



Developing an Integrated Talent Strategy Across the Life Cycle for Faculty and Staff

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February 26, 2020

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Q & A

Don't forget to submit your questions to our presenters.

How? Click on the Chat box at the bottom left of your screen and be sure to click "send."



Webinar

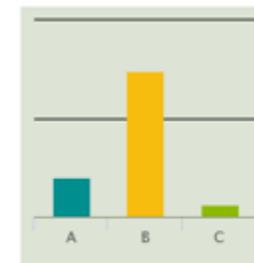
Poll Questions

Click on your screen in the box next to your answer choice.

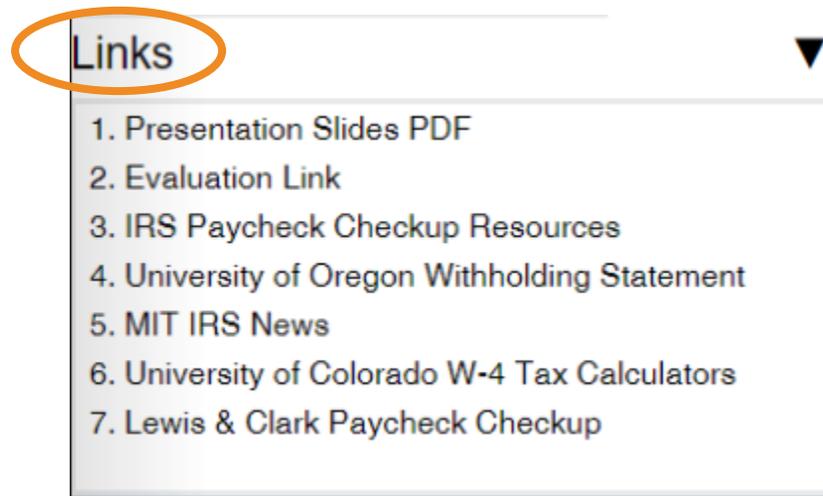
Poll Question

At which stage would you currently place your institution overall when it comes to most strategic decision-making?

- 20% - 1 A Reliant on gut, intuition, experience
- 74% - 19 B Data-informed
- 6% - 2 C Data-driven



Handouts



Available for download in the “Links” section of your dashboard.

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cupa·hr™ Webinar

Presenters

SEATTLEU



Michelle Clements

Vice President, Human Resources
Seattle University



Mike Rask

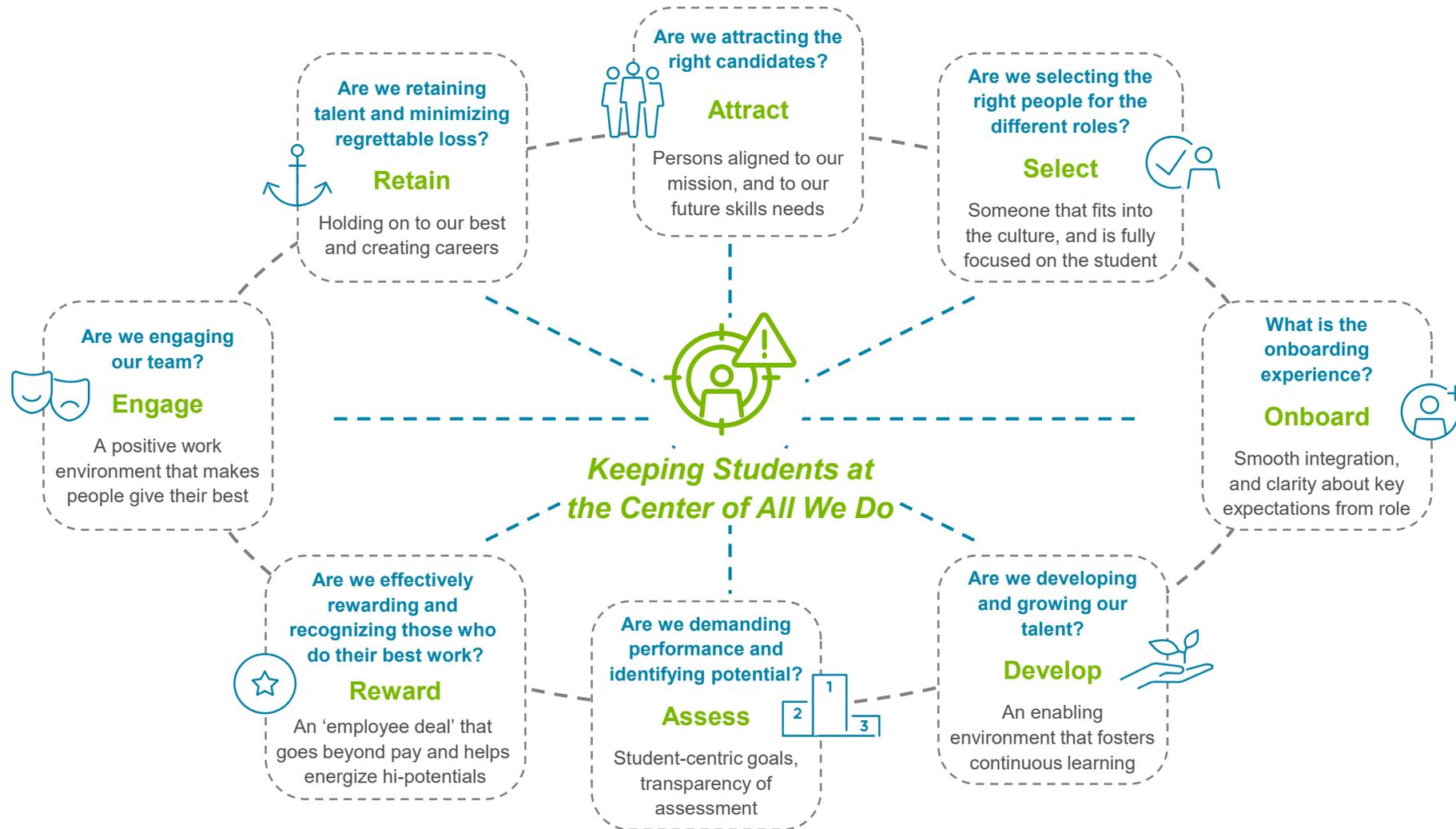
Senior Vice President, National Practice Leader
AON



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An Integrated Talent System Ensures Alignment Across the Employment Lifecycle of Faculty and Staff

Your HR approach must align across the entire Faculty/Staff (employee) experience to deliver on evolving student needs.



Poll Question

What does your HR Team/Organization do best? (choose up to 3)

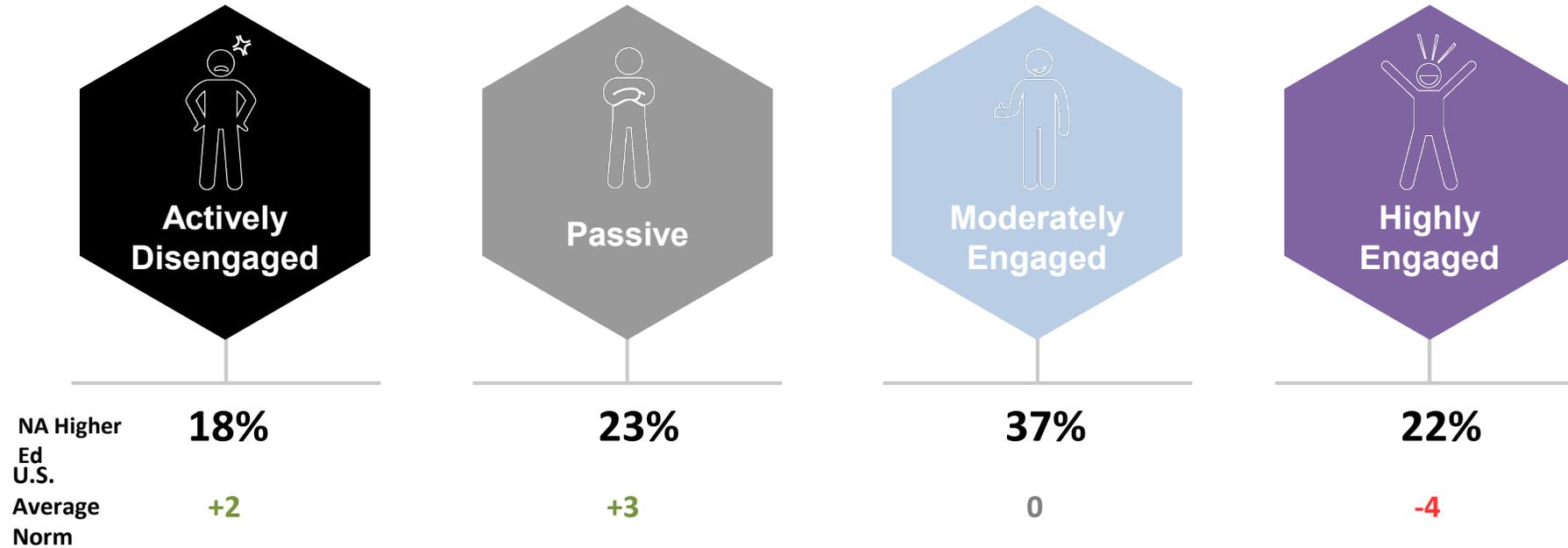
- a) Attract**
- b) Select**
- c) Onboard**
- d) Develop**
- e) Assess**
- f) Reward**
- g) Engage**
- h) Retain**

Poll Question

Where does your HR Team/Organization fall short on performance? (choose up to 2)

- a) Attract**
- b) Select**
- c) Onboard**
- d) Develop**
- e) Assess**
- f) Reward**
- g) Engage**
- h) Retain**

The Higher Ed Employee Experience – Are Employees Saying, Staying, and Striving?



Source: Aon Engagement Database 2018

The Higher Ed Employee Experience – What Are We Getting Right?



Higher Education Organizations also have better-than-market average scores in...

Diversity &
Inclusion

We have a work environment that is accepting of diverse backgrounds and ways of thinking (+8pts)

Sense of
Accomplish
ment

I get a sense of accomplishment from my work (+6pts)

Source: Aon Engagement Database 2018

The Higher Ed Employee Experience – What Can We Do Better?



Higher Education Organizations have lower-than- market average scores in...

Agility	We are developing a workforce that adapts well to change (-18pts)
	Our organizational structure helps us achieve our goals (-15pts)
Career Opportunities	This organization offers excellent career opportunities to employees who are strong performers (-16pts)
Sr. Leadership Transparency	Senior leadership is open and transparent in communication (-15pts)

Source: Aon Engagement Database 2018

Poll Question

We are taking steps to address these issues on our campus:

- Recognizing people for the behaviors and results that will help the organization succeed
- Retaining the people we need to achieve our goals
- Promoting the people with the skills we need to achieve our objectives
- Developing a workforce that adapts well to change
- Managing performance to identify individual strengths and improvement areas

a) Yes

b) No

Poll Question

If yes, how quickly are you moving to address issues?

- a) Immediately**
- b) 6 to 12 months**
- c) 12+ months**
- d) Not applicable**

Poll Question

If no, why are you not addressing issues?

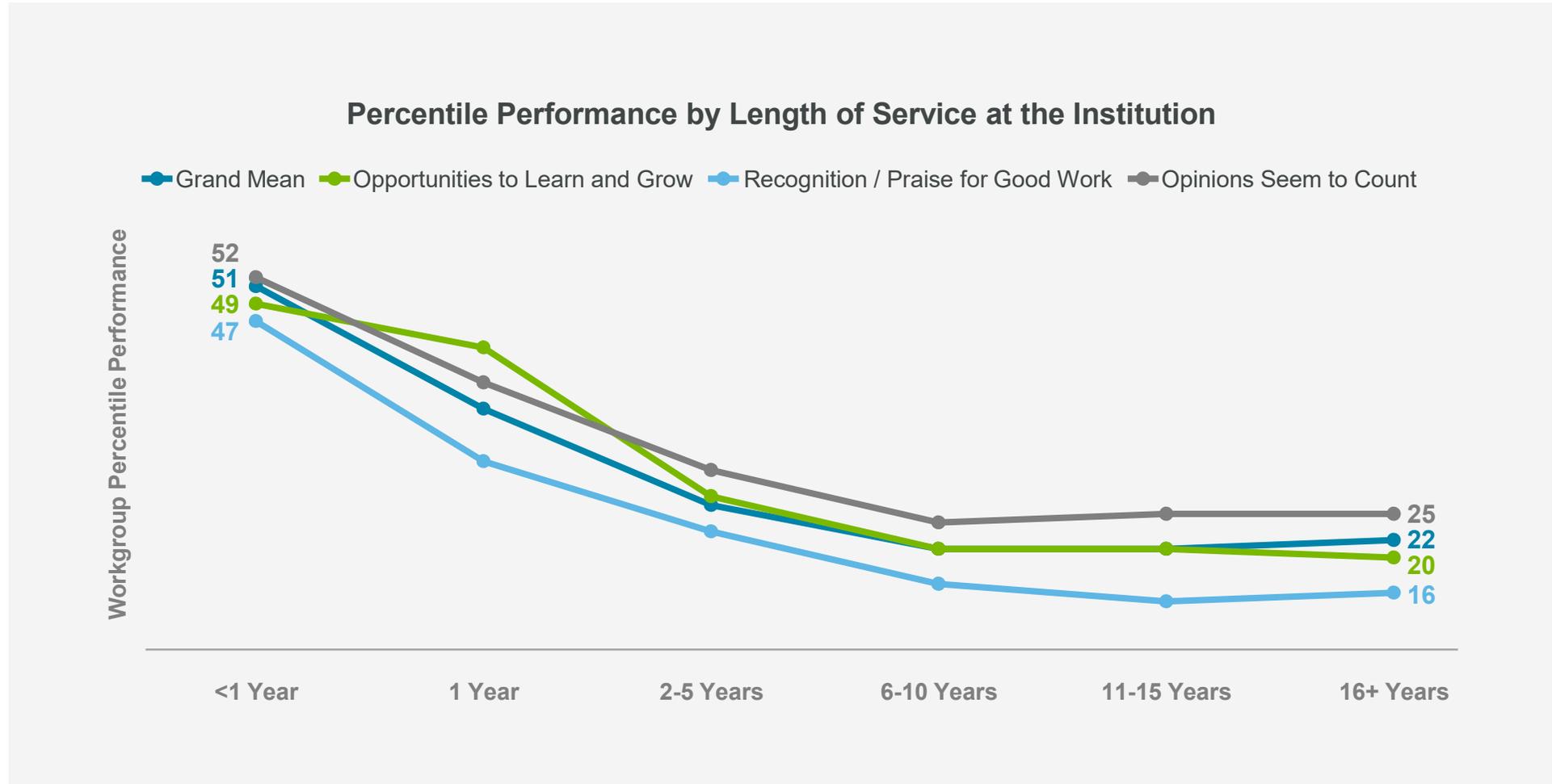
- a) Not a priority**
- b) Resistance to change**
- c) No capacity to complete the work**
- d) All of the above**
- e) Not applicable**

To make the best decisions
on your talent **IT'S TIME
TO RETHINK**
how you're measuring
and improving
the **EMPLOYEE
EXPERIENCE**



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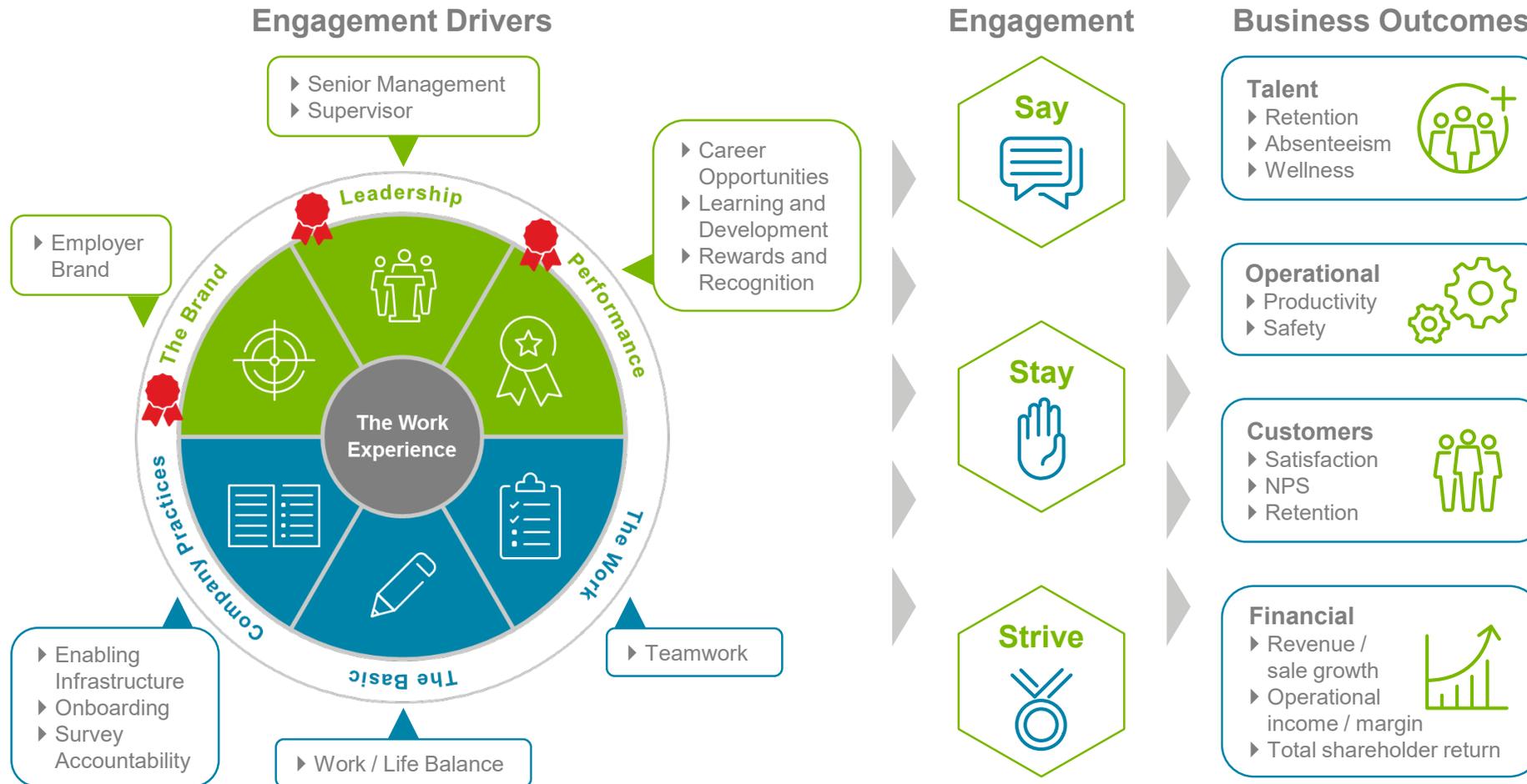
Employee Engagement in Higher Ed Drops Off With Length of Service



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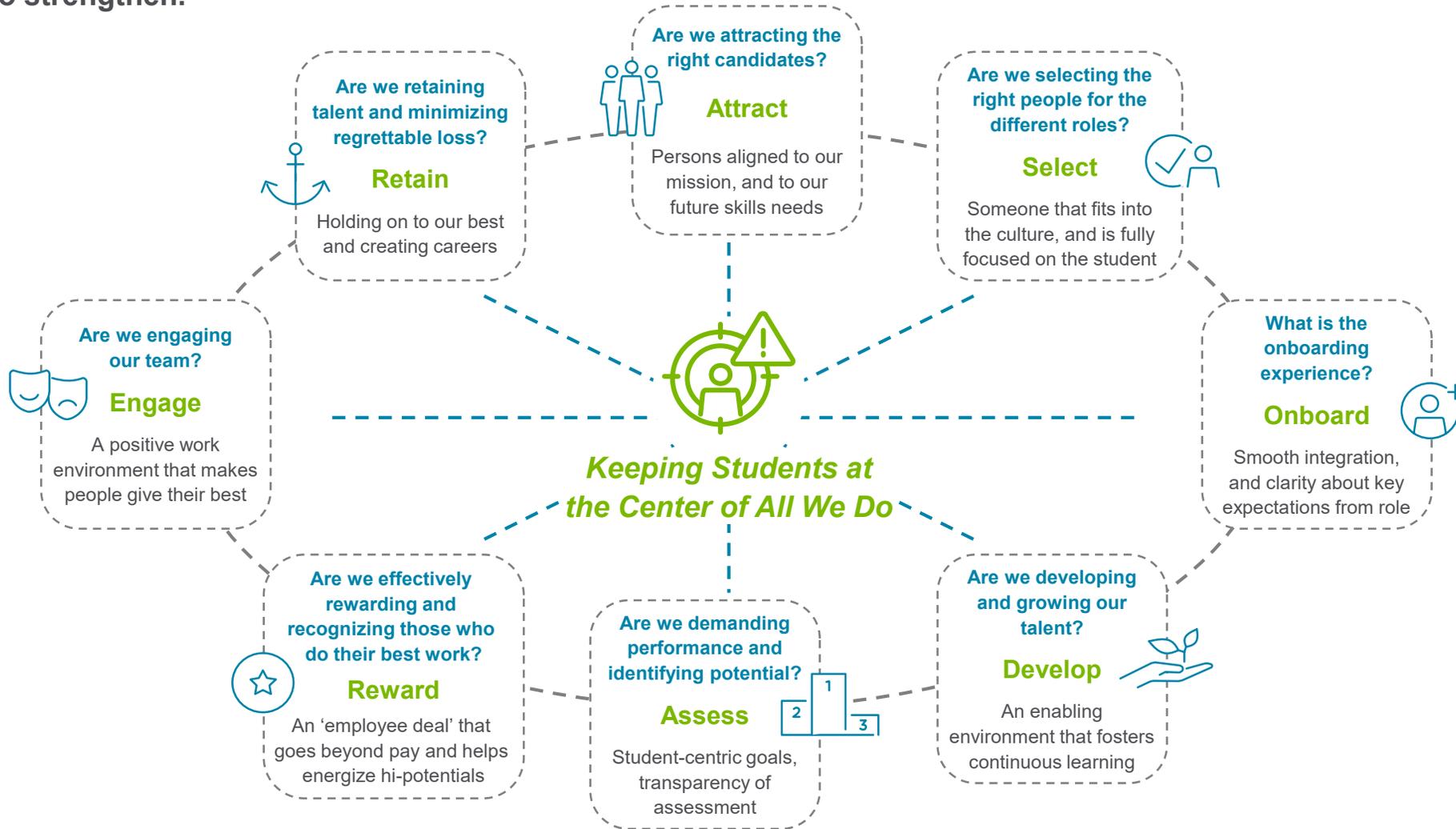
Engagement Drivers, Engagement, and Business Outcomes

Top organizations understand what levers to pull to improve employees' perceptions and motivation on the job, and more importantly how an employee's experience translates to performance.



Takeaway Exercise

Rate Areas of Strength / Weakness in each area for Faculty and Staff in your institution, create goals for areas which need to strengthen.



Build Solid People Practices

What Must We STOP Doing

Chasing the Latest Fad Blindly

Tweaking Around the Edges

Complicating Things

Using Technology as a Crutch

Thinking Siloed

What Must We START Doing

Clarify the Purpose ▶ *What are you really trying to achieve? Drop the laundry list and prioritize based on your Institutional direction and its talent implications.*

Align to your talent philosophy and culture ▶ *The way you manage performance needs to reflect your unique culture, working environment, and talent needs.*

Simplify and Streamline ▶ *Ensure performance management is a results-driving process rather than a HR chore by resisting the urge to add complexity. Always keep the end-users, your staff, in mind.*

Differentiate and Make the Tough Choices ▶ *Have the courage to stick with whichever direction you choose. If you want a culture that pays for performance, you need to differentiate. Follow through so your strategy, design, and actions are in sync.*

Develop...Make it an Ongoing Conversation ▶ *At the end of the day, the conversations staff have with their managers is what matters most. Prioritize the human element and the need for continuous managerial feedback and coaching via regular cadence.*

Execute with Intention ▶ *The best design will fall flat if not executed well. Ensure staff understand the purpose, managers have the skills and tools they need, and technology is an enabler rather than a burden.*

**What areas of growth is Seattle U
focused on?**



The SU HR team has been busy...

“ Our division is aligned with the University’s goals and objectives, is a steward of the culture helping to lead change, is customer-centric, builds trusted relationships, and is compassionate, credible, and transparent.”



**Are we attracting the
right candidates?**

Attract

Persons aligned to our mission,
and to our future skills needs

Streamlining processes and improving services

- Building faculty and staff search processes, resources, and tools to ensure high-quality recruitment and candidate experience.

What is the
onboarding experience?

Onboard

Smooth integration,
and clarity about key
expectations from role

Building Community

- Implemented a three-phased new hire on-boarding program, *Rising Redhawks*, based on a cohort model
 - Phase I – The basics
 - Phase II – Mission, Values, Culture, and Student Experience
 - Phase III – Social event with Cabinet and Deans

Are we developing
and growing our talent?

Develop

An enabling
environment that fosters
continuous learning

Building Connection, Voice, and Skills

- Implemented a new Learning Management System with tremendous future capability to deliver training.
- Launched LinkedIn Learning for Faculty and Staff.
- SUs Chief Diversity Officer is leading quarterly Inclusive Excellence awareness and skill building workshops and *Red Talks* for our campus community

**Are we demanding
performance and
identifying potential?**

Assess

Student-centric goals,
transparency of assessment

Focusing on Assessing and Developing Our Leaders

- Designed and implemented a new multi-rater assessment process for Deans focused on their continued professional development.
- Identified a tool and implemented a multi-rater assessment process for SUs Cabinet focused on their continued development.

Seattle University's Progress

Are we engaging
our team?

Engage

A positive work environment that
makes people give their best

Listening, Learning, Responding

- Launched a Staff Council at SU to represent staff voices and create shared governance practices.
- Hosted 125 campus focus groups to gain input and feedback on SU's new 5-year Strategic Plan.

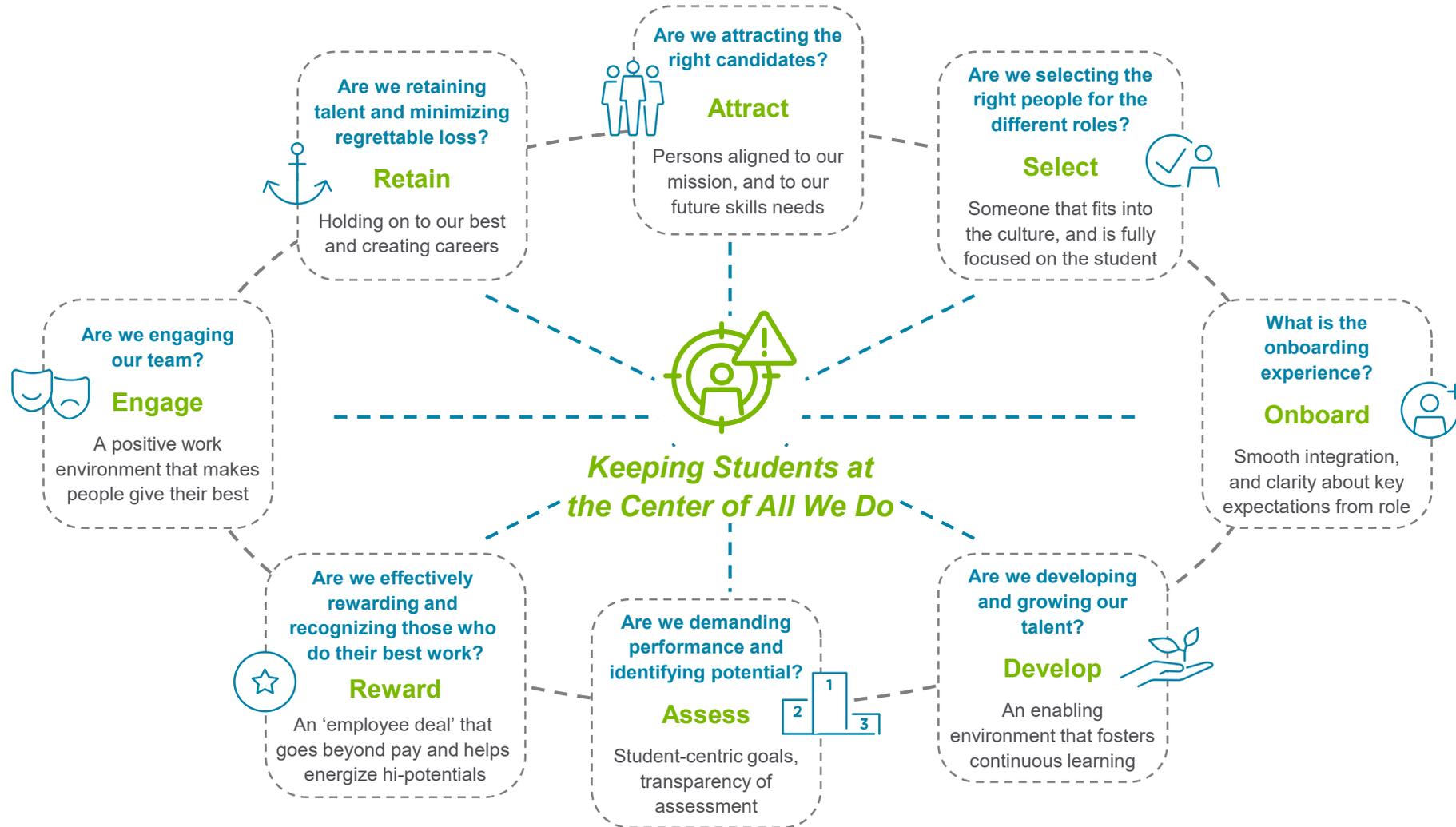


The Road Ahead



Takeaway Exercise

Discuss what it would take to increase your ratings for Faculty and Staff in your institution.



Discussion

Michelle Clements

VP, Human Resources

Seattle University

clementsc@seattleu.edu

206-296-5869

Michael Rask

Senior Vice President, National Practice Leader

Aon

mike.rask@aon.com

206-467-4627

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Thank You!

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Cycle for Faculty and Staff

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