



HR STRATEGIC PLAN

**Strategic Plan for Organizational Effectiveness
in the Division of Human Resources 2006-2008**

Broward Community College

November 2006

HUMAN RESOURCES

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The title 'HR Strategic Plan' is centered within a light olive-green rectangular box. This box is flanked by large, stylized brackets: a black bracket on the left and a gold bracket on the right. A thin gold circle is positioned behind the text, partially overlapping the brackets.

HR Strategic Plan

The Strategic Plan for Organizational Effectiveness in Human Resources provides an exceptional opportunity for the department to align human resource programs and services with the Broward Community College Strategic Plan and the Faculty/Staff Development Master Plan. It enables us to build a more effective organization through a concrete plan of action.

The Plan is the compilation and outcome of objectives and goals formulated by approximately 30 Human Resource staff members during the Human Resources Planning Retreat on August 4, 2006 at the Tigertail Lake Center in Dania Beach. The retreat opened with Dr. Edna Chun, Vice President for Human Resources and Equity; Pat Senior, AVP for Human Resources (Staff Development); and Lesley Higgins, AVP for Personnel Operations presenting a synopsis of the goals of the retreat, the strength of **One Division**, and an update on the Faculty/Staff Development Master Plan. Trudy Evans from *The Raven Group, Inc.* facilitated the remainder of the workshop with suggestions on how to apply Wayne Brockbank's *Five HR Core Competencies* to the formulation of HR's strategic goals that will carry the department forward over the next two years. The success of the retreat will ultimately be measured by the degree of success in achieving these goals.

The Plan includes specific measurements and timelines for evaluating progress. One component – the **Faculty/Staff Development Master Plan** – will provide HR with the tools to help the college move forward in an area crucial to remaining a viable employer in today's culturally diverse environment, in addition to providing valuable data for the Institutional Effectiveness Reports to be used for the next SACS Accreditation visit.

Introduction

The Strategic Plan adopted by the staff members of Human Resources reflects a comprehensive approach to developing and sustaining a human resource organization which values employee contributions and positions the Human Resources department to more effectively serve the needs of Broward Community College.

The timeframe for the Plan includes both immediate and two-year objectives. It is recognized that some strategies will require more time for successful implementation. During the retreat, the Human Resource department affirmed their desire to serve a greater role as strategic partner within the college, and their commitment to build a stronger, more unified team serving with the **strength of One Division**.

The Plan enables the HR Department to grow and evolve into an organization which serves as a strategic partner at Broward Community College, furthers the goals of an inclusive and welcoming workplace, fosters the recruitment and retention of talented and diverse faculty and staff, serves as consultant and advisor to all departments on a wide range of human resource issues, facilitates professional development, incorporates a total rewards strategy into HR programs and approaches, and promotes effective communication both with the BCC community and the community at large.

Philosophy

Identifying itself as a strategic partner at the college, the HR staff recently embraced the following Vision, Mission Statement, and Guiding Principles that tie into the strategic goals adopted at the August retreat.

- **Vision** – *Your leader and partner in creating a premier work environment.*
- **Mission** - *Partnering with you to foster a responsive, inclusive and dynamic work environment that attracts, inspires and celebrates excellence in people to ensure the college is successful in realizing its mission.*
- **Guiding Principles**
 - Consistently exceed employee expectations
 - Innovative and flexible services
 - Everyone is treated with respect
 - Positive working relationships
 - Confidentiality
 - Ethical and professional standards

From a philosophical perspective, the categories for growth and development of the HR team were modeled after Wayne Brockbank's *Five HR Core Competencies*:

1. Strategic Mindset
2. Trusted Advisers
3. Effective Delivery of Traditional HR Services
4. Deep Business Knowledge
5. Effective Deployment of New Technology



Strategic Partner

Enhance and expand the strategic direction and focus of Human Resources in serving the needs of Broward Community College. Develop and implement human resource strategies to promote an inclusive and welcoming workplace throughout BCC. Foster the retention and recruitment of diverse and talented faculty and staff. Develop and implement a state-of-the-art total rewards strategy.

At the retreat, the Human Resource staff discussed increased involvement as a strategic partner at the College by developing and implementing initiatives that will assist Broward Community College in reaching its strategic goals. Areas of discussion included healthcare, compensation, recruitment and outreach, professional development, and affirmative action/equity programs. Additionally, the staff recommended improved dissemination of functional expertise to the campuses through on-site visits by service teams and increased presence at the campuses.

Strategies to achieve Goal 1: Strategic Partner

- Develop and lead a campuswide Total Rewards Strategy that includes compensation, benefits, leave programs, performance appraisal and other employee programs. Create the mechanisms, organizational structure, policies and approaches needed to facilitate the development of a Total Rewards Strategy. Through the Compensation sub-group formed through the President’s Cabinet, develop a request for proposals for the implementation of total compensation strategies.
- In conjunction with the Health Care Taskforce, Human Resource staff members will partner with such groups as the Health Care Coalition and develop campuswide healthcare preventative/wellness programs.
- Establish human resources visitation teams that will go out to the campuses and meet with employees to provide functional expertise about benefits, recruitment records, professional development, educational benefits and other aspects of human resources.
 - Establish rotating HR contacts on the campuses.
 - Continue to openly solicit suggestions from the campus community for improvement of our services and communication processes.

Strategic Partner (cont'd.)

- Compare BCC's Human Resources department to other colleges to determine whether the college ranks ahead, at, or behind the current market.
- Expand recruitment and outreach programs by making active contacts within the community such as through the Urban League and other community-based organizations.
- Create a process for selecting and hiring new employees that includes enhanced recruitment strategies, partnering with search committees through briefing processes and implementing career development and internal promotion programs.
- Create a staffing plan for the college that allows for increases and decreases in enrollment, and provides for succession planning for leadership development at Broward Community College through mentoring and training.
- Improve recruitment efforts for adjunct faculty to attract the most qualified, experienced and diverse faculty possible by offering a more attractive hiring package and by recruiting at job fairs.



Diversity and Cultural Competencies

In support of BCC's mission and goals, Human Resources is committed to creating an inclusive workplace of choice in which the value of diversity is recognized, and a culture of diversity is promoted and supported. In this context, Human Resources will be undertaking a series of initiatives in the next two years in collaboration with the Equity Committee, the Provosts, Vice Presidents, and key stakeholders.

Strategies to achieve Goal 2: Diversity and Cultural Competencies

- Develop an Affirmative Action Plan that provides departments with department-specific and discipline-specific equity goals and holds them accountable for reaching those goals.
- Weave a culture of diversity by offering diversity training courses for all current employees that address cultural competencies, institutional culture, climate, and empowerment, by incorporating it into front line areas of the college such as orientation, supervisory training programs and the administrative performance evaluation process.
- Incorporate a diversity component into the comprehensive orientation program.
- Offer diversity training courses for all current employees that address cultural competencies, institutional culture, climate, and empowerment.
- Improve diversity efforts by creating a task force, defining target audiences, and creating a diversity recruitment team.
- Reach racial and ethnic parity among full-time and part-time faculty, administrators and staff using the equity plan, the affirmative action plan, and the newly created minority recruitment teams.

Diversity and Cultural Competencies (cont'd.)

- Implement a management development refresher program with particular emphasis on workforce management, employment law, and developing a welcoming department culture.
- Implement a diversity component in the administrative performance appraisal process.
- Create a cultural-competency based training series.
- Pilot the Microinequities Program: The Power of Small™.
- Implement a diversity recognition award for significant accomplishments of individuals, teams or departments in realizing the college's diversity/equity goals.
- Disseminate the Faculty/Staff Development Master Plan with assistance from the Equity Committee to distribute using a grassroots approach so it reaches the employees at the department level.



Faculty/Staff Development

Enhance the employment experience for all employees through a comprehensive orientation process, an assessment-based professional development program, and increased opportunities to highlight appreciation to and recognition for achievements and accomplishments.

Strategies to achieve Goal 3: Faculty/Staff Development (Teambuilding and Reward Mechanisms)

- Incorporate new award opportunities for all employees through the creation of a collegewide Rewards and Recognition Team that coordinates collegewide, campus-based, and department-based rewards and recognition events.
- Provide a comprehensive orientation experience by coordinating collegewide, campus-based and departmental orientation events and training and by creating an online orientation component that includes an interactive employee handbook.
- Through the Holcombe Institute for Teaching and Learning Excellence and the Instructional Technology department, provide a comprehensive assessment-based professional development program for faculty and staff that is based on research principles and continuous improvement and will prepare all employees to meet the needs of a changing student population and keep pace with current trends in higher education.
- In conjunction with the Instructional Technology department, improve the “extended” orientation experience for all new full-time faculty through the New Faculty Experience extended orientation program, which would include a component on diversity and cultural competency.

Faculty/Staff Development (cont.)

- Implement a reward and recognition program for innovation that encourages employees to generate new ideas for streamlining business practices and procedures and earn rewards for ideas that are put into practice.
- Implement collegewide adjunct and part-time recognition programs that recognize the achievements and accomplishments of adjunct instructors and the longevity of service of all part-time employees by honoring adjuncts and part-time employees at the Colleague Recognition ceremony, creating an adjunct appreciation week or offering tuition assistance for non-credit classes.
- Develop a cross-training plan which reflects the needs and available time of each unit and ensures that coverage of functions can be handled in the event of absence. This will begin as a shadowing experience and will evolve into a more in-depth training opportunity which will eventually involve the development of a functional roadmap which shows which staff members have been cross-trained on other functions.



Communication

Enhance a climate of mutual respect by developing and building an inclusive communication process that supports the College's mission and goals.

Strategies to achieve Goal 4: Communication

- Incorporate new ways to communicate policy and procedure changes and updates, as well as news about the college and its employees to all employees by coordinating collegewide and campus-based communication systems.
- Incorporate a program of Listening Posts that includes open forums and town hall meetings on each campus to ensure we are providing avenues for upward communication flow and giving employees an opportunity to be involved and engaged in the continuous improvement process.
- Create human resources visitation teams that will go out to the campuses to meet with employees and provide functional expertise about benefits, recruitment, records, professional development, educational benefits and any other aspect of human resources.
- Publish and distribute an Employee Handbook collegewide.
- Rotate our first point of contact for inquiries about Human Resources programs and services.
- Communicate the results of HR initiatives through multiple avenues including the website, newsletters, emails, etc.



Leveraging Technology

Facilitate the development and implementation of systems that streamline workflow, reduce redundant steps, eliminate paperwork and time-intensive approvals, and increase ability to market the College through web-based recruitment processes.

Strategies to achieve Goal 5: Leveraging Technology

- Implement a state-of-the-art applicant tracking system that incorporates Affirmative Action goal-setting and monitoring into the system.
- Create an online orientation component that includes an interactive employee handbook.
- Simplify processes for changing procedures/operations.
- Streamline all hiring and appointment processes through automated forms.
- Create an Affirmative Action/Equity website.
- Update the HR website by combining the current Personnel Operations and Staff Development websites.
- Create online training for employees similar to our FERPA and Preventing Sexual Harassment online programs currently in use.
- Create e-forms online that are easily accessed.
- Create online benefits open enrollment processes.
- Post the salary schedules and job descriptions on-line.
- Capture statistics to aid in the process of enhancing workforce diversity.
- Create a synchronized, shared adjunct database by subject for pooled positions to enhance adjunct recruitment.



Policies & Procedures

Develop institutionwide Human Resources policies that meet the changing needs of Broward Community College.

Strategies to achieve Goal 6: Policies & Procedure

- Per the directive of the Board of Trustees of BCC, revise all existing Human Resource policies and procedures in conjunction with Gray Robinson and College Counsel to reflect current legal developments and other needed changes.
- Implement a management refresher in Spring 2007 that will include discussion of revised policies and procedures.

TIMELINE FOR HR STRATEGIC PLAN

| Goal 1: Strategic Partner | |
|--|---|
| <ul style="list-style-type: none"> Develop and lead a campuswide Total Rewards Strategy that includes compensation, benefits, leave programs, performance appraisal and other employee programs. Create the mechanisms, organizational structure, policies and approaches needed to facilitate the development of a Total Rewards Strategy. Through the Compensation sub-group formed through the President’s Cabinet, develop a request for proposals for the implementation of total compensation strategies. | 2006-08 |
| <ul style="list-style-type: none"> In conjunction with the Health Care Taskforce, Human Resources staff members will partner with such groups as the Health Care Coalition and develop campuswide healthcare preventative/wellness programs. | 2006-08 |
| <ul style="list-style-type: none"> Establish human resources visitation teams that will go out to the campuses and meet with employees to provide functional expertise about benefits, recruitment records, professional development, educational benefits and other aspects of human resources. | 2006-07 |
| <ul style="list-style-type: none"> Compare BCC’s Human Resources department to other colleges to determine whether the college ranks ahead, at, or behind the current market. | 2006-07 |
| <ul style="list-style-type: none"> Expand recruitment and outreach programs by making active contacts within the community such as through the Urban League and other community-based organizations. | 2006-08 |
| <ul style="list-style-type: none"> Create a process for selecting and hiring new employees that includes enhanced recruitment strategies, partnering with search committees through briefing processes and implementing career development and internal promotion programs. | 2007-08 |
| <ul style="list-style-type: none"> Create a staffing plan for the college that allows for increases and decreases in enrollment, and provides for succession planning for leadership development at Broward Community College through mentoring and training. | 2006-07 (staffing) 2007-08 (succession planning) |
| <ul style="list-style-type: none"> Improve recruitment efforts for adjunct faculty to attract the most qualified, experienced and diverse faculty possible by offering a more attractive hiring package and by recruiting at job fairs. | 2007-08 |

TIMELINE FOR HR STRATEGIC PLAN

| Goal 2: Diversity and Cultural Competencies | |
|---|----------------|
| <ul style="list-style-type: none"> Develop an Affirmative Action Plan that provides departments with department-specific and discipline-specific equity goals and holds them accountable for reaching those goals. | 2006-07 |
| <ul style="list-style-type: none"> Weave a culture of diversity by offering diversity training courses for all current employees that address cultural competencies, institutional culture, climate, and empowerment, by incorporating it into front line areas of the college such as orientation, supervisory training programs and the administrative performance evaluation process. | 2006-08 |
| <ul style="list-style-type: none"> Incorporate a diversity component into the comprehensive orientation program. | 2007-08 |
| <ul style="list-style-type: none"> Offer diversity training courses for all current employees that address cultural competencies, institutional culture, climate, and empowerment. | 2006-07 |
| <ul style="list-style-type: none"> Improve diversity efforts by creating a task force, defining target audiences and creating a diversity recruitment team. | 2006-08 |
| <ul style="list-style-type: none"> Reach racial and ethnic parity among full-time and part-time faculty, administrators and staff using the equity plan, the affirmative action plan, and the newly created minority recruitment teams. | 2006-08 |
| <ul style="list-style-type: none"> Implement a management development refresher program with particular emphasis on workforce management, employment law, and developing a welcoming department culture. | 2007-08 |
| <ul style="list-style-type: none"> Implement a diversity component in the administrative performance evaluation process. | 2006-07 |
| <ul style="list-style-type: none"> Create a cultural-competency based training series. | 2006-08 |
| <ul style="list-style-type: none"> Pilot the Microinequities Program: The Power of Small™. | 2006-07 |
| <ul style="list-style-type: none"> Implement a diversity recognition award for significant accomplishments of individuals, teams or departments in realizing the college's diversity/equity goals. | 2007-08 |
| <ul style="list-style-type: none"> Disseminate the Faculty/Staff Development Master Plan with assistance from the Equity Committee to distribute using a grassroots approach so it reaches the employees at the department level. | 2006-07 |

TIMELINE FOR HR STRATEGIC PLAN

| Goal 3: Faculty/Staff Development (Teambuilding and Reward Mechanisms) | |
|---|----------------|
| <ul style="list-style-type: none"> • Incorporate new award opportunities for all employees through the creation of a collegewide Rewards and Recognition Team that coordinates collegewide, campus-based, and department-based rewards and recognition events. | 2007-08 |
| <ul style="list-style-type: none"> • Provide a comprehensive orientation experience by coordinating collegewide, campus-based and departmental orientation events and training and by creating an online orientation component that includes an interactive employee handbook. | 2007-08 |
| <ul style="list-style-type: none"> • Through the Holcombe Institute for Teaching and Learning Excellence and the Instructional Technology department, provide a comprehensive assessment-based professional development program for faculty and staff that is based on research principles and continuous improvement and will prepare all employees to meet the needs of a changing student population and keep pace with current trends in higher education. | 2007-08 |
| <ul style="list-style-type: none"> • In conjunction with the Instructional Technology department, improve the “extended” orientation experience for all new full-time faculty through the New Faculty Experience extended orientation program, which would include a component on diversity and cultural competency. | 2007-08 |
| <ul style="list-style-type: none"> • Implement a reward and recognition program for innovation that encourages employees to generate new ideas for streamlining business practices and procedures and earn rewards for ideas that are put into practice. | 2007-08 |
| <ul style="list-style-type: none"> • Implement collegewide adjunct and part-time recognition programs that recognize the achievements and accomplishments of adjunct instructors and the longevity of service of all part-time employees, by honoring adjuncts and part-time employees at the Colleague Recognition ceremony, creating an adjunct appreciation week or offering tuition assistance for non-credit classes. | 2006-08 |
| <ul style="list-style-type: none"> • Develop a cross-training plan which reflects the needs and available time of each unit and ensures that coverage of functions can be handled in the event of absence. This will begin as a shadowing experience and will evolve into a more in-depth training opportunity which will eventually involve the development of a functional roadmap which shows which staff members have been cross-trained on other functions. | 2006-07 |

TIMELINE FOR HR STRATEGIC PLAN

| Goal 4: Communication | |
|---|----------------|
| <ul style="list-style-type: none"> Incorporate new ways to communicate policy and procedure changes and updates, as well as news about the college and its employees to all employees by coordinating collegewide and campus-based communication systems. | 2006-07 |
| <ul style="list-style-type: none"> Incorporate a program of Listening Posts that includes open forums and town hall meetings on each campus to ensure we are providing avenues for upward communication flow and giving employees an opportunity to be involved and engaged in the continuous improvement process. | 2007-08 |
| <ul style="list-style-type: none"> Create human resources visitation teams that will go out to the campuses to meet with employees and provide functional expertise about benefits, recruitment, records, professional development, educational benefits and any other aspect of human resources. | 2006-07 |
| <ul style="list-style-type: none"> Publish and distribute an Employee Handbook collegewide. | 2006-07 |
| <ul style="list-style-type: none"> Rotate our first point of contact for inquiries about Human Resources programs and services. | 2006-07 |
| <ul style="list-style-type: none"> Communicate the results of HR initiatives through multiple avenues including the website, newsletters, emails, etc. | 2006-08 |

TIMELINE FOR HR STRATEGIC PLAN

| Goal 5: Leveraging Technology | |
|--|----------------|
| <ul style="list-style-type: none"> Implement a state-of-the-art applicant tracking system that incorporates Affirmative Action goal-setting and monitoring into the system. | 2006-07 |
| <ul style="list-style-type: none"> Create an online orientation component that includes an interactive employee handbook. | 2007-08 |
| <ul style="list-style-type: none"> Simplify processes for changing procedures/operations | 2006-08 |
| <ul style="list-style-type: none"> Streamline all hiring and appointment processes through automated forms. | 2006-07 |
| <ul style="list-style-type: none"> Create an Affirmative Action/Equity website | 2006-08 |
| <ul style="list-style-type: none"> Update the HR website | 2006-07 |
| <ul style="list-style-type: none"> Create online training for employees in addition to FERPA and Sexual Harrassment currently in use | 2007-08 |
| <ul style="list-style-type: none"> Create e-forms online that are easily accessed | 2006-08 |
| <ul style="list-style-type: none"> Create online benefits open enrollment | 2006-08 |
| <ul style="list-style-type: none"> Post the salary schedules and job descriptions on-line | 2006-07 |
| <ul style="list-style-type: none"> Capture statistics to aid in the process of enhancing workforce diversity | 2006-08 |
| <ul style="list-style-type: none"> Create a synchronized, shared adjunct database by subject for pooled positions to enhance adjunct recruitment. | 2007-08 |

| Goal 6: Policies & Procedure | |
|--|----------------|
| <ul style="list-style-type: none"> Per the directive of the Board of Trustees of BCC, revise all existing Human Resources policies and procedures in conjunction with Gray Robinson and College Counsel to reflect current legal developments and other needed changes. | 2006-07 |
| <ul style="list-style-type: none"> Implement a management refresher in Spring 2007 that will include discussion of revised policies and procedures. | 2006-07 |