



HR STRATEGIC PLAN

**Strategic Plan for Organizational Effectiveness
in the Division of Human Resources 2008-2010**

Broward College

November 2008

HUMAN RESOURCES

Edna Chun Vice President, Human Resources & Equity

Leadership Team

Denese Edsall	AVP Employee Relations	Nicki Anderson	Employment and Outreach Manager
Patricia Senior	AVP Professional Development & Training	Sandra Browne	Records Management Manager
Candice Hunter	District Director, Compensation and Classification	Claudette Burke	Benefits Manager
Karen Williams	Senior Employee Relations & Equity Specialist		
Nathalie Alcantara	Administrative Coordinator (PT)	Zory Mocanu	Senior Human Resources Specialist
Marie-Josee Andre	Senior Human Resources Specialist	Jennifer Moscoso	Recruiter
Elizabeth Black	Senior Professional Development Specialist	Susan Rouse	Operations/Tech Support Coordinator
Marcia Brown	Senior Human Resources Specialist	Patricia Sanchez	Senior Human Resources Specialist
Maureen Campbell	Administrative Specialist	Teresa Simeon	Senior Executive Assistant
Maricar Cau	Compensation Specialist	Tamika Spence	Senior Recruitment Specialist
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Shantelle Harris	Administrative Specialist (PT)	Wendy Varela	Senior Professional Development Specialist
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Ada (Paula) McNair	Senior Human Resources Specialist	Vinnette Wright	Administrative Specialist

The title 'HR Strategic Plan' is centered within a blue horizontal bar. This bar is flanked by large, stylized brackets: a black one on the left and a maroon one on the right. A thin maroon circle is positioned behind the blue bar, partially overlapping the brackets.

HR Strategic Plan

The Strategic Plan for Organizational Effectiveness in Human Resources (2009-2011) provides an exceptional opportunity for the department to align human resource programs and services with the Broward College Strategic Plan and the Faculty/Staff Development Master Plan. This new Strategic Plan is designed to build upon the success of the Division's first Strategic Plan (2006-2008) and to continue in the provision of state-of-the-art human resource services, approaches, and practices to the College community through a concrete plan of action.

The Plan is a collaborative document representing the outcome of objectives and goals formulated by approximately 30 Human Resource staff members during the Human Resources Planning Retreat on August 4, 2006. To assure continued success, the HR staff met at the Annual Forward Planning Session held on November 13, 2008 at the Tigertail Lake Center in Dania Beach. The session opened with Dr. Edna Chun, Vice President for Human Resources and Equity; presenting a status report of the 2006-08 goals established two years earlier. Her recap provided a positive atmosphere of success as the group prepared the planning and implementation of HR's strategic plan for the next two years. Certificates of recognition were presented to all Human Resources Division members individually, citing specific accomplishments and contributions. VP Leadership Team members highlighted specific contributions of the staff members in their areas. In particular, this celebration marked the accomplishments of nearly all the objectives developed by Human Resource staff members in the Strategic Plan from 2006-2008.

Gail Birks from *CMA Enterprise Incorporated* facilitated the remainder of the workshop focusing on how the HR Division needs to position itself in the Broward College community while formulating HR's strategic goals to be implemented using Best Practice Concepts from Jim Collins' *Good to Great* (2001) to achieve another period of EXCELLENCE. The success of this retreat will ultimately be measured by the degree of success in achieving these new goals.

BROWARD COLLEGE

Human Resources

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.

BROWARD COLLEGE VISION & MISSION STATEMENTS AND CORE VALUES

VISION STATEMENT

Broward College will be a destination for academic excellence, serving students from local communities and beyond. The College will embrace diversity - student, faculty, staff, and business partnerships - and foster a welcoming, affirming, and empowering culture of respect and inclusion. The College will stand at the leading edge of technological and environmentally sound innovation, providing attainable, high-quality educational programs. Broward College will be recognized for its recruitment and retention of diverse, outstanding faculty and staff whose primary focus will be to promote the success of each individual student while supporting lifelong learning for all students. As a model post-secondary institution, the College will connect its students to diverse local and global communities through technical, professional, and academic careers.

MISSION STATEMENT

The mission of Broward College is to achieve student success by developing informed and creative students capable of contributing to a knowledge- and service-based global society. The College is committed to fostering a learning-centered community that celebrates diversity and inclusion by empowering and engaging students, faculty, and staff.

CORE VALUES

- **Academic Excellence and Student Success** Achieving student success through high-quality, learning-centered programs and services while continuously evaluating and improving student learning outcomes that reflect the highest academic standards. This is accomplished by providing flexible educational opportunities accessible to all students, regardless of time or place.
- **Diversity and Inclusion** Creating a community that celebrates diversity and cultural awareness while promoting the inclusion of all its members.
- **Innovation** Developing and implementing the most emergent technologies and teaching/learning methods and strategies to create learning environments that are flexible and responsive to local, national, and international needs.
- **Integrity** Fostering an environment of respect, dignity, and compassion that affirms and empowers all its members while striving for the highest ethical standards and social responsibility.
- **Sustainability** Ensuring effective, efficient use of college resources while implementing fiscally sound practices and environmentally sustainable initiatives that can be modeled in collaboration with our community.
- **Lifelong Learning** Promoting the educational growth and development of all individuals through a variety of postsecondary professional, technical, and academic programs and services.

[Introduction]

The Strategic Plan (2009-2011) adopted collaboratively 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 Division to effectively serve the needs of Broward College. This is the second Strategic Plan of the Human Resources Division. **As noted at the Division retreat in November, the Division has achieved nearly all the goals articulated in its first Strategic Plan (2006-2008).**

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 continue to serve as a role as a strategic partner within the college, and their commitment to continue to build a strong, unified team serving with the **strength of One Division.**

The Plan enables the HR Division to work in concert with College administration to further the College's vision, mission, and core values articulated in the statements adopted by the Board of Trustees at their January 27, 2009 meeting. The HR Division will work to support the College's strategic objectives of recruiting and retaining talented and diverse faculty and staff and of creating a "welcoming, affirming, and empowering culture of respect and inclusion." The Division will continue to serve as consultant and advisor to all departments on a wide range of human resource issues, to facilitate professional development of all employees, to incorporate a total rewards strategy into HR programs and approaches, and to promote effective communication both with the Broward College community and the community at large.

Philosophy

Identifying itself as a strategic partner at the college, the HR staff embraces the following Vision, Mission Statement, and Guiding Principles that tie into the strategic goals adopted at the November planning session.

- **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 College. Develop and implement human resource strategies to promote an inclusive and welcoming workplace throughout Broward College. 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 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 continuing 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

- Finalize and implement the Total Rewards Strategy (TRS) including rollout of Job Level Guides; conducting discussions with appropriate groups; development and implementation of new policies and procedures; alignment of new compensation structures; review of performance evaluation tools; and training. This major initiative will take significant time and effort over the next few months.
- Implement the new online applicant tracking and position description system. In phase II of the implementation, introduce the performance evaluation component of the system. Provide systematic training to all campuses and convert paper-based recruitment processes to online documents.
- Expand recruitment initiatives including taskforces and planning that supports wider outreach as well as preparing internal candidates for leadership roles. The Recruitment Taskforce will provide valuable input into expansion of outreach particularly in terms of building adjunct pools, creating pooled positions, and attracting diverse talent.
- Design and implement a process for offer letters to adjunct faculty using the new online applicant tracking system. Coordinate the rollout of these letters and train departments on the new processes.

Strategic Partner (cont'd.)

- Implement background checks within the online applicant tracking system.
- Explore the feasibility of expanding benefits for part-timers.
- Initiate a RFP for further development of the Total Reward Strategy with attention to faculty.
- Continue the development of a mediation program.
- Work collaboratively with the Healthcare Task Force in new initiatives such as the Wellness Program.
- Explore the feasibility of developing an Apprenticeship Program for Human Resources staff and a Mentoring Program (similar to Competitive Edge for students) for Collegewide participation. Develop an HR 101 Guide that provides basic information to all HR staff members on HR programs and practices that can be used for training and orienting new staff as well as staff cross-training.
- Research the Leadership Development Programs (LDPs) within the state and continue in the development of a Broward College program. Continue the development of Associate Dean seminars and other related briefings.
- Initiate a LEAP mentorship program that strengthens succession planning.
- Develop a strategic staffing consultation service and explore how business intelligence tools can assist in this initiative.



Diversity and Cultural Competencies

In support of Broward College’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

- Implement the monitoring of Affirmative Action and Equity Goals through the new online Applicant Tracking System (ATS).
- Develop a Human Resources Diversity Policy.
- Partner with the Equity Committee and Student Life to offer the first “Language of Inclusion Day.”
- Weave diversity into orientation and the administrative performance evaluation process.
- Partner with the Equity Committee to implement diversity recognition awards (individuals, teams, departments).
- Explore cultural competency training.
- Perform on-going maintenance/monitoring of hiring process to attain equity goals.
- Revise and market the Faculty/Staff Development Master Plan (FSDMP) after college Mission review process.
- Operationalize new Mission & Vision statements as a vehicle to incorporate diversity and cultural competency (one-college concept).



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)

- Create an online orientation.
- Incorporate new rewards and recognition events.
- Improve extended orientation for faculty - New Faculty Experience (NFE).
- Revisit cross-training plan introduced in 2006-07.
- Introduce an HR mentoring program.
- Build/enhance online training program.
 - Create two more online modules under the Managers Toolbox for the Management Development Supervisory Training (MDST) program.
- Include Knowledge/Skills/Abilities (KSAs) in online job descriptions.
 - Train supervisors on use of People Admin to identify changes needed on job descriptions.



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

- Continue to provide opportunities for faculty and staff to share feedback in unstructured formats such as through the HR On Campus visits and Listening Posts program. These programs have proved to be an important communication initiative that encourages the incorporation of different perspectives, ideas, and suggestions.
- Continue expansion of the new Exit Interview program and examine ways to build a stronger and more inclusive workplace.
- Provide policy updates to department meetings and Associate Dean briefings. Develop key seminars that share information on new Human Resource initiatives.
- Update the Employee Handbook and disseminate to all levels.
- Further develop web and electronic communication tools in all areas of Human Resources.



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 the new online Applicant Tracking System and Position Description System and provide comprehensive training for hiring managers and supervisors.
- Research, develop and implement the functionality of the new online system for adjunct appointments. This major initiative will allow for offer letters and appointment of new adjuncts to be initiated through the online system. It will yield significant benefits Collegewide by reducing paper processes and reducing turnaround time.
- Research, develop, and develop a feasibility proposal for online open enrollment for benefits.
- Design, develop and launch a Wellness website.
- Identify “power users” for each HR unit and ensure that these users are trained in key HR systems. These users should be trained in Business Intelligence tools, mainframe systems, and local applications.



Policies & Procedures

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

Strategies to achieve Goal 6: Policies & Procedure

- Develop new compensation policies for the Total Rewards Strategy and a Human Resource Diversity Policy.
- Offer refresher on Management Development/Supervisory Training (MDST) program.
- Continue workshops for Associate Deans on policies & procedures.
- Begin developing Standard Operating Procedures (SOPs).

TIMELINE FOR HR STRATEGIC PLAN

Goal 1: Strategic Partner	
<ul style="list-style-type: none"> Finalize and implement the Total Rewards Strategy (TRS) including rollout of Job Level Guides; conducting discussions with appropriate groups; development and implementation of new policies and procedures; alignment of new compensation structures; review of performance evaluation tools; and training. This major initiative will take significant time and effort over the next few months. 	2009-10
<ul style="list-style-type: none"> Implement the new online applicant tracking and position description system. In phase II of the implementation, introduce the performance evaluation component of the system. Provide systematic training to all campuses and convert paper-based recruitment processes to online documents. 	2008-10
<ul style="list-style-type: none"> Expand recruitment initiatives including taskforces and planning that supports wider outreach as well as preparing internal candidates for leadership roles. The Recruitment Taskforce will provide valuable input into expansion of outreach particularly in terms of building adjunct pools, creating pooled positions, and attracting diverse talent. 	2008-10
<ul style="list-style-type: none"> Design and implement a process for offer letters to adjunct faculty using the new online applicant tracking system. Coordinate the rollout of these letters and train departments on the new processes. 	2008-10
<ul style="list-style-type: none"> Implement background checks within the online applicant tracking system. 	2008-10
<ul style="list-style-type: none"> Explore the feasibility of expanding benefits for part-timers. 	2009-10
<ul style="list-style-type: none"> Initiate a RFP for further development of the Total Reward Strategy with attention to faculty. 	2009-10
<ul style="list-style-type: none"> Continue the development of a mediation program. 	2008-10
<ul style="list-style-type: none"> Work collaboratively with the Healthcare Task Force in new initiatives such as the Wellness Program. 	2008-10
<ul style="list-style-type: none"> Explore the feasibility of developing an Apprenticeship Program for Human Resources staff and a Mentoring Program (similar to Competitive Edge for students) for Collegewide participation. Develop an HR 101 Guide that provides basic information to all HR staff members on HR programs and practices that can be used for training and orienting new staff as well as staff cross-training. 	2009-10

TIMELINE FOR HR STRATEGIC PLAN

Goal 1: Strategic Partner (cont'd.)	
<ul style="list-style-type: none"> Research the Leadership Development Programs (LDPs) within the state and continue in the development of a Broward College program. Continue the development of Associate Dean seminars and other related briefings. 	2009-10
<ul style="list-style-type: none"> Initiate a LEAP mentorship program that strengthens succession planning. 	2009-10
<ul style="list-style-type: none"> Develop a strategic staffing consultation service and explore how business intelligence tools can assist in this initiative. 	2009-10

Goal 2: Diversity and Cultural Competencies	
<ul style="list-style-type: none"> Implement the monitoring of Affirmative Action and Equity Goals through the new online Applicant Tracking System (ATS). 	2008-09
<ul style="list-style-type: none"> Develop a Human Resources Diversity Policy. 	2009-10
<ul style="list-style-type: none"> Partner with the Equity Committee and Student Life to offer the first “Language of Inclusion Day.” 	2008-09
<ul style="list-style-type: none"> Weave diversity into orientation and the administrative performance evaluation process. 	2009-10
<ul style="list-style-type: none"> Partner with the Equity Committee to implement diversity recognition awards (individuals, teams, departments). 	2008-09
<ul style="list-style-type: none"> Explore cultural competency training. 	2008-10
<ul style="list-style-type: none"> Perform on-going maintenance/monitoring of hiring process to attain equity goals. 	2008-10
<ul style="list-style-type: none"> Revise and market the Faculty/Staff Development Master Plan (FSDMP) after college Mission review process. 	2009-10
<ul style="list-style-type: none"> Operationalize new Mission & Vision statements as a vehicle to incorporate diversity and cultural competency (one-college concept). 	2009-10

TIMELINE FOR HR STRATEGIC PLAN

Goal 3: Faculty/Staff Development (Teambuilding and Reward Mechanisms)	
• Create an online orientation.	2009-10
• Incorporate new rewards and recognition events.	2009-10
• Improve extended orientation for faculty - New Faculty Experience (NFE).	2009-10
• Revisit cross-training plan introduced in 2006-07.	2008-10
• Introduce an HR mentoring program.	2008-10
• Build/enhance online training program. <ul style="list-style-type: none"> ○ Create two more online modules under the Managers Toolbox for the Management Development Supervisory Training (MDST) program. 	2008-10
• Include Knowledge/Skills/Abilities (KSAs) in online job descriptions. <ul style="list-style-type: none"> ○ Train supervisors on use of ©People Admin to identify changes needed on job descriptions. 	2008-10

Goal 4: Communication	
• Continue to provide opportunities for faculty and staff to share feedback in unstructured formats such as through the HR On Campus visits and Listening Posts program. These programs have proved to be an important communication initiative that encourages the incorporation of different perspectives, ideas, and suggestions.	2008-10
• Continue expansion of the new Exit Interview program and examine ways to build a stronger and more inclusive workplace.	2008-10
• Update the Employee Handbook and disseminate to all levels.	2008-10
• Further develop web and electronic communication tools in all areas of Human Resources.	2008-10

TIMELINE FOR HR STRATEGIC PLAN

Goal 5: Leveraging Technology	
<ul style="list-style-type: none"> Implement the new online Applicant Tracking System and Position Description System and provide comprehensive training for hiring managers and supervisors. 	2008-09
<ul style="list-style-type: none"> Research, develop and implement the functionality of the new online system for adjunct appointments. This major initiative will allow for offer letters and appointment of new adjuncts to be initiated through the online system. It will yield significant benefits Collegewide by reducing paper processes and reducing turnaround time. 	2009-10
<ul style="list-style-type: none"> Research, develop, and develop a feasibility proposal for online open enrollment for benefits. 	2009-10
<ul style="list-style-type: none"> Design, develop and launch a Wellness website. 	2008-09
<ul style="list-style-type: none"> Identify “power users” for each HR unit and ensure that these users are trained in key HR systems. These users should be trained in Business Intelligence tools, mainframe systems, and local applications. 	2008-09

Goal 6: Policies & Procedure	
<ul style="list-style-type: none"> Develop new compensation policies for the Total Rewards Strategy and a Human Resource Diversity Policy. 	2008-09
<ul style="list-style-type: none"> Offer refresher on Management Development/Supervisory Training (MDST) program. 	2008-10
<ul style="list-style-type: none"> Continue workshops for Associate Deans on policies and procedures. 	2008-10
<ul style="list-style-type: none"> Begin developing Standard Operating Procedures (SOPs). 	2008-10



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12/2008