaders to participate in a system program that could focus on broader leadership areas in higher education, some potential session topics could include:
 - 1. Strengthening Public Policy Partnerships in the SD Political Environment
 - 2. Leadership and Governance - Understanding the Board of Regents
 - 3. Change Management and roles of leadership in implementing change.
 - 4. Challenges Facing Higher Education
 - 5. Policy Development
- b. Develop partnerships and utilize chamber programs and/or statewide programs like Leadership South Dakota to foster future leaders in their communities.
- c. Create communication plans to ensure employees know what opportunities are available to them.

- 4. Identify a system resource(s) to coordinate professional development and training, existing employees should be evaluated to determine if there is capacity in current roles or if a new role will be required.**