

Talent Management, including Risk Management Report

BACKGROUND AND RISK SUMMARY

The Executive & Audit Committee annually reviews with university leadership top risks that may impact Oregon State University's ability to meet its mission and objectives. In 2020, the university identified the effectiveness of OSU's "talent management," defined as human resources (HR) practices and processes across the employee life cycle, as a top risk for the university. The Academic Strategies Committee provides oversight of the university's action plan for mitigating this risk.

The ability of the university to effectively attract, develop, and retain excellent and diverse faculty and staff is dependent upon the design and execution of a comprehensive talent management system. This requires the development of a modern set of effective and consistent management practices and systems to be an employer of choice and for the university to achieve its goals and mission.

STATUS UPDATE

During AY 2021-22, the university has made significant progress on its plan to implement a modern talent management system. As depicted in Figure 1, we have developed a framework for tending to all aspects of the talent management lifecycle, with SP4.0 as its centerpiece. The framework serves to organize current projects, programs, and pilot efforts across the university community and communicate our long-term vision. Dedicated attention to these distinct phases of acquisition and development will better meet the needs and improve the performance of OSU employees and the institution.

Figure 1. OSU Talent Management Framework



Attachment 1 provides a status report of actions across three key objectives. These actions reflect the ongoing work of diverse stakeholders and highlight inter-connected projects and pilot programs. Talent management at OSU is an integrated effort that is not dependent upon any one function or leader.

NEXT STEPS

The Academic Strategies Committee will be provided a report on talent management at its May 2022 meeting, and additional discussions can be scheduled as requested by the committee.

**Oregon State University Enterprise
Risk Management 2021 Priorities
Talent Management**

Risk Topic Oversight Summary						
Board Oversight Committee	Risk Topic	University Goal	Type(s) of Risks to be Prevented	Risk Owner(s)	Primary Risk Mitigation Strategy(ies) ¹	Risk Mitigation Team
Academic Strategies Committee	Talent Management	Attract, develop and retain excellent faculty and staff	Operational (safety), Compliance, Financial, Reputational	Provost and Executive Vice President; Vice President for Finance & Administration	Avoid, Reduce	Chief Human Resources Officer and Vice Provost for Faculty Affairs

¹ Definitions of mitigation strategies:

Avoid: Discontinue the activities that present unacceptable risk

Share/Insure: Transfer the risk through insurance programs or 3rd party

Reduce: Implement controls, practices, programs to lessen the risk

Accept: Proceed with the activity because the benefit outweighs the risk

Mitigation Plan	
OBJECTIVE 1: Develop University Human Resources' (HR) capability to deliver a comprehensive talent management system.	
Actions to Satisfy Objective	Status Report
Implement a best-practice strategic HR structure and other improvements required for a comprehensive talent management system (SP4.0 Action).	<p>Complete, with work ongoing</p> <p>HR transitioned to a best-practice HR structure in 2019 that included the creation of HR Strategic Partners (HRSPs) assisting university units.</p> <p>The HRSP organization was staffed by January 2020 and immediately leveraged to support leaders in navigating COVID-19 response, helping to translate and implement a variety of new policies, programs, and processes.</p> <p>Partnership between Employee & Labor Relations (ELR) consultants and HRSPs provided a continuum of employee relations support for employees and managers from local/informal consultation to formal processes specific to collective bargaining agreements. The consolidation of the HRSP and ELR teams has proven beneficial through refined, consistent guidance provided to leaders and employees across the university.</p> <p>Introduction of total compensation calculator for prospective employees, highlighting the value of OSU benefits and retirement packages.</p>

OBJECTIVE 2: Design and implement a set of programs and cycle of activity that will define talent management at OSU and attract, develop and retain diverse and talented faculty and staff.	
Actions to Satisfy Objective	Status Report
Design the Talent Management framework.	Complete (see above)
Implement/improve programs necessary to attract talented faculty and staff to OSU.	<p>Underway</p> <ul style="list-style-type: none"> Introduction of tools to support targeted sourcing to improve the diversity and depth of candidate pools. HRSPs will drive introduction of these tools within their client groups. Restructuring of HR organization to create recruitment specialist team focused on recruitment operations within our Service Center. Budget request for 2 recruitment consultants will improve the depth and breadth of OSU's applicant pool, with the intended outcome of identifying more diverse candidate pools and hires. Introduction of recruitment dashboard and metrics (In process – DFA Metrics) <p>Upcoming</p> <p>Streamline the general recruitment process to improve candidate experience. Budget funding requested for Director of Learning and Development for FY23.</p>
Implement/improve programs necessary to develop talented faculty and staff to OSU.	<p>Various stages of completion</p> <p>Under the guidance of the Talent Management Senior Advisory Committee, and in partnership between University Human Resources, Faculty Affairs, and the Office of Institutional Diversity, and with significant engagement from a variety of cross-functional workgroups:</p> <ul style="list-style-type: none"> A university wide training portal (behind firewall) and online learning library is now available to all faculty and staff. An OSU Managerial Competency Framework was created to guide next-stage development of an integrated manager training curriculum. Current implementation activities include: <ul style="list-style-type: none"> Competencies mapped to LinkedIn Learning courses Competencies introduced in updated CORE Supervisor Training Competencies integrated into Performance Management processes as part of development planning and evaluation of managers <p>Competencies will be the focus of trainings for unit heads, associate deans, and top-level university</p>

May 26-27, 2022 Board of Trustees Meetings

	<p>leaders.</p> <p>The following tools are generally available to leaders and offered by HRSPs as a body of solutions:</p> <ul style="list-style-type: none"> • Best-practice training on fostering effective dialog through Crucial Conversations is now offered via open enrollment and to intact teams. • An in-depth seminar on Leading Change was developed and facilitated by the Office of Institutional Diversity. • A performance management pilot project launched in fall 2021 within University Information and Technology (UIT) and the Controller's Office to introduce an improved process and evaluate supporting technology. The pilot approach: <ul style="list-style-type: none"> • Includes managerial competency model • Tests the practices of a formal quarterly check in • Intentionally drives an opportunity and culture for career and development discussions.
Implement/improve programs necessary to retain talented faculty and staff to OSU.	<p>Completed</p> <ul style="list-style-type: none"> • A new, expanded Employee Assistance Program with personal concierge service. • Significant increase in workshops and webinars on topics related to employee well-being. • Development of an OSU Culture of Care website to support faculty and staff in accessing the variety of supports and programs offered across the university. • A new exit survey program is being launched in May 2022. All departing professional and academic faculty and classified staff in ongoing (non-temporary) roles will receive the comprehensive and confidential survey administered by a third-party consultant upon resignation or retirement. A dashboard of aggregate results will be available to university leadership. <p>Underway</p> <ul style="list-style-type: none"> • An initial turnover study has been completed and is under review. Regular reporting of turnover statistics is anticipated in FY23.

OBJECTIVE 3: Implement a technology strategy to support an integrated set of applications that deliver high-quality core talent management processes, analytics and metrics, and a common experience to all OSU faculty and staff.	
Actions to Satisfy Objective	Status Report
Develop a strategy/proposal , assess cost and options.	<p>Underway. Evaluation and implementation of technology to support talent management were assessed and incorporated into the university's UIT strategic roadmap.</p> <p>Current projects underway include:</p> <ul style="list-style-type: none"> • An Enterprise Service Management (ESM) platform will prioritize the redesign and automation of many of the university's employee administrative processes over time. • The initial focus of ESM will be on streamlining and improving the employee experience with OSU's onboarding process. The new onboarding process will launch in September 2022 to support fall hiring. • A modern performance management system is being tested in a pilot implementation. • A new Learning Management System (LMS) will integrate development goals and learning paths into performance management and career planning. • Workforce planning tools, particularly position management, are being evaluated as part of the University Financial Management (UFM) initiative.

Performance Metrics		
Goal	FY2021 Results	Comments
Design metrics for Attracting, Developing, and Retaining Employees	Initial set of metrics developed within context of Division of Finance and Administration's Framework for Success.	Turnover metrics have been developed and are currently under review.