Strategy Session Report

OHR Mission: Recruit, develop, retain, and support a diverse and talented workforce and partner in maintaining a productive, dynamic, and inclusive work environment.

OHR Vision: Serve as a center of excellence in providing foundational support for advancing the University's mission by making Pitt an outstanding place to work, grow, and thrive.

Priorities:	- DEI Partnerships and Initiatives - Employee Experience and Engagement - HR Community and Capability - Process Efficiency and Customer Service
DEI Partnerships and Initiatives	**Priority: Creation of a Student-Focused Employment Program** - Partner with existing student employment services to create a comprehensive program to better prepare students for a future as Pitt employees. - Create a robust recruitment pipeline of Pitt students (student workers, work-study, interns) to full-time employment, becoming a Pitt employee. - Reevaluate education and experience requirements for open positions. Pitt's degree requirements are too rigid and restrictive (i.e., are degrees truly needed for specific jobs?) It does not allow for competitive negotiations with a potential new hire or attracting students to become Pitt employees. A "generational" concern is that students may not qualify for "years of work experience" in the job posting. - Create targeted generational marketing that will gravitate toward the student worker. - Develop student employment-focused onboarding and orientation program. - Increase awareness of community partners and organizations to address barriers to entry and onboarding for underrepresented and underserved students.

- Gather department information to identify community partners and organizations they work with.
- Create and maintain a list of community partners, organizations, and resources to be shared with college employees and students.
- Develop communication tools for sharing available community resources.

Priority: Strengthen Diversity and Inclusion with Talent Acquisition
- Establish discipline and best practices around a culture of talent acquisition.
    - Emphasize the importance of inclusive diversity efforts by utilizing various communication strategies and tools.
    - Provide tools, systems, processes, and best practices for preparing internal/external geographic changes.
- Support departments with outreach initiatives to local high schools by evaluating current high school outreach and recruitment strategies.
- Broadened outreach with affinity groups and community allies to advance outreach and recruitment activities.
- Collaboration between OHR and RC's HR SMEs towards community engagement as a recruitment method (e.g., community networking, associations, tapping personal networks).
- Develop standardization of job postings for various job boards. Postings may not be "hospitable." For example, they do not articulate options for flexible work (remote/hybrid) or a "less than 5-day workweek."
    - *OHR STAFF COMMENT: "There is a perception that Pittsburgh is still working class. Need a strong promotion of remote work."*
- Develop improvements towards candidate diversity (e.g., diversity of candidates outside of Pittsburgh). There is little variety in applicant pools; how do we reach diverse candidates? Especially if we are looking at specific skills/experiences.
- Create an enhanced "Diversity Recruitment Package" with diverse, focused job sites to address targeted recruitment needs.
- Provide guidance and resources towards diversity recruitment strategies to hiring managers.
- Across-campus balancing "work/life balance to candidate needs" versus "traditional on-campus work" limits the labor pool.

- Create an accessible, diverse total benefits package accessible to all individuals from all stages of life.
- Provide innovative/creative pipelines to address recruitment challenges (e.g., Non-violent offenders).
- Analyze education levels for positions, as it has been stated that educational requirements are too high for some positions (e.g., Police).

Priority: Enhanced DEI Metrics and Transparency

- Foster a diverse, high-performing workforce using data-driven approaches to diversity efforts using data-promotion opportunities and career development.
- Guide users on the interpretation of data to make business and operational decisions.
- There is a critical need for ongoing data sharing with RCs, as it has been stated that some managers do not have the resources to monitor metrics related to EDI.
- Establish a stay and exit interview process and provide ongoing data.
    - *STAFF COMMENTS: How does OHR assess if there might be a problem unit/department/supervisor/RC?*
    - *STAFF COMMENTS: Is there a way Central HR can check the turnover in a department? Is there a way to ensure the exit interview is not just an option but is required? Can this exit interview information be shared with Central HR to act if a unit/department/supervisor/RC is causing high turnover due to a toxic work environment? Can this be one of the feedback loops implemented?*
- RCs should be prepared with knowledge of their metrics relative to AAP standards well before they post a new position. Metrics should be transparent and readily available to RCs – RCs must seek this information from OEDI.
    - Provide education/guidance with analytics (e.g., Tableau) vs. reporting (e.g., Pitt Worx, Talent Center) for RCs.
    - Guide how to conduct equity analysis of salaries for all departments.

Priority: Mandatory EDI-Focused Training

- Provide training and education on cultural competency, implicit bias awareness, and inclusion in talent management (external and internal).
    - o Provide education regarding how to address biases in the recruitment process. (Anti-Bias Training).
- Provided unconscious bias training to the entire workforce.
- Guide how to customize diverse recruitment for each department.
- Improve the promotion of Pitt's diversity training.

Priority: Generational Recruitment Tactics

- Consider changing retiree eligibility ("lower the 85-point rule"). This will assist with recruiting experienced professionals.
    - o ***OHR STAFF COMMENT***: *"Too much emphasis on race rather than age." LGBTQI+, Veterans, Individuals with Disabilities => what are the tactics?*
- Provide education/training regarding "Full Cycle Recruiting."
    - o ***STAFF COMMENT***: *"It is difficult to understand since TA does not have the staffing to do this. Would especially like assistance with sourcing candidates."*

GENERAL COMMENTS/THOUGHTS

- It's essential to discuss the allocation of resources needed for DEI recruitment. This has been addressed in several sessions.
- Should a policy related to DEI include the organization's recruitment and retention plan to enhance DE&I be created?
- Does OEDI provide management training focused on DEI and its impacts on recruitment? Both externally and internally for staff?
- How can OHR develop and implement accountability methods and metrics to measure the achievement of each objective?
- Potential opportunity to receive education/training from OEDI for OHR.
- It has been stated that OHR Compensation and TA are not equipped to have difficult conversations with RC representatives who receive pushback when posting positions for departments with AAP shortfalls.

- RCs should be prepared with knowledge of their metrics relative to AAP standards well before they post a new position. Metrics should be transparent and readily available to RCs – RCs must seek this information from OEDI.
- Concerns raised regarding All Temps and keeping temp employees past the 6-month timeframe.
- How do these DEI priorities translate to the regional campuses?
  - *REGIONAL STAFF COMMENT: Define what "diversity" is for the regional campuses and how to staff competitively with surrounding areas (e.g., Bradford competing with NY) (Bradford, Johnstown, Greensburg).*
  - *REGIONAL STAFF COMMENT: Recruitment tactics for the Pittsburgh campus are focused on Pittsburgh, while Regionals differ due to geographic location (Bradford, Johnstown).*
  - *REGIONAL STAFF COMMENT: Provide clear guidance and expectations on developing and implementing DEI initiatives related to regional demographics and challenges (Bradford).*
- *OHR STAFF COMMENT: Will diverse recruitment tactics be built into OHR's budget? There is a strong need for sustained efforts to make cultural changes.*
- *OHR STAFF COMMENT: OHR Staff should receive training from OEDI to learn how to work with a diverse workforce and engage with others from different backgrounds (e.g., socioeconomic).*

Employee Engagement and Experience	**Priority: Compensation Modernization**
	• As identified in all sessions, OHR's highest priority is compensation modernization.
	• Implement and communicate a common framework for position evaluation and performance management.
	• Improvements are necessary surrounding OHR by providing timely and consistent communication across all levels (e.g., regular status updates).
	    o Concerns raised regarding lack of insight, especially regarding delays.
	    o Multiple comments made regarding staffing is a crucial issue; people are leaving Pitt due to salaries.

- o Multiple comments were made about the lack of communication regarding the status/progress of Comp. Mod.
- Guide implementing and maintaining consistent and equitable compensation practices across all departments.
- Create a fair, efficient, and consistent process for a compensation review.
- Important need for competitive compensation (attract/retain).
- With performance management needs a pay-for-performance model where employees can earn bonuses.
    - o Incentivize high-performing staff through performance management (i.e., performance review process).
    - o Development of an incentive program for employees who receive a job-related, advanced degree as part of their career development.
- Create and deliver robust education and training to managers regarding compensation.
    - o Provide education about the Compensation Dept.'s review process of approving changes to JDs.
    - o Concerns raised surrounding the timeframe of the customization process for JDs.
- Develop and review with RCs a total compensation plan aligned with regional competitors (market analysis).
- Design of performance management system
    - o Streamline, simplify, and automate processes and procedures.
- *FACULTY COMMENTS: Provide additional support around faculty compensation*
    - o *Offer consultation with faculty on market data pre-awards*
    - o *Create salary and career development for grant-funded positions*
    - o *Offer variable pay options for staff and grand-funded positions*
    - o *Provide additional healthcare options for out-of-state employees and faculty*
    - o *Offer competitive pay for student workers and graduate students.*

Priority: Professional Development/Continuous Learning Strategies
- Provide better opportunities for employees to attend conferences and participate in professional development.

- Support and provide RC consultation to guide the development of career pathways.
- Provide more opportunities for career paths across RC/schools when there is no room for advancement in the current RC/school.
- Offer supervisor and manager-specific training opportunities in multiple formats (e.g., virtual, in-person, videos).
  - *REGIONAL STAFF COMMENT: "It's sometimes difficult to travel to Pittsburgh for an in-person session" (Bradford).*
- Foster a cultural mindset shift around employee movement across the University where career mobility changes from "Pitt" versus "department."
- Provide consultation services regarding talent development for RCs/Administrators.
- Foster a culture of leadership development by providing employees exposure to different areas to prepare them for higher-level jobs.
- Improve management development.
- Provide opportunities for departments to identify skill gaps for staff with their career progression and to explore alternative routes for training (e.g., LinkedIn Learning)
- Provide soft skills and communication skills for managers.
  - HR-funded training for HR-related certificates (e.g., SHRM) would be excellent.
  - How do we make opportunities, such as FSDP training, more apparent to our OHR staff, and how do we ensure they have the time to take advantage of them?
- *OHR STAFF COMMENT: Promote certificates (e.g., SHRM, HRCI) and developmental opportunities, as costs can be a barrier for some.*

Priority: Enhance the New Hire Onboarding Experience
- Creation of a uniform process for both onboarding and offboarding.
- Creation of an OHR Onboarding Program

- Employees should have more transparency in their onboarding process, including a checklist.
- Ensure new employees access technology and systems, allowing immediate productivity and engagement from the start date.
- How can a consistent onboarding experience be rolled out to departments/schools that each do things differently?
- Can we leverage onboarding within schools that do it well to create toolkits for other schools?
- Create a new hire-specific, university-wide mentor program.
- Certain departments utilize their SharePoint site instead of OHRs. Consolidate all into one place – currently, for a new hire – information is gathered from many different areas.
- How does OHR plan to use PSLA as a recruitment (and retention) tool?
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- How does OHR plan to use PSLA as a recruitment (and retention) tool?

- Define onboarding timeframes, actions, responsible parties, and desired outcomes to be measured.
- Strengthen communication between departments and OHR; balance between the central/decentralized model.
- Create an onboarding specialist position within OHR-TA to ensure all documentation is completed – and to create policies around onboarding.
- *OHR STAFF COMMENT: New hires within HR are provided with very little training on the various systems they need to use, and the whole first week is very piecemealed together (computer setup, training required, etc.).*

Priority: University Flexible Work Arrangement Policy and Guidance (*to promote work/life balance*)

- Support departments with flexible work arrangements (if applicable for the position). Across-campus balancing "work/life balance to candidate needs" versus traditional on-campus work limits the labor pool.
    - Examples: Support in the lens of how to implement, how to support staff with maintaining a work/life balance, and how to properly monitor performance, from a management perspective, for fully remote staff.
    - Across-campus balancing "work/life balance to candidate needs" versus "traditional on-campus work" limits the labor pool.
- Assist managers with implementing proper guidelines/practices towards hybrid approaches to WFH.
    - What are the best practices/approaches?
    - What best practices/ guidance could be implemented for positions where WFH is not an option? How do you address concerns from staff?

GENERAL COMMENTS/THOUGHTS

- For regional campuses, there is a sense of "disconnection" from the Pittsburgh Campus. An example such as Pitt Perks does not extend to them (e.g., a Bradford employee could not use their Pitt ID for Phipps). We're all Pitt employees.
- Individual departments control career advancement budgets. Comments regarding the ability to pursue CE are not distributed fairly within the department. Need for University-wide initiative.
- Why is supervisor training not mandatory for all supervisors/managers?
- Suggestions were offered regarding looking externally for learning opportunities (e.g., DDI, Skill Path) due to the limited OD staff.
- Career development depends on the position/department…some departments are not structured to allow career mobility, especially if the role is specialized.
- Professional development is essential, but the reality is that there is not enough time to balance career development while performing increasing daily responsibilities. Especially for those departments and schools with low staffing.
- Does not feel like Pitt supports a culture of continuous professional development; therefore, how does OHR/Pitt plan to address this/

HR Community and Capability	**Priority: Strengthening OHR Staff**
	
	• Overwhelming comments regarding increasing resources into OHR (i.e., hiring additional HR, creation of HR roles).
	• Analyze agility and change, require appropriate staffing levels, and hire additional staff.
	• Provide cross-training opportunities or education opportunities for other HR areas (e.g., the Creation of OHR Career Pathway).
	• Increase and promote staff development opportunities and clear succession plans.
	• Increase opportunities for cross-training.
	• Provide transparency regarding benchmarked data for each core area of OHR with staffing.
	    ○ *OHR STAFF COMMENT: "Why are we not fully staffed? What is adequate staffing? Seems subjective."*
	• Improve Communication within OHR
	    ○ *OHR STAFF COMMENT: Improvements needed towards sharing initiatives/HR activities.*
	    ○ *STAFF COMMENT: "How do other universities of similar size/budgets staff their HR services?"*
	
	Priority: Strengthening Pitt's HR Community
	
	• Foster a collaborative relationship with HR leaders throughout Pitt (e.g., HR Advisor Committee).
	    ○ Enticing early-stage career staff (staff development/engagement).
	    ○ Concerns raised around staff capacity (circled back to similar teams of burnout/overworked).
	• Conduct OHR Road Shows to share information/receive targeted feedback.
	• Provide RC HR staff with basic HR training.
	• Implementing creative methods of email distribution of HR announcements/updates (e.g., creative idea HR podcasts).

- Allow for collaborative efforts between all HR (beyond OHR) and becoming inclusive with the BPs.
- Provide flexible collaboration options beyond MS Team (i.e., offering additional opportunities to network).
- Strengthen the connection between HR staff in the units with HR staff - HRBP by utilizing MS Teams' full capacities.

Priority: HR Metrics and Technology
- Assist the departments with decision-making by providing timely HR data and increased efficiency through HR technology.

Priority: OHR Rotation Program
- ***STAFF COMMENT****: "The rotation program must be carefully hashed out because it could quickly become a waste of time."*
- ***OHR STAFF COMMENT****: "We're already short-staffed at the Univ., so how can someone do a rotation and not be overwhelmed when they return to their job?" Similarly, other concerns include problems with maintaining regular work duties and a lack of backup support.*
- ***OHR STAFF COMMENT:*** *Could be a threat to current employees – feeling like they are being pushed out*
- ***OHR STAFF COMMENT:*** *"What is the value of the program? Will training time be wasted if the person ends up in a different area?"*

Priority: Implementation of the Human Resources Business Partner (HRBP) Model
- ***STAFF COMMENT****: "HRBPs could work together to make things more consistent."*
- ***STAFF COMMENT****: "How is this different from the current HR staff?"*
- ***OHR STAFF COMMENT****: "Before we move to HR Partners, get OHR's staffing level and salaries to the correct level."*
- ***STAFF COMMENT****: "Expertise/Institutional knowledge is needed. HRBP would be good. Our department does not have to hire their expert."*

GENERAL COMMENTS/THOUGHTS

	• Concerns were raised in every session regarding the staffing of OHR, given the increase in responsibilities and priorities. The ratio of campuses has not been a factor in readjusting the staffing of OHR.
	• Understand OHR's practices/procedures to become better-informed managers for staff at the onset (before contacting shared services). It is beneficial to learn the steps involved in HR procedures, such as the onboarding process/realistic expectations. (The HR Rotation Program will assist with this by appearances)
	• Redesign All Temps
	• The Pitt IT Business Partner model could be used as a reference
	• Need to look at "standardization of support."
	• ***OHR STAFF COMMENT****: "We are continuously overpromising and underdelivering."*
	• ***OHR STAFF COMMENT:*** *"(there is) No appetite or capacity for innovation or simple process change."*
	• ***STAFF COMMENT****: "A lot of this sounds like busy work. Instead of constantly working groups/committees, maybe just a survey?"*
	• ***REGIONAL COMMENTS FROM BRADFORD***
	    ○ *Someone dedicated to Bradford in Oakland Payroll, HR, etc.*
	    ○ *What pertains to us and what doesn't? Of the things that do apply to us, how is it implemented?*
	    ○ *OHR Understanding that the different campuses have priorities.*
	    ○ *What is budgeted, what's available, and what's in range? Equity analysis.*
	    ○ *It is challenging to get local suppliers on the list of suppliers to support the local economy. Does make us a partner in the community. Lack of timely payments.*

Process Efficiency/Customer Service	**Priority: Strengthening HRSS** • Re-evaluation of HRSS is imperative to the success of the remaining priorities. • Overwhelming comments regarding increasing staffing capacity is imperative and should become a top priority. • The ticketing system is not efficient and removes the human component. There is the belief that HRSS does not meet "human needs." One-on-one connection

with HR is missing through implementing a ticket system for simple, quick questions.

- Two-week turnaround time for responses is not efficient and excessive.
    - o Develop "Tier 0" options within Salesforce, such as knowledge base articles and bot responses.
    - o This would require resources on both the HR and Pitt IT (Salesforce) front. Supporting after-hours and reducing the number of tickets submitted to HRSS would be very beneficial.
- Utilize MS Teams as a "discussion board" for quick, straightforward questions/guidance
- Perception that transactions are "lost" within the system without an updated status
- Service Level Agreements should be a priority.

Priority: OHR Technology and System

- Create an OHR IT position that can provide specialized services/address concerns for OHR, and provide training/education on system usage.
- Integrate technology into compliance activities.
- Implementation of a campus-wide learning management system (LMS).
- Develop improvement with metrics/data
    - o Enhance leaders with their analytics knowledge and how to utilize the data.
    - o Need metrics for performance management that can be used for distributing annual increases.
    - o Need for transparency with data/sharing data across the university.
    - o Department leaders cannot see their department demographic data. They need to know this information/data to make decisions.
- *OHR STAFF COMMENTS:*
    - o *Technology and systems – Pitt Worx is challenging for HR and customers, There are too many different systems in HR; there are several systems for onboarding, several systems that each department unit*
    - o *Salesforce is a good tool but not used to capacity because there is not enough staff capacity to learn/use functionality – this is an issue with*

other technology, too – a concern that customers and HR are not prepared for the learning curve to successfully use new systems.

Priority: Efficiency and Customer Service

- Redesign Salesforce
    - This would require resources on both the HR and Pitt IT (Salesforce) front but would be very beneficial to support after-hours and reduce the number of tickets submitted to HRSS.
    - Utilize AI-guided chat feature for general questions.
    - **STAFF COMMENT**: *"Although Salesforce is a decent tool for customer support, there is a need to develop more tier 0 options, such as knowledge base articles and bot responses."*

Priority: Implementation of OHR SLAs

- Adequate is a must before the implementation of any SLA.
- SLAs need to be agreed upon and supported by leadership.
- Many felt they struggled to provide good customer service because of competing priorities (meetings, phone calls, emails, tickets, etc.).
- **OHR STAFF COMMENT**: *Although SLAs are critical, is it possible to define a good SLA because they are currently working on a three-week turnaround on tickets?*

Priority: Creation of a standardized Onboarding/Offboarding Process
Onboarding

- Create an onboarding checklist with ownership at the department level
- Establish a partnership between Pitt IT and OHR for onboarding, off-boarding, and learning management systems. Note: currently, Pitt IT is working with Arts and Sciences.
- Create a follow-up satisfaction survey for new hires (they get a survey at orientation and provide a follow-up survey after nine months.
- Ensure that each OHR team member is appropriately onboarded with an organized and thorough training itinerary.

-       o ***OHR STAFF COMMENT:*** *Management/Departments must engage in the process. Most responsibility falls on HRSS.*

Offboarding

- Establish offboarding best practices
    - o Create an offboarding process with OHR/OD to design a knowledge transfer process with a template (suggestion from D. Chabal)
    - o Create knowledge transfer tools to support managers in maximizing the offboarding process.
- ***STAFF COMMENT****: Need approval for voluntary termination – used to do a piece of paper automatically vs. now nine days.*

- Create an automated exit interview procedure

    - o ***OHR STAFF COMMENT****: We must rectify the issue of not receiving resignation dates promptly.*

- Re-evaluate the design of OHR's Website/SharePoint Page.
    - o Several comments were provided regarding the difficulty navigating the SharePoint page (e.g., "Good info, but hard to find").
    - o Example: Create flow charts to assist with navigation to information organized by subject.

Priority: Creation of Service Level Agreements (SLA) for HRSS

-       o Adequate is a must before the implementation of any SLA.
-       o SLAs need to be agreed upon and supported by leadership.
-       o Many felt they struggled to provide good customer service because of competing priorities (meetings, phone calls, emails, tickets, etc.).
-       o ***OHR STAFF COMMENT****: Although SLAs are critical, is it possible to define a good SLA because they are currently working on a two – to three-week turnaround on tickets?*
-       o ***OHR STAFF COMMENT****: "This is unrealistic until staffing is improved."*

GENERAL COMMENTS/THOUGHTS

- Incentives and reclassifications are a pain point for the units.
- Desire for flexibility. There is an automatic new provisional period if someone is reclassified or promoted. This throws a wrench into the flexibility of this

	process. If someone who has been here for many years is encouraged and then needs a sudden leave of absence due to an emergency – this creates a problem. Even though they have been loyal for many years, they have the same. Issues with a leave of absence as someone newly hired and unreliable for many years. • ***OHR STAFF COMMENT****: The [onboarding] process seems "clunky" internally and externally. Departments need to understand and value the process.*
Risk Identification	HR is often viewed as misaligned or reactive, especially when preparing for external risk. It's critical that OHR anticipate and proactively plan for implications of potential dangers in further exercises. 1. Operational Risks: originating from within the university that must be mitigated, avoided, or eliminated. 2. External Risks: originating from the environment the university operates in. 3. Strategic Risks: voluntary risks OHR accepts to advance our strategic initiatives.

How should OHR prioritize the four initiatives and critical tactics?	**Initiative prioritization exercise**
	1. Organizing and prioritizing the tactical actions.
	2. Prioritize the various ideas and initiatives, focusing on the following:
	    o Foundational – core work of OHR that must be completed or stabilized before any other initiatives can be tackled
	    o Need to have – those things identified as priorities for the university that must be done at some point.
	    o Nice to have – those identified as priorities or areas of interest must wait until the foundational and need-to-have items are done or well underway. Initiatives can include projects already underway that may or may not continue later or possibly never.
	3. Sequence the various actions/initiatives at a high level to build out a multi-year roadmap that will guide OHR and serve as a communication tool for OHR to share with stakeholders.

Goals for subsequent meetings

1. Identify any "low-hanging fruit" or "quick wins" that can boost OHR's morale and promote OHR's confidence among customers.
2. Begin delving into the top priority initiatives/projects to identify significant tasks (ideally within small, cross-functional teams to build the spirit of collaboration).
3. build the foundation for budget requests based on what OHR can do now with existing staff and funding resources. Examine gaps to determine what additional staff/funding is needed and what that extra amount can achieve.
4. Build out more detailed plans for immediate initiatives/projects.

How do we tap into OHR's ideas, knowledge, perspective, and approaches to maximize our strategic success?

Must sequence the various actions/initiatives at a high level to build out a multi-year roadmap that will guide OHR and serve as a communication tool for OHR to share with stakeholders.

Begin delving into the top priority initiatives/projects to identify significant tasks (ideally within small, cross-functional teams to build the spirit of collaboration)

Identify all OHR ongoing initiatives/success stories that can boost morale for OHR and promote confidence in OHR among customers

OHR Goal Re-alignment

Key Concerns

Prioritization
- Steady vision
- Consistent priorities
- Engage OHR leadership team
- Clear performance expectations

Staffing
- Sufficient staff to do the work
- Workload balancing

Comp Modernization
- Execute on the plan
- Manage communications

Customer Engagement
- Reasonable, achievable commitments
- Managing expectations
- Managing staff fear (SLAs)

Resources
- Ensure resources exist to meet commitments

Avoid Catastrophe
- Strengthen foundations
- Plug urgent gaps