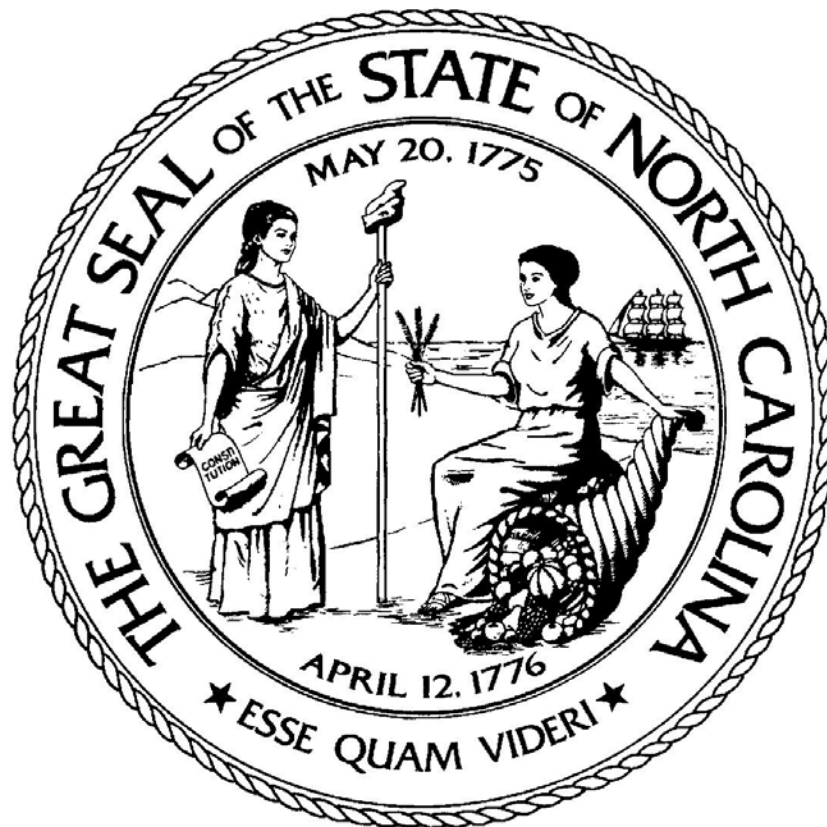


North Carolina Office of State Human Resources

Strategic Plan

2021 – 2023



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1. Strategic Plan Executive Summary

Executive Summary:

The three-year strategic plan for Office of State Human Resources (OSHR) was established through a collaborative effort that included various internal stakeholders and input from every Division and Program Manager in the Agency. OSHR's vision to have NC state government be recognized as an “**Employer of Choice**” and be reflective of the diversity and talent of our great state is supported by the objectives within this strategic plan. This plan, for sustained excellence, sets forth the next chapter in our continued growth, focusing on three primary areas or goals: **Embrace** (recruit and retain) a workforce that reflects the state's diversity, **Support** a workforce of the future and **Modernize** human resources systems.

We will be fulfilling our vision with our core values of ensuring **CLARITY** (**C**reativity, **L**eadership; **A**ccountability, **R**eliability, **I**nclusion, **T**eamwork and **Y**es Mindset) and tracking the supporting objectives using measures and milestones metrics to monitor our sustained excellence.

Process for creating OSHR Strategic Plan:

OSHR has a Strategic Planning Team that is currently under the joint leadership of the Business Operations Director and HR Metrics Consultant, who work collaboratively with all staff, Program Managers, Directors and Executive Leadership to develop, build consensus, and track this project continuously through a Tableau dashboard. Each division or program at OSHR that has any statewide responsibility was called upon to develop baseline metrics and performance goals to be achieved by the end of this new administration (i.e., December 2024). Each OSHR Program leader was requested to identify key objectives in a **SMART** (Specific, Measurable, Attainable, Realistic and Timely) format with current baseline data. Each of the objectives is aligned to one of the Agency goals. Each OSHR program has baseline metrics, and performance measures identified to be tracked quarterly in a Tableau dashboard that provides visualizations and in-depth analysis of the top-level goals, drilled down to each OSHR program, objective and performance metric.

Strategic Measures of Success

OSHR will continuously develop methodologies for measuring the effectiveness of its Strategic Plan. There is a spectrum of measures that can be used, ranging from process and milestone metrics to outcome-based metrics, some of which OSHR may not be able to directly impact.

OSHR will identify a robust set of measurable outcomes that it can directly impact. OSHR will seek to align outcomes to measures of strategic importance for the State of North Carolina and its citizens.

2.Mission, Vision, and Values

Agency Mission Statement

To maximize the potential of our greatest asset – OUR EMPLOYEES.

Agency Vision Statement

To have NC state government recognized as an “Employer of Choice” and be reflective of the diversity and talent of our state.

Agency Values

OSHR values start with ensuring **CLARITY** –

- C - Creativity - Be curious and seek creative solutions
- L - Leadership - Lead by example by taking initiative
- A - Accountability - Hold yourself and others accountable
- R - Reliability - Close the loop
- I - Inclusion - Create a diverse and inclusive culture
- T - Teamwork - Collaborate with others
- Y - Yes Mindset - Be positive, proactive, and continuously improve

3.Goals, Objectives, and Performance Measures

Goal 1: Embrace (recruit and retain) a workforce that reflects the state’s diversity.	
<p>Objective 1.1 – Improve career/job awareness with the State of NC by increasing outreach efforts/partnerships with diverse groups that reflect the State’s demographics by 10% by June 30, 2024.</p> <p>Division assignment: Statewide Talent Acquisition</p>	<p>Performance Measure or Milestone 1.1.1 – Number of outreach efforts/partnerships established with diverse groups (Target: > # of outreach efforts by 10% from prior year)</p>
<p>Objective 1.2 – Increase Diversity and Inclusion and Employee Relations training on current legal decisions, social issues, grievances, and ER activities each year open to EEO/ER or HR community conducted by D&I staff from eight per year to twelve per year.</p> <p>Division assignment: ER, Diversity and Inclusion</p>	<p>Performance Measure or Milestone 1.2.1 – Number of D&I and Employee Relations training opportunities open to the EEO/ER or HR community conducted by D&I staff (Target: 12 per year).</p> <p>Performance Measure or Milestone 1.2.2 – Number of grievances received in an agency after being trained in an identified area of concern are reduced. (Target: reduction in # of grievances in identified area of concern during prior year)</p>
<p>Objective 1.3 – Support G.S. 126 EEO training requirements by facilitating a minimum of two EEO/DF sessions per month and providing agencies and universities the opportunity to increase training capacity by participating in the EEO/DF Adjunct Instructor Certification Program through June 2024.</p> <p>Division assignment: Talent Management/LDC</p>	<p>Performance Measure or Milestone 1.3.1 - Number of EEO/DF sessions per month (Target = 2 per month)</p>
<p>Objective 1.4 – Increase events to support OSHR sponsored proclamations from six to eight annually, also including attention to special anniversaries or recognitions.</p> <p>Division assignment: ER, Diversity and Inclusion</p>	<p>Performance Measure or Milestone 1.4.1 – Number of events per year (Target: 8 events/year)</p> <p>Performance Measure or Milestone 1.4.2 – Number of these events that will be recorded and made available to all state employees in a virtual format. (Target: 2 events/year)</p>
<p>Objective 1.5 – Better align Temporary Solutions operations with the evolving temporary employment needs of its agency clients through targeted communication, effective planning, and efficient processes.</p>	<p>Performance Measure or Milestone 1.5.1 – Number of days to complete Org. Management (OM) and Personnel Actions (PA) actions for each employee. (Target: three days)</p>

Division assignment: Temporary Solutions	
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Goal 2: Support a workforce of the future.

<p>Objective 2.1 –</p> <p>In concert with the implementation of the statewide modern compensation system, finalize a modern salary administration policy to reflect flexibility needed for agencies to recruit and retain key staff, and ensure agencies are trained on the state’s modern compensation system and salary administration policy by April 1, 2022.</p> <p>Division assignment: Total Rewards/Class & Comp</p>	<p>Performance Measure or Milestone 2.1.1 –</p> <p>Percentage of completion of project milestones by the established dates for state’s modern compensation system and related salary administration policy.</p>
<p>Objective 2.2 –</p> <p>Provide new or revised training resources that address trends for most common injuries/most expensive injuries to state agencies/universities.</p> <p>Division assignment: Safety & Workers’ Comp</p>	<p>Performance Measure or Milestone 2.2.1 –</p> <p>Number of new or significantly revised resources generated including written or virtual training materials, guidelines, Job Aids, forms, in-person or virtual training events, LMS resources, etc.</p> <p>Performance Measure or Milestone 2.2.2 –</p> <p>Number of injuries recorded by an agency/university after receiving training in an identified area of concern are reduced. (Target: reduction in # of injuries in identified area of concern – exclude outliers during Governor’s State of Emergency due to Covid-19 pandemic)</p>
<p>Objective 2.3 –</p> <p>Every Quarter make outreach to groups that do not currently offer NCFlex.</p> <p>Division assignment: NCFlex</p>	<p>Performance Measure or Milestone 2.3.1 –</p> <p>Number of quarterly outreach activities to groups that do not currently offer NCFlex performed. (Target: 2 per quarter)</p>
<p>Objective 2.4 –</p> <p>Increase the value of Temporary Solutions through enhanced services and improvement of resource management through better tracking, process documentation, and quality control.</p> <p>Develop proactive compliance strategies to help agencies reduce risk and liability.</p> <p>Division assignment: Temporary Solutions</p>	<p>Performance Measure or Milestone 2.4.1 –</p> <p>Average response time to tickets submitted via the new Temporary Solutions Request Tracker (Target: 48 hours resolution after ticket is received)</p> <p>Performance Measure or Milestone 2.4.2 –</p> <p>Reduce number of compliance violations by 10%.</p>

<p>Objective 2.5 –</p> <p>Support the supervisor-employee relationship through development, communication, and implementation of blended supervisory, leadership and professional development opportunities for employees at all levels of NC state government.</p> <p>Division assignment: Talent Management/LDC</p>	<p>Performance Measure or Milestone 2.5.1 –</p> <p>Number of supervisory, leadership and professional development opportunities increased by 10%.</p>
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Goal 3: Modernize Human Resources Systems.

<p>Objective 3.1 –</p> <p>Procure a statewide integrated cloud-based Human Capital Management (HCM) solution that is user-friendly, agile, scalable, maintainable, and regularly updated, by December 2022.</p> <p>Division assignment: HR Data Metrics/IT</p>	<p>Performance Measure or Milestone 3.1.1 -</p> <p>HCM Project Milestone dates such as procurement of solution, procurement of system integrator, completion of planning implementation schedule, kick-off of implementation, completion of user acceptance testing, and go-live.</p>
<p>Objective 3.2 –</p> <p>Implement an online learning library focused on soft skills, diversity and compliance topics that is accessible to all state employees by June 2022.</p> <p>Division assignment: Talent Management/LDC</p>	<p>Performance Measure or Milestone 3.2.1 –</p> <p>Percentage of completion (100% = online library deployed)</p>
<p>Objective 3.3 –</p> <p>Develop, automate, and document the self-service OSHR Analytics Portal by December 2022.</p> <p>Division assignment: HR Data Metrics/IT</p>	<p>Performance Measure or Milestone 3.3.1 –</p> <p>Percentage of completion of project milestones:</p> <ul style="list-style-type: none"> • Design & Development - Phase I 100% completed by December 2022. • Process Documentation - Phase I completed by December 2022. • Automation - Phase I 50% automated by December 2022 (contingent*)
<p>Objective 3.4 –</p> <p>Implement increased Learning Management System functionality that will provide an enhanced user experience and make it easier for the user to find relevant learning content by June 2024.</p> <p>Division assignment: Talent Management/LDC</p>	<p>Performance Measure or Milestone 3.4.1 –</p> <p>Percentage of completion of project milestones.</p>

4. Highlights and Opportunities

Agency Highlights and Best Practices

The following summaries reflect the top 2020 accomplishments for the Office of State Human Resources:

Revised state government reporting to worksites and other HR practices for all agencies in March 2020, per EO 116, Declaration of a State of Emergency to Coordinate Response and Corrective Actions to Prevent the Spread of COVID-19:

- Notified agencies that employees not required for onsite work specific to pandemic functions should be sent home ASAP to work remotely, following DHHS Public Health Guidance. This has stabilized at about 59% of state employees working onsite, led by prisons, law enforcement, and DHHS facilities.
- Instituted daily meetings for agency HR Directors to respond to crisis, provide direction on federal rules impacting agencies, and communicate statewide efforts such as DIT's teleworking agreements and DOA's PPE distribution and building cleaning. Invited Agency Heads and Chief Deputies to calls and DHHS Deputy Secretary Ben Money to explain the public health impacts. Gradually decreased frequency of calls but continuing to provide regular updates for all HRDs to discuss policy and process changes, the impact of federal rules, and to help agencies implement sound public health practices.
- Engaged and collaborated with NC Court System, UNC System, and NC Public Instruction to offer consistent guidance and encourage compliance with Executive Orders.
- Worked collaboratively with DIT on best practices for telework; provided Remote Worker Guidance with agencies on tax and worker's compensation laws.

Between March-December, during which almost 5,000 state employees (8%) tested positive for COVID, OSHR adopted numerous HR practices directly supporting pandemic-related functions.

- **Communicable Disease Emergency Policy:** Worked with OSC to establish/expand leave types required by federal legislation or CDE. This included those employees who were out due to COVID diagnosis, exposure, symptoms, caring from immediate family members with COVID, and childcare needs due to school closure. More flexible than what was required by law, this leave helped to slow the spread of COVID and was the right thing to do for employees.
- **Premium Pay:** Quickly modified CDE Policy to provide for responsible and flexible premium pay options (or equivalent leave) for mandatory onsite employees. Used primarily by DPS and DHHS facilities to manage recruitment and retention, with monthly cost of about \$10 million for approximately 25,000 eligible employees. Created a flow chart process that was used by a national consultant firm.
- **Furlough Programs:** Created first SOE furlough program to help agencies (approx. 8,000 at DOT) and UNC System (approx. 1,700) balance declining receipts with the desire to avoid lay-offs.

- **Deployed a team of HR specialists** to directly support individual agency/cross-agency efforts to address critical COVID-related operational needs. Examples:
 - **Joined DES leadership** to address complex HR needs to acquire qualified staff to resolve backlog in unemployment insurance applications related COVID impacts, including 300+ temporaries hired and 150+ employees redeployed from other agencies, and promoted marketing enhancements such as adding job postings to DES website and using social media to extend reach.
 - **Assist DPS NCORR** to expedite employment of about 125 temporary workers for HOPE Project to assist with rent payments.
 - **Redeployed five purchasing agents** from different agencies to DHHS specifically for purchase of PPE during the critical period of April-July.
- **Worksites Resources:** In close collaboration with DHHS, implemented: Safe Return to Worksites page, a resource clearinghouse within the OSHR website, Safe Practices for Pandemic Worksites (required online training), numerous onsite facility assessments of return-to-work readiness, NC State Employee Symptom Screening Tool for Employees Reporting Onsite, COVID-19 Positive Employee Notification Letter, Child Care and Work-Life Resources Guide, bilingual messaging flyers, etc. Staff responded to hundreds of agency requests for guidance on emerging topics.
- **Expanded Community Service Leave:** Up to 80 hours to help nonprofits provide COVID-related services, promoting in coordination with VolunteerNC. Expanded tutoring and mentoring CSL to enable employees to support their own or other children; helped County Boards of Elections to meet needs brought on by COVID.
- **EAP:** Stepped up messaging of available services to employees to address an increase in active cases of anxiety, stress, and related concerns; also, an increase in use of work-life balance resources.
- **Safety Communications:** Used mass emails to state employees and social media to communicate State efforts to slow the spread and promote safe practices. Established relationship with DPS translators to ensure that COVID-related flyers are provided in Spanish.
- **Created task forces** on teleworking and childcare needs to inform OSHR policy and provide useful cross-agency resources.
- **Compiled data** to inform policy decisions and address agency needs on the number of employees onsite versus teleworking, use of SOE leave, leave balances of state employees out due to childcare needs, and other metrics to help drive policy.

Social Justice Response: In response to the social justice movement, OSHR acted quickly to review and rollout training available during a limited period to thousands of employees on Unconscious Bias.

Workers' Compensation/Safety: Seamless transition to new Third Party Administrator for the first time in 10 years. At any given point we usually have 4,000 to 5,000 claims statewide totaling about \$80 million. New system is more automated, reducing paperwork and improving turnaround and

accountability. Collaborated with DOJ-WC section to train agency staff for best possible claim outcomes to take care of injured employees and control costs.

Support of Non-COVID Executive Orders:

- **EO 95** *Providing Paid Parental Leave to Eligible State Employees, effective Sept. 1, 2019.* 1,600+ employees in agencies and universities used 4-8 weeks of PPL, with more males than females using the benefit. Promoted to media examples of diverse families that used the benefit.
- **EO 92** *Employment First, effective March 28, 2019.* Launched Voluntary Self-Identification of Disabilities form in ESS portal, with 1,000+ employees stating they have a disability; previously, about 700 state employees self-identified, most at time of hire. Presented live online forum with former U.S. Sen. Tom Harkins and state employees with lived experiences for Disability Employment Awareness Month and 30th anniversary of ADA (3,200+ views); created Employment First page on OSHR website; Director Gibson spoke at DHHS Virtual ADA Summit; 32 recruiters from 17 agencies/UNC represented State national virtual job fair geared for individuals with disabilities; created and hosted first-ever State Government Career Expo, with emphasis on reaching individuals with disabilities; and provided training to DHHS Vocational Rehabilitation staff on effective job postings.
- **EO 158** *Furthering Fair Chance Policies in State Government Employment, effective Nov. 1, 2020;* Comprehensive response included required removal of Criminal Conviction Questions from the State Employment Application, training for HR staff and managers, and collecting metrics for measurements of those hired for annual reporting.

Ongoing OSHR programs (not directly related to COVID) resulting in more virtual services and transactions to 25+ agencies and 60,000+ state employees in all 100 counties, including:

- **Recruitment/NC Job Ready:** Posted 9,300+ state jobs, with almost 7,700 new state employees hired and 2,300+ promotions. Assisted with 20+ career fairs, including the inaugural all-agency State Government Virtual Career Expo with 3,100+ registrants and 31,000+ contacts between applicants and agencies. Established relationships with diverse networks for expanded reach, including STEM/applicants with disabilities/veterans. LinkedIn activity up over 100% as part of stepped-up social media to support state employment. Working with higher education recruiters and OSBM Strategic Partnerships to strengthen pipeline of graduates into state government.
- **Training/Career Development:** Rapidly transitioned to provide 96% of training online, with 120+ hours of classroom-based management, leadership, and EEO/DF training into virtual learning experiences completed by 1,897 employees. Talent Management processed 5,000+ requests for HR systems technical assistance and supported the rollout of online diversity education and sexual harassment prevention modules and pandemic workplace safety training available to 60,000+ employees; pandemic training was completed by 51,436 employees. Also, graduated 39 Certified Public Managers, enhancing career pathways for middle managers.

- **Compensation:** Revising and enhancing the modernization of the state's compensation system to support agencies in attracting, retaining and paying market-based rates, with assistance of Mercer Consulting.
- **Classification Flexibility:** OSHR has provided agencies additional classification authority to respond to challenging and competitive market for certain jobs. 97% of all positions now are included.
- **Temporary Solutions:** Facilitated approximately 3,700 new hires and reinstatements. Moved rapidly to complete an initiative started in late 2019 (completed March 2020) to digitize job order process, billing and new-hire onboarding. This proved to be an essential asset that dramatically accelerated our ability to continue serving agencies during the pandemic and expedite urgent orders. Additionally, agency reported 511 temp-to-perm transitions through 12/25/20, compared to 575 in 2019.
- **NEOGOV:** 577,933 applications received for state positions via NEOGOV through Nov. 23 for approx. 9,368 jobs. Led to 7,694 new hires into State Agencies and 2,372 promotions within State Agencies.
- **NCFlex:** Quickly switched to online education sessions/health fairs for all agencies, UNC campuses and participating community colleges. 22% growth in product enrollment, with 126,000+ participants; also, negotiated rate reductions for dental, vision, and accident.
- **Employee Recognition:** Successfully converted Governor's Award for Excellence Ceremony, which included prestigious Spirit of North Carolina Award to OSHR Special Advisor Ronnie Condrey, to online format with 2,500+ views. Caswell Awards presented for 45+ years of state service. Sets of commendation letters from Governor, OSHR Director and Agency Head provided to all honorees. Publicized Larkins Award.
- **Communications:** Increased to agencies and state employees via mass email and promote COVID awareness, policies and best practices, state employment opportunities (~374 jobs), Census, employee benefits, etc. Significantly increased followers and reach via social media channels. Created public-facing access to OSHR Legislative and other required reports and webinars on demand.
- **EEO/Employee Relations (ER):** Advised agencies and employees regarding EEO/ER issues, providing guidance on 1,200+ situations. Established practices for agency grievants to manage steps remotely, including 130 mediations (75% in new virtual format). 23 EEO/ER virtual training sessions reached 4,400+ participants. Collaborated with OAH to track personnel cases to identify/address trends. Launched EEO/ER refresher course to support diversity awareness and compliance, and to supplement the legislatively require EEO/ER training for managers/supervisors.
- **Local Government** (county public health and social services): 600+ individual consultations during pandemic and 90 local government salary plans approved. New online registration process facilitated virtual training sessions reached 280 participants.
- **Policy:** Updated (and added as needed) approximately 50 policies, obtaining approval through State Human Resources Commission, including revisions in support of Executive Orders and Agency Grievance Policy, University Grievance Policy, Reasonable Accommodation Policy, and RIF Priority Policy. The comprehensive review of aged policies

continues to examine 110+ total policies to ensure they are current and accurate, some of which had not been evaluated since 1978.

- **GDAC:** Continuing to integrate OSHR's various data sources (BEACON, NEOGOV, LMS, NCVIP) into a single and secure environment to provide real-time reporting and analytics.
- **Legislative:** Responded to numerous legislative issues, especially those that negatively impacted employee rights in areas such as guaranteed healthcare and pension in retirement.
- **Legal:** Provided ongoing guidance to agencies on complex HR and COVID-related topics. Worked with UNC and State Human Resources Commission on Title IX sexual harassment grievance training.
- **Partnerships:** Governor's Advisory Council for Hispanic/Latino Affairs; DOA Council for Women and Youth Involvement; State Reentry Council; SEANC regarding issues of concern to employees. Participated in Hometown Strong activities statewide and National Association of State Personnel Executives.
- **WalkSmartNC:** Initiative promotes pedestrian safety best practices.

Potential Initiatives

Implementation of a cloud-based Human Capital Management (HCM) system that would provide an integrated solution that is user-friendly, agile, scalable, and maintainable and regularly enhanced. This state-of-the-art solution would provide capabilities for core HCM processing for the entire employee life cycle from recruitment, to hire, to separation/retirement and everything in between. Resources to implement and maintain this HCM system are critical.

The existing data systems do not provide sufficient supportive data without either significant modification or a great deal of manual manipulation of data. OSHR's effort to support agencies in addressing areas of high turnover/difficult to recruit positions and compression will require the ability to effectively track to why qualified applicants are not applying, why qualified applicants turn down job offers, and increased ability to document why employees leave state government. Additional resources to support efforts to gather and analyze this data is needed.

In addition, to help agencies address areas of high turnover/difficult-to-recruit positions and compression, appropriations through the Salary Adjustment Fund are needed. Agency budgets frequently do not have the resources to compete for skills and talent during times of normal unemployment. When the unemployment rate is especially low, having a sufficient Salary Adjustment Fund to assist agencies is critical.

A strong online curriculum catalog is critical to provide training opportunities for all employees in agencies statewide. In-person training is important but with our current staffing and funding resources, we are limited in our ability to offer training to build soft skills, address cultural issues such as Unconscious Bias and how to effectively manage remote employees, etc.

to the masses. Having recurring funds to provide an extensive catalog of online curriculum and a small team of curriculum development consultants would position OSHR to support agencies in developing the skills of independent contributors, supervisors and leadership beyond those in-person classes in which we “train the trainer” or those that can be offered onsite at the Learning and Development Center.

The 95 local government entities with employees subject to the State Human Resources Act (SHRA) need targeted training and support in multiple HR programs. For OSHR to meet the demand in these areas, OSHR will need additional resources to successfully provide enhanced services to local government entities. The Local Government Program serves local agencies with employee’s subject to the SHRA in the areas of classification, selection, employee relations, training, and EEO. The local county agencies that currently are subject to portions of the SHRA are local county departments of social services, public health and mental health. Coverage by the SHRA requires compliance with the federal merit standards and maintains local funding eligibility. These strategies are designed to improve the consultative and processing services provided to local government entities.

The university SHRA positions and employees are anticipated to be migrated to the new Statewide Compensation System since the career-banding classification system will no longer be supported. Additional resources are needed to enhance the alignment of University Human Resource SHRA functions and increase productivity in the Total Rewards/Salary Administration program area.

Collaborative Opportunities

- OSHR is the center of HR expertise for the state. To ensure we improve effectiveness and efficiencies within HR programs, our agency will continue to collaborate with other state governments through NASPE to identify and share best practices. We will also continue to collaborate with and provide expertise to state government agencies and universities on HR-related issues in the areas of HR policy, compensation, employee benefits, safety, workers’ compensation, employee relations, diversity and inclusion, and other matters.
- Through collaborative effort that began in 2019, OSP and OSHR created the OSHR/NC College and University partnership - Ed2NC - to address the challenges of State government striving to attract needed talent for employment opportunities across the state and talented NC college and university graduates seeking state government employment opportunities. The mission of the Higher Education to NC Government (Ed2NC) Career Initiative is to bring together leaders in state government and higher education to help create a pipeline of talent by connecting students and recent graduates with careers in state government.
- In 2021, the Office of Strategic Partnerships and OSHR are also partnering with the Volcker Alliance and the Behavioral Insights Team on identifying ways to improve the ease,

effectiveness, and efficiency of state hiring processes by analyzing agency hiring data and testing interventions at various points in the hiring process.

- OSHR will continue to work with DIT and GDAC (Government Data Analytics Center) to integrate the various information systems and to transform existing data assets into a meaningful information in real time for use in making program investment decisions, managing workforce resources, and achieving business goals.
- OSHR will increase its collaboration with DHHS, UNC School of Government, North Carolina Association of County Directors of Social Services (NCACDSS), and the NC Association of Local Health Directors.
- OSHR will continue to partner with Commerce's NCWorks Career Centers to promote and assist the people of North Carolina in their efforts to find employment.