

Talent Management, including Risk Management Report

BACKGROUND

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. Each of the identified top risks are assigned to the various Board committees based on alignment with each committee's charter and workload. Through this process, the university identified talent management as a top risk for the university. The Academic Strategies Committee provides oversight of the university's action plan for mitigating this risk.

STATUS UPDATE

In January, the Board approved the expansion of the risk item around critical training to encompass the broader strategic risk area of talent management. Talent is at the heart of the higher education enterprise. As research universities expand the boundaries of knowledge through creativity and innovation, talent is the driver that differentiates institutional outcomes. Attracting and retaining outstanding faculty, staff and graduate assistants at OSU is critical to the mission of the university and its economic well-being. When retention efforts are applied equitably to all faculty and staff through consistent management practice and increased employee development, the general climate for everyone improves, leading to better productivity and greater career satisfaction. Moreover, attention to creating a more diversified workforce contributes to the OSU mission and vision of a more inclusive and excellent university.

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 as outlined in Action 19 of Strategic Plan 4.0 (SP4.0). Failure to deliver on a modern and best-practice framework of strategic talent management programs will negatively impact retention and engagement over time.

The original critical training initiative took initial steps to inform employees about best practices, university policy and legal requirements in certain areas in order to minimize the highest level compliance risk and mitigate the risks of uninformed management practice that can lead to claims and litigation. Significantly building on this foundation, the talent management initiative addresses risk and opportunity associated with effective workforce planning, talent acquisition and onboarding, learning and development, career development and succession planning and total rewards. Effective talent management practices directly impact employee satisfaction, reducing litigation and turnover. The implementation of a consistent system of talent management will substantially strengthen management practice and reduce risk.

A complete set of objectives and actions has been identified in a talent management plan across the remaining four year horizon of SP4.0. Anticipated near-term actions are described in Attachment 1. While substantial work has been started, there are significant areas of build out ahead. Technology strategy and provision is critical to mitigate risks associated with aging systems, to create a consistent and holistic employee experience across talent management dimensions and to support the accelerated development of analytics and metrics to support effective decision making. The recent reorganization of the human resources function to a modern HR business partner model is essential to provide the customized consultation required to implement talent management programs and practices within colleges and units.

NEXT STEPS

The Board will be provided this written report at its April 3, 2020 meeting. Additional discussion of the topic will be scheduled at a future meeting, as determined by the Academic Strategies Committee chair. In addition to Board reports, routine updates on talent management projects will be provided to the Compliance Executive Committee, chaired by the Provost.

**Oregon State University
Enterprise Risk Management
2020 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	Executive Vice President and Provost & Vice President for Finance & Administration	Avoid, Reduce	Chief Human Resource Officer and Senior 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: (Capability to do it) Develop human resources (HR) strategic, consultative capability to deliver a comprehensive talent management system	
Actions to Satisfy Objective	Status Report
<p>Implement best practice strategic HR structure and other improvements required to successfully implement a comprehensive talent management system (SP4.0 Action) and as recommended by external HR functional review (November 2016)</p>	<p>Complete, with work ongoing: HR has transitioned to a three-pillar structure that introduces the consultative capability and subject matter expertise required to implement a comprehensive talent management system. In 2020, HR will continue to implement the three pillar structure through the hiring of key leadership positions and implementing new HR service centers model. To date the following activity has been accomplished and underway:</p> <ol style="list-style-type: none"> 1. HR Strategic Partners (HRSPs). Each college and administrative unit is now supported by an assigned HRSP who provides focused support for daily employee relations, manager coaching, organizational development and change management. HRSPs will facilitate college/unit implementation of future talent management processes 2. HR Service Center. <ol style="list-style-type: none"> a. Seven HR business services teams have been consolidated into one HR Service Center with the goal of providing clear and consistent HR transactional processes through focused recruitment and employee lifecycle teams b. A Student Employment Center handles over 6,500 student hires per year through new streamlined and automated processes c. AskHR helpdesk function provides a one-stop shop for employees 3. Centers of Expertise (highlights of enhancements to key functions): <ol style="list-style-type: none"> a. Employee and Labor Relations (ELR). Through an alignment between HR and Faculty Affairs, a consolidated ELR function provides support and consultation to the university across all union contracts and all employee types. Partnership between ELR consultants and HRSPs provides a continuum of employee relations support for employees and managers from local/informal consultation to formal processes specific to collective bargaining agreements

	<ul style="list-style-type: none"> b. Talent Acquisition. Will expand traditional recruitment operations function to include development of employee value proposition, integrated advertising platform, active sourcing and targeted diversity recruitment strategies c. Talent Management. Will expand traditional professional development function to include full talent management cycle
<p>OBJECTIVE 2: (What it is) Design and implement the set of programs and cycle of activity that will define talent management at OSU and serve to attract, develop and retain diverse and talented faculty and staff.</p>	
<p>Actions to Satisfy Objective</p>	<p>Status Report</p>
<p>Design the talent management framework</p>	<p>Complete, with work ongoing</p> <ul style="list-style-type: none"> • Talent management initiative plan created in collaboration with Faculty Affairs, President and Provost’s Leadership Council for Equity, Inclusion and Social Justice, President’s Commission on the Status of University Women and other stakeholder input • Review and discussion by the President’s Cabinet, Provost’s Council of Deans and Provost’s Senior Leadership Team • Establishment of senior advisory team; regular monthly engagement
<p>Implement/improve programs necessary to attract talented faculty and staff to OSU.</p>	<p>Getting started; current national search for Director Talent Acquisition Elements include workforce planning, talent acquisition and onboarding.</p> <p>Initial projects include:</p> <ul style="list-style-type: none"> • Introduce initial workforce planning process • Create an OSU employee value proposition (EVP) • Leverage multi-media materials across an integrated advertising platform • Streamline recruitment processes to focus on a compelling candidate experience • Improve onboarding process
<p>Implement/improve programs necessary to develop talented faculty and staff to OSU.</p>	<p>Various stages of completion; building on initial critical training (compliance) program Elements include performance management, individual development, management development, leadership development.</p> <p>Initial projects include:</p> <ol style="list-style-type: none"> 1. Refine critical training programs implemented in FY18/19 (underway) 2. Introduce Crucial Conversations training program (underway) 3. Define core manager role, expectations and competencies

	<p>4. Redesign OSU manager training</p> <p>5. Redesign core OSU performance management process(es); evaluate supporting technology</p>
<p>Implement/improve programs necessary to retain talented faculty and staff to OSU.</p>	<p>Focus for next-stage of implementation; under development Elements include career development, succession planning, compensation/benefits and work-life culture/programs.</p> <p>Initial projects in include:</p> <ul style="list-style-type: none"> • Implementation of new Employee Assistance Program with expanded benefits and broader impact/access.
<p>OBJECTIVE 3: Implement technology strategy to support an integrated set talent management applications that deliver high-quality core talent management processes, analytics and metrics, and a common experience to all OSU faculty and staff</p>	
<p>Actions to Satisfy Objective</p>	<p>Status Report</p>
<p>Develop a proposed strategy/proposal, assess cost and options</p>	<p>Evaluation underway in partnership with University Information and Technology and using current analysis on best-practice through Gartner.</p> <p>Initial projects include:</p> <ul style="list-style-type: none"> • Proposed technology strategy • Selection of initial technology modules. Currently anticipate early focus/implementation of performance management application and learning management system
<p>Develop interim, low cost options to support metrics</p>	<p>Implement surveys to build baseline understanding of current state.</p> <ul style="list-style-type: none"> • Candidate experience with hiring process • Employee experience with onboarding process • Exit interviews

Performance Metrics		
Goal	FY2020 Results	Comments
Design metrics for Attract, Develop, Retain	Currently gathering information on best practice metrics.	Metrics will be a major factor in, dependent on and accelerated by technology strategy.