

## OBJECTIVES AND SUCCESS INDICATORS: FY12 INITIATIVES

KEY STRATEGIES	INITIATIVE	OBJECTIVES	SUCCESS INDICATORS
Leadership and Management Development	<b>Performance Management @ Stanford Pilot</b> Business Owner: Pat Keating, AVP, Learning & Organizational Effectiveness	Pilot the implementation of a new performance management framework, including: <ul style="list-style-type: none"> <li>• An approach that promotes growth, development, excellence, respect, and fairness.</li> <li>• A continuous process that stresses coaching, feedback and recognition.</li> <li>• A comprehensive set of tools and trainings to support employees and managers through the year.</li> </ul>	No surprises on Year End review, higher quality and frequency of coaching and feedback, and development plans that are actionable. Increase in employee aspiration to excel, and a commitment from managers to expect excellence and to develop for excellence. More positive employee views of Stanford as a place to work, and an increase in operational productivity, efficiency, and customer service as employees feel more engaged.
	<b>Staffing Services</b> Business Owner: Keith Copeland, AVP, Staff Employment	Create, staff and implement a central service to support key aspects of the hiring process, including: <ul style="list-style-type: none"> <li>• Recruiting, advertising, and position marketing.</li> <li>• Pre-qualifying of candidates, evaluating resumes and conducting preliminary interviews.</li> <li>• Entering of candidate data required to comply with federal regulations.</li> </ul>	Hiring managers will be highly satisfied with the screening services and the quality of candidates they receive. Hiring managers will have more time to spend on other aspects of the hiring process.
HR Operations and Development	<b>HR Transaction Services</b> Business Owner: Mario Acquesta, AVP, HR Operations and Systems	Offer a comprehensive set of services to manage employee job and position records, including: <ul style="list-style-type: none"> <li>• Ease the burden on schools and departments with a simplified records management process, reducing departmental PeopleSoft HR system users from 150 to 30, increasing their ability to contribute in ways that support local business needs.</li> <li>• Establish a simplified procedure for schools and departments to request job or position record updates.</li> <li>• Facilitate all records updates and background checks for clients.</li> </ul>	Higher degree of reliability on data and a high accuracy rate (error rate below one percent), along with high client satisfaction rates. HR Managers will have more time to spend on other HR efforts in their schools and units.
	<b>Job Classifications</b> Business Owner: Linda Faris, AVP, Staff Compensation	Implement a simplified and streamlined job classification approach, including: <ul style="list-style-type: none"> <li>• Create a market-based pay range structure tied to the new classification system.</li> <li>• Design a simplified job classification process.</li> <li>• Develop standardized job descriptions and career path descriptions that will help staff navigate their careers.</li> </ul>	Staff will understand our classification system, become knowledgeable about market pay and will learn how to navigate their careers at the University. Managers and supervisors will make classification and pay decisions based on competitive market data and will be able to assist their employees in planning for their career at the University. HR Managers will be able to explain our classification system and market pay to managers, supervisors and staff. In addition, HR Managers will have more time for other HR efforts due to a simplified and streamlined job classification system.
	<b>HR Dashboard/ Business Intelligence</b> Business Owner: Mario Acquesta, AVP, HR Operations and Systems	Deploy an online visual display of HR data for senior leaders and managers, including: <ul style="list-style-type: none"> <li>• Key information about Stanford's workforce that provides the basis for workforce analysis, reporting, and management decision making.</li> <li>• A consolidated data view with pre-built reports and dashboard visuals using Oracle's Business Intelligence tool.</li> <li>• Easy access to HR information for Stanford's leaders and managers.</li> </ul>	Senior managers will have improved access to workforce information to make decisions and answer key business questions. Increased confidence in the immediate usefulness of workforce data provided by HR.
	<b>STARS Revitalization</b> Business Owner: Pat Keating, AVP, Learning & Organizational Effectiveness	Transfer STARS ownership to HR from Internal Audit & Institutional Compliance including: <ul style="list-style-type: none"> <li>• An initial discovery phase to understand the current state of both the business processes and the system to determine what resources are needed to focus STARS on learning and development.</li> <li>• A new governance approach and service delivery model to meet the diverse array of compliance and competency-based learning requirements across the University's academic and administrative units.</li> <li>• Enhanced STARS features that facilitate informal learning and development, such as cross training, job shadowing, or other experiential or exposure activities.</li> </ul>	Higher degree of client satisfaction. Staff will have access to a system that facilitates career and growth opportunities. Improved ease of use for managing learning that is required or part of a developmental experience.
	<b>Health Care Consumer Education</b> Business Owner: Les Schlaegel, AVP, Benefits	Support the university's efforts to control health care costs by: <ul style="list-style-type: none"> <li>• Providing employees the tools and knowledge to recognize their own health care issues and take appropriate corrective action.</li> <li>• Demonstrating how health improvement and choice of care align with cost containment.</li> </ul>	Stanford medical plan participants will have access to information and tools to assist them with making decisions about their health care and associated costs. Over time, there may be a reduction in health care costs for the university and for plan participants.

## OBJECTIVES AND SUCCESS INDICATORS: FY13 AND FY14 INITIATIVES

*Note that plans for FY13 and FY14 do not include the FY12 initiatives that will either expand in scope over time or were planned as multi-year initiatives. As we plan future work, we need to ensure organizational readiness to support emerging needs. As that occurs, we'll gather client input, analyze and scope the work, identify viable funding options, and gain the support needed to move forward on those new initiatives.*

### FY13 INITIATIVES

KEY STRATEGIES	INITIATIVE	OBJECTIVES	SUCCESS INDICATORS
Leadership and Management Development	<b>Stanford Manager Academy</b> <i>(includes HR Academy)</i> Business Owners: Pat Keating, AVP, Learning & Organizational Effectiveness; Suzanne Ferris, AVP, HR Generalist Service Delivery	Provide developmental opportunities for front-line people managers, including: <ul style="list-style-type: none"> <li>• Programs to address key people management skills, such as hiring, onboarding, performance management, rewards and recognition, communication.</li> <li>• Developmental exposure, such as a mentor relationship, as well as on-the-job experiences, such as project team leadership, to raise managerial effectiveness.</li> <li>• The HR Academy to address developmental opportunities for building business partner skills and competencies in the HR Manager community.</li> </ul>	Increased tools, information, and skill sets to effectively manage people, and a resulting positive change in the quality of managerial capability at Stanford.  Employees will better understand the mission, goals, roles, and accountabilities in their work groups and get regular feedback and coaching to meet or exceed expectations.  Human Resources Managers will have the opportunity to develop or strengthen the skills associated with being a business partner.
HR Operations and Development	<b>Global HR Standards, Policies, and Practices</b> Business Owner: Suzanne Ferris, AVP, HR Generalist Service Delivery	Increase the capacity of both HR and the institution towards the following: <ul style="list-style-type: none"> <li>• Support current employees (faculty and staff) already working outside of the United States for programmatic and/or academic reasons.</li> <li>• Hire non-academic staff outside of the United States within the legal framework of the local country.</li> <li>• Assist in relocation of current employees (faculty and staff) to work outside of the United States as expatriates.</li> <li>• Meet and adhere to local HR practices and remain in compliance with local laws.</li> </ul>	A set of established policies, processes and procedures are developed for Stanford's Global HR practices.  Key stakeholder experience a higher degree of satisfaction with resources, information, and "ease of process" in the hiring and ongoing support of global employees.  Global employees' engagement and satisfaction is equal to or greater than their US peers.
Employee Engagement	<b>Cross-Campus Career Paths</b> Business Owners: Suzanne Ferris, AVP, HR Generalist Service Delivery; Pat Keating, AVP, Learning & Organizational Effectiveness	Develop a new framework to facilitate career mobility for employees, including: <ul style="list-style-type: none"> <li>• The use of assessments and tools to identify competencies and skills needed in different positions, possibility establishing an assessment center.</li> <li>• A set of tools employees can use to understand what competencies and skills are needed and how to gain those skills, such as career maps.</li> <li>• Exposure opportunities that facilitate employees learning from other employees, such as mentoring and networking.</li> </ul>	Increased cross-organizational career mobility.  Greater career option satisfaction will be reflected in our engagement survey.  Improved mobility of, and potential for longer retention of, staff identified as high potential.

### FY14 INITIATIVES

KEY STRATEGIES	INITIATIVE	OBJECTIVES	SUCCESS INDICATORS
HR Operations and Development	<b>New Employee Intake Center</b> Business Owner: Mario Acquesta, AVP, HR Operations and Systems	Establish an intake center to facilitate onboarding logistics, including: <ul style="list-style-type: none"> <li>• Completion of in-hire activities, such as I-9, ID card, SUNet ID, Background Check, SU-18 (Patent Agreement), Conflict of Interest, Parking permit, Building access, etc.</li> <li>• Intake processes to increase new employee's confidence in their employer, and reduce the time currently needed to accomplish these tasks on the part of new employees and their hiring managers.</li> <li>• Expansion of services may include a virtual center for job/position changes and terminations.</li> </ul>	New employees will feel valued and quickly able to be productive in their positions as they will complete onboarding tasks all at one time.  Hiring managers will be able to spend more time describing the position and performance expectations for the new role and spend less time on the multitude of tasks required to onboard a new employee.
Employee Engagement	<b>University-wide Employee Survey</b> Business Owner: Pat Keating, AVP, Learning & Organizational Effectiveness	Conduct university-wide employee survey with the aim of: <ul style="list-style-type: none"> <li>• Defining Stanford "norms" for employee satisfaction &amp; engagement.</li> <li>• Using survey to track improvements over time, identifying what's working well in order to keep doing it right, and improving areas of opportunity in order to bolster the employee experience.</li> <li>• Producing comparative reports to assess changes in survey results with a core set of survey items used in the 2010 survey, for the 12 schools and units that previously participated.</li> </ul>	Manager skill increases in planning and implementing workplace improvements.  Employee experience gains for a positive workplace culture.  Survey results to inform University management decision making and planning efforts.