

SOUTH DAKOTA BOARD OF REGENTS

Budget and Finance

AGENDA ITEM: 8 – G
DATE: December 7-8, 2022

SUBJECT

Human Resources 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) has been working toward goals as outlined in the project charge, primarily focusing on Goals 1 and 2 in this phase of the project; the summary of progress is outlined below.

GOAL 1: Implement an organizational structure for HR that supports dual reporting lines, with campus HR staff responsible to both the System HR Officer and the appropriate campus administrator.

The HRSC has been working on developing expectations to support the new reporting structure and are developing an authority matrix that clearly articulates where decision making authority lies in decisions related to compensation and classification, employee discipline and separation decisions, institutional human resources policy and processes, recruitment, retention, professional development, employee relations, and oversight of the human resources departments across the state. The authority matrix will continue to evolve as decisions are made regarding centers of excellence and will be a living document throughout the duration of this project.

In conjunction with the authority matrix, the HRSC will review Board policies and/or guidelines and determine if revisions are needed to support the new organizational structure. In order for the new model for human resources to be successful, the expectations need to be clear and that is a central focus and goal of the HRSC.

GOAL 2: Establish a strategic vision for human resources that includes a system HR vision statement, defines the role of human resources departments, establishes a project timeline, and sets the goals for the sub-committees.

(Continued)

DRAFT MOTION 20221207_8-G:

I move the Board adopt the strategic Vision, Mission, and Objectives for human resources.

The HRSC has also developed a strategic Vision, Mission, and Objectives document for human resources (Attachment I). Once approved by the Board the document will be used as a guiding resource for human resources during, and beyond the culmination of this project. In addition, the language in the document will play an integral part in the communication strategy with stakeholders throughout the HR Transformation project and implementation.

In addition to this work, HRSC has also been developing the foundation for the five subcommittees. The subcommittees have all been formed (Attachment II), and the committees for classification and compensation, standardization of processes and best practices, and evaluation of the existing shared services have all started their work. The subcommittees have individualized project charges that outline the goals and expected outcomes in alignment with the overall project charge. The subcommittees are working on data and information gathering, setting priorities, and establishing timelines that include project milestones.

The system Chief HR Officer will continue to participate in subcommittee meetings and will be the liaison between the subcommittees, advisory committee, HRSC and the Board to ensure that the recommendations and outcomes align with the goals of the Board. HRSC and the subcommittees will also be working on establishment of metrics to be able to evaluate and measure progress toward goals, effectiveness and efficiencies as the system adopts this new model.

In addition, the HRSC will be working on the development of a funding model that supports the new delivery model for human resources services. This will be an ongoing discussion for the next few months as the subcommittee work, and recommendations on the centers of excellence model will be a driving factor in development of a funding model. In addition to evaluation of the existing budgets, the HRSC will be evaluating existing positions to better understand the skills gaps and competencies that exist today and develop plans for how to address gaps and identify existing expertise that can support the new model.

Lastly, the HRSC has identified a benchmarking survey that will be issued to administrators and appropriate HR leaders to assess a baseline perception of HR services across broad functional areas and to establish priorities; this tool can then be resent post-implementation to measure progress toward goals.

IMPACT AND RECOMMENDATION

The steering committee is requesting that the Board adopt the attached Vision, Mission and Objectives document and provide feedback on the status of the project.

ATTACHMENTS

Attachment I – HR Vision, Mission, and Objectives document

Attachment II – HR Transformation Subcommittees

**SDBOR Human Resources
Vision, Mission & Objectives****Vision**

Human Resources aspires to be a model of excellence and leadership, delivering strategic human resources services and solutions that support the strategic plan of the SD Board of Regents and its individual institutions.

Mission

As a strategic partner with system and institutional leadership, human resources will deliver high-quality, innovative, and efficient human resources programs, solutions, and services. We will promote a culture of excellence that will attract, engage, and retain high-quality employees and positively influence the applicable teaching, research, and service missions of the institutions.

Strategic Human Resources Objectives

1. Implement an HR organizational structure and service delivery model that aligns and integrates resources across the system in order to elevate human resources as a strategic partner.
2. Define the role of human resources and implement strategies and practices to support the transformation from transactional to strategic.
3. Establish a 'Centers of Excellence' model for human resources services to improve the employee experience, reduce duplication and build human resources expertise.
4. Implement strategies and programs to attract, engage and retain the best talent to support the system's strategic goals and missions of the individual institutions, and to meet the human resources service needs of the system and institutions.
5. Align talent management processes to ensure that compensation and performance management systems are supporting the goals of the Board and university and are meaningful to the employee and supervisors.
6. Engage with campus leadership in strategic workforce planning through development of processes to holistically assess current state and forecast future needs.
7. Modernize and streamline processes to ensure consistent, efficient and solution focused services for current and potential employees through continuous improvement efforts.
8. Establish common human resources best practices, guidelines, and policies to ensure consistency and reduce risk and liability for the system.
9. Establish and refine data metrics to inform and influence strategic, data driven decision-making.
10. Develop strong leaders through training and development opportunities to ensure that supervisors and employees are appropriately prepared for their roles.



HR Transformation Subcommittee Members

Classification and Compensation Subcommittee			
Mary Larson	SDSU	Director of Human Resources	
Emery Wasley	USD	AVP for Human Resources	
Subcommittee Members			
Name	University	Title	Functional Area
Cassie Maser	BHSU	Human Resources Coordinator	Human Resources
Alicia Entringer	DSU	Human Resources Manager	Human Resources
Susan Bostian	NSU	AVP & Director for Human Resources	Human Resources
Michelle Lineweber	SDSMT	Director of Academic Affairs Operations	Academics
Andy Hill	USD	Sr. Budget and Finance Services Specialist	Budget/Finance
Holly Farris	BOR	Legal and Compliance	Legal
Subject Matter Experts			
Dennis Hedge	SDSU	Provost & VP for Academic Affairs	Academics
Joe Cassady	SDSU	Dean of Ag and Biosciences	Research/Grants
Sheila Lloyd	SDSD/SDSBVI	Human Resources Director	Human Resources
Gina Mockler	USD	Associate AD, Business and Finance	Athletics

Standardization of Processes and Best Practices			
Katie Carter	BOR	Assistant Director of Human Resources	
Subcommittee Members			
Name	University	Title	Functional Area
Melissa Simpson	BHSU	Budget Coordinator	Budget/Finance
Jeanette McGreevy	DSU	Director of Institutional Effectiveness	Academics
Ronald Brownie	NSU	Office of Continuing Education	Academics
Nancy Feiler	SDSMT	Human Resources Generalist	Human Resources
Tonya Hohenthanner	SDSU	HR Communications Specialist	Human Resources
Nathan Gotto	USD	Assistant Director of HR	Human Resources
Sheila Lloyd	SDSD/SDSBVI	Director of HR	Human Resources
Subject Matter Experts			
Becky Degen	SDSU	Director of Continuous Improvement	Lean/Continuous Improvement
Various Employees	RIS	IT Support - System Level	IT
Wendy Craddock	SDSU	AVP for Information Technology	IT
John Flack	USD	Information Technology Architect	IT

Existing Shared Services Review			
Susan Bostian	NSU	Director of Human Resources	
Ashley Plueger	SDSU	Shared Payroll Center	
Subcommittee Members			
Name	University	Title	Functional Area
Melissa Hart	BHSU	Director of Human Resources	Human Resources
Debra Roach	DSU	VP for HR	Human Resources
Jess Dold	SPC	Payroll Specialist	Payroll – Shared Services
Bill Spindle	SDSMT	VP for Finance and Administration	Finance/Budget
Janet Peterson	SDSU	Director of Shared Services	Finance/Budget - Shared Services
Ashley Kroon	USD	HR Generalist III	Human Resources
Jilena Faith	SIES	HR Generalist – Int’l Employment Specialist	Human Resources – Shared Services
Subject Matter Experts			
Kayla Kloucek	USD	Management Analyst	Budget
Michelle Elkin	RIS	Senior Software Developer	IT

Training and Professional Development			
Laura Anderton	USD	Director of Human Resources Development	
Melissa Hart	BHSU	Director of Human Resources	
Subcommittee Members			
Name	University	Title	Functional Area
Amy Crissinger	DSU	VPSA & Enrollment	Student affairs
Erin Fouberg	NSU	Associate VPAA/Director of Graduate Studies	Student Affairs/Career Development
Molly Moore	SDSMT	Associate AVP for Enrollment Management	Enrollment Management/Financial Aid
David Overby	SDSU	VP for Technology and Security	IT
Holly Farris	BOR	Legal Compliance	Legal
Subject Matter Experts			
Shouhong Zhang	SDSU	Director of Instructional Design	Academics/Instructional Design
Kevin Sackreiter	SDSU	Director Teaching Learning Center	CETL

Recruitment and Retention			
Debra Roach	DSU	VP for HR	
Liza Clark	BOR	Gov't Affairs/Economic Development	
Subcommittee Members			
Name	University	Title	Functional Area
Megan Detlefs	BHSU	Communications Coordinator	Communications/Marketing
David DeJong	DSU	Dean of Education	Academics
Dough Ohmer	NSU	Dean, Business	Academics
Dawn Weiss	SDSMT	HR Manager	Human Resources
Carissa Redenius	SDSU	Asst Director of Class, Comp & Recruitment	Human Resources
Jana Richardson	USD	Assistant Director, Financial Health Affairs	Budget/Finance - SSOM
Heather Johnson	USD	Assistant Director, Academic Career & Planning	Career Development
Subject Matter Experts			
DSU	Mark Spanier	Associate Professor – Faculty Senate	Faculty
SDSU	Slade Larscheid	Deputy AD	Athletics
SIES	Jilena Faith	International Employee Shared Services	Shared Services