# HR Service 2026

*A three-year plan toward HR transformation*
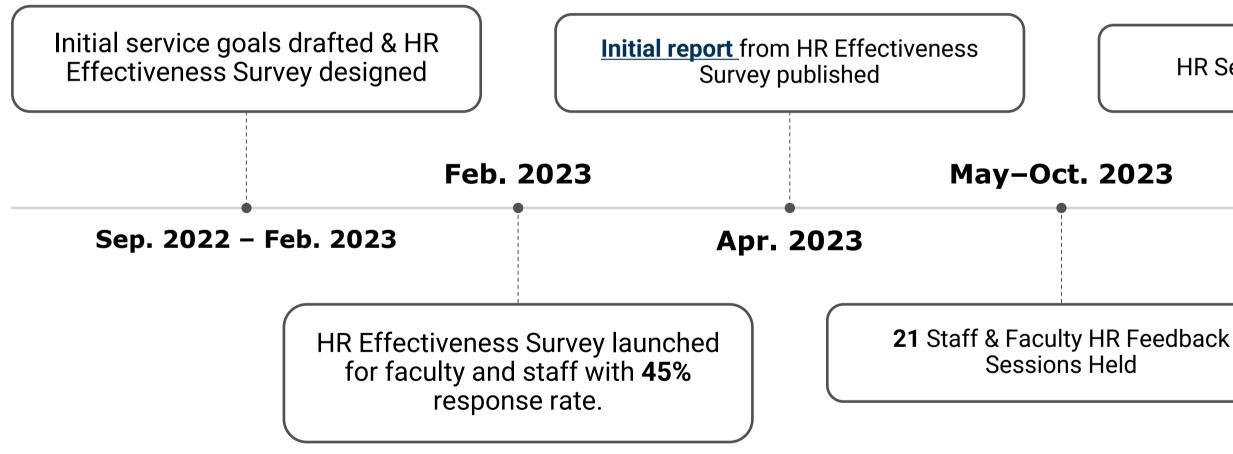
**Kirra Franzese, AVP & Chief Human Resources Officer**

**Jackson Short, Lead, Workforce Strategy & HR Technology**

# We started with a year-long question.

*What is an "employer of choice" in the year 2026—and what role will Human Resources play in anticipating and supporting the culture, the nuance, and the expectations of that workplace?*

Initial service goals drafted & HR Effectiveness Survey designed

**Initial report** from HR Effectiveness Survey published

HR Service 2026 Plan Launch

**Feb. 2023**

**May–Oct. 2023**

**Sep. 2022 – Feb. 2023**

**Apr. 2023**

**Nov. 2023**

HR Effectiveness Survey launched for faculty and staff with **45%** response rate.

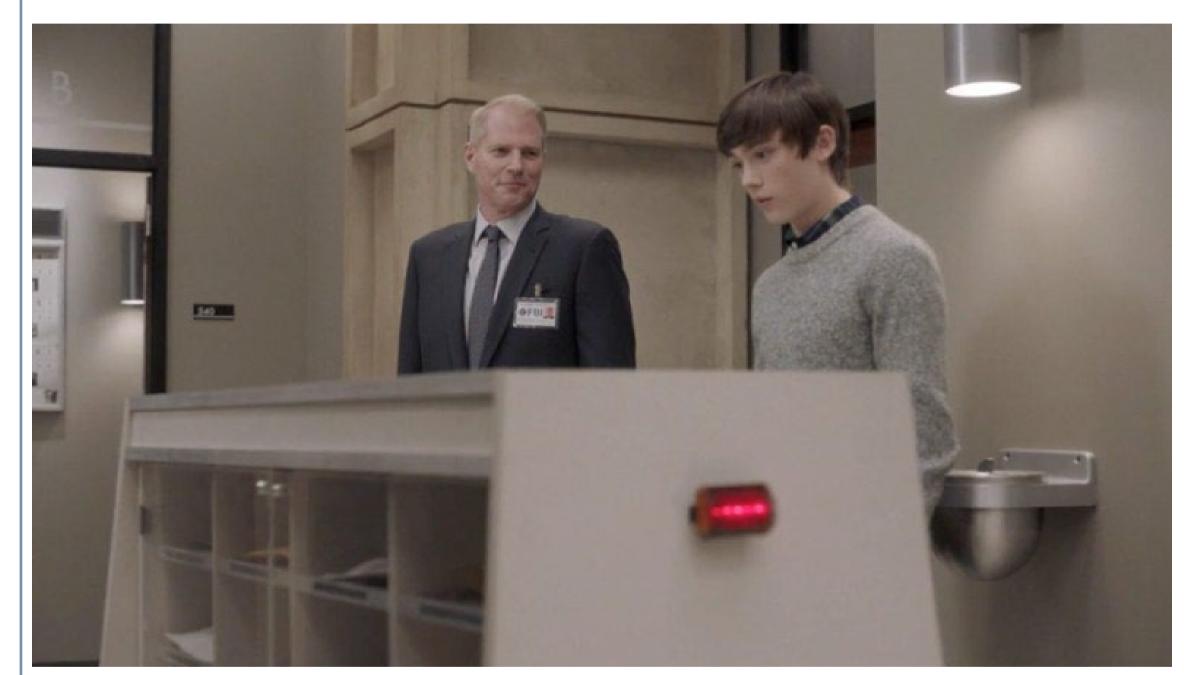**21** Staff & Faculty HR Feedback Sessions Held

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# What is the "future of work"?

**When we talk about the future of work, we recognize that our data and claims will be outdated in five minutes.**

**How do we build programs and services that are malleable enough to withstand change?**



The FBI's "Mailmobile" (*The Americans*, FX)

# We first asked ourselves how the workplace has changed. (And questioned if we have changed with it.)

*As we've analyzed modes of work at IC – and HR's role in anticipating the future – we've looked at major trends and changes in the labor market to inform our approach to planning our future.*

## COVID-19 (2020)

- Propelled remote work
- Challenged dependence on office architecture
- Virtualized transactions, self-service & digital technologies

## The Great Attrition (2021/22)

- Increase in vacancies; decrease in talent pool.
- Transformed talent strategy and candidate engagement.
- Increase in personal leaves & sabbaticals
- Demand for flexible work arrangements increased
- Pay Transparency

## The Log Out

- Bringing work home and increasing technology has increased productivity and connectivity. It has also made logging out more difficult.
- As we work more than ever, greater focus on wellness & how to hybrid
- Workplace equity – especially for roles that can't be made hybrid.

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# Our assessment identified specific opportunities within HR for honing our focus.



- Communication & Change Management
- The People Partner Principle
- Talent Acquisition
- Employee Potential & Development
- Total Rewards

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Our **HR Vision**
*(our dream state),*

**HR Mission**
*(our purpose and reason for what we do), and*

**HR Commitments**
*(the materials to build our dream state and to inform our purpose)*

guide our strategy.



## HR VISION, MISSION & VALUE PROPOSITION

### HR VISION

We're here to help employees stack the building blocks on their journey.
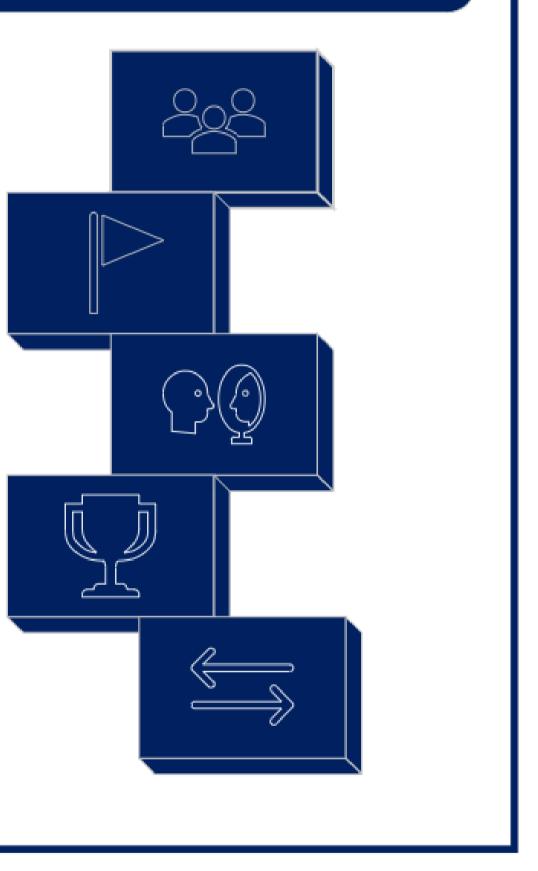
### HR MISSION

We're committed to delivering services and programs that promote a positive employee experience and contribute to the success and growth of the IC community.

### HR VALUE PROPOSITION

1. We're your people partner.
2. We are stewards of a place to stake your flag.
3. We service a place where contributions matter and are valued.
4. Total Rewards for employee wellbeing.
5. Managing Change. Providing Consistency.

*We use building blocks as a motif to define the various touchpoints that HR engages with each employee during their tenure at IC—including recruiting, onboarding, salary review, assignment change/promotion/transfer, training and development/upskilling, and offboarding.*
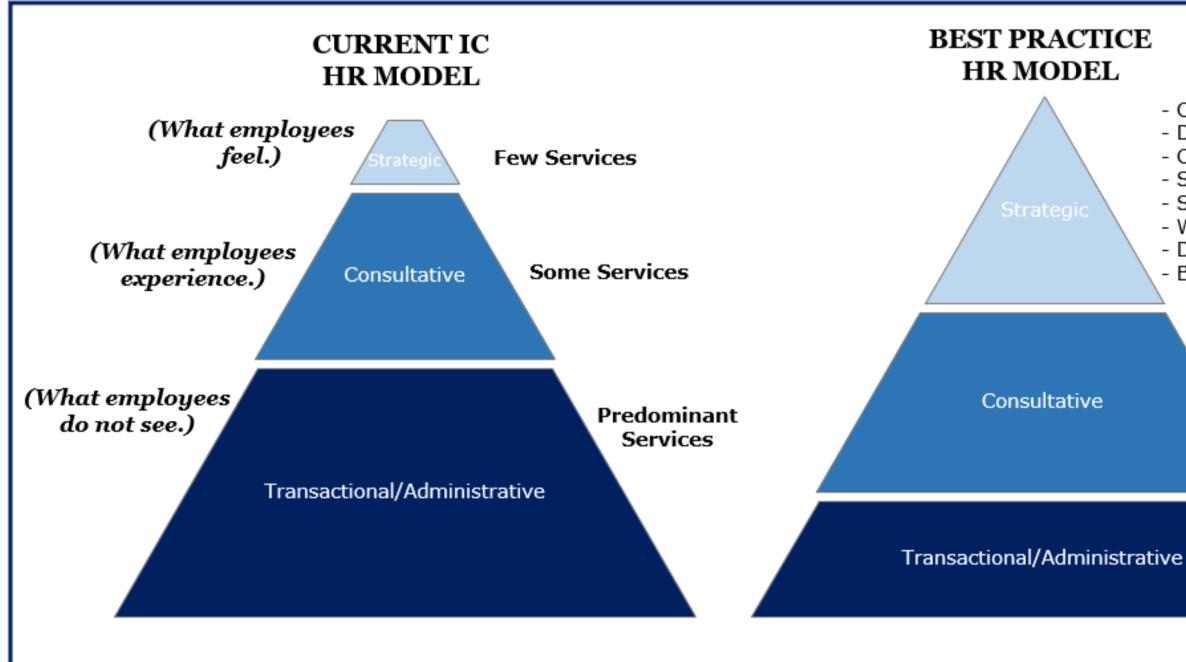
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# Shift to Strategy

# Shift to Strategy

*Our ongoing effort is to identify opportunities to shift programmatic support from transactional to consultative and strategic.*

## CURRENT IC HR MODEL

(What employees feel.) — **Strategic** — Few Services

(What employees experience.) — **Consultative** — Some Services

(What employees do not see.) — **Transactional/Administrative** — Predominant Services

## BEST PRACTICE HR MODEL

**Strategic**
- Compensation Planning
- Data Analytics/Management
- Culture/Engagement
- Service Planning
- Skill Development
- Workforce & Succession Planning
- Diversity, Equity, Inclusion & Belonging
- Benefits Administration/Design

**Consultative**
- Recruiting & Onboarding
- Employee Relations & Performance Management
- Training & Development
- Benefits & Wellness

**Transactional/Administrative**
- Record Keeping
- Data Entry
- Compliance
- Reporting & Compliance

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# Scaling the HR Team

## Talent Management

- Recruiting & Onboarding
- Employee Relations
- Performance
- Engagement
- Training & Development
- Helpdesk Triaging
- Faculty HR
- System Transactions

## Benefits & Compliance

- Benefits Administration
- Leave Management
- 403(b) & 457(b)
- HR Compliance
- Vendor Management

## Payroll & Student Employment

- Payroll Administration
- Tax Compliance
- Garnishments
- Student Employment HR

## Workforce Strategy & HR Technology

- HR Information Systems (HRIS)
- Strategic Planning
- People Analytics
- Project & Change Management
- Compensation Administration
- Workforce Planning

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# From Business Partners to Consultants

*While the HR Business Partner model provided unit-specific support, the Consultant model will provide competency-driven programming at the College level. The result is a less localized HR, that can focus on programming, services, and strategies – while supporting the needs of individuals and teams.*

### Recruiting & Employment Consultant

*Amy Overstrom*

This Consultant will primarily support employee recruiting and onboarding, with additional focus in candidate experience, search committee engagement, training and compliance; and recruiting support, sourcing and campaigning.

### Employee Relations and Training & Development Consultant

*Kimberly Lieb*

This Consultant will primarily support organizational and individual training and development programs, as well as our employment unit, to include Performance Management; Skill attainment and development; and employee relations policies, compliance, and investigations.

### Benefits & Work Life Consultant

*Julie Tinkham*

This Consultant will primarily support day-to-day benefits administration, leave management, wellness programs, and benefits consultations.

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# Introducing the Workforce Strategy & HR Technology Team

*The insights gained from this team will support HR in developing tools, processes and strategies to enhance HR's service delivery and to lead workforce, succession, and compensation planning efforts.*

## Workforce Strategy & HR Technology
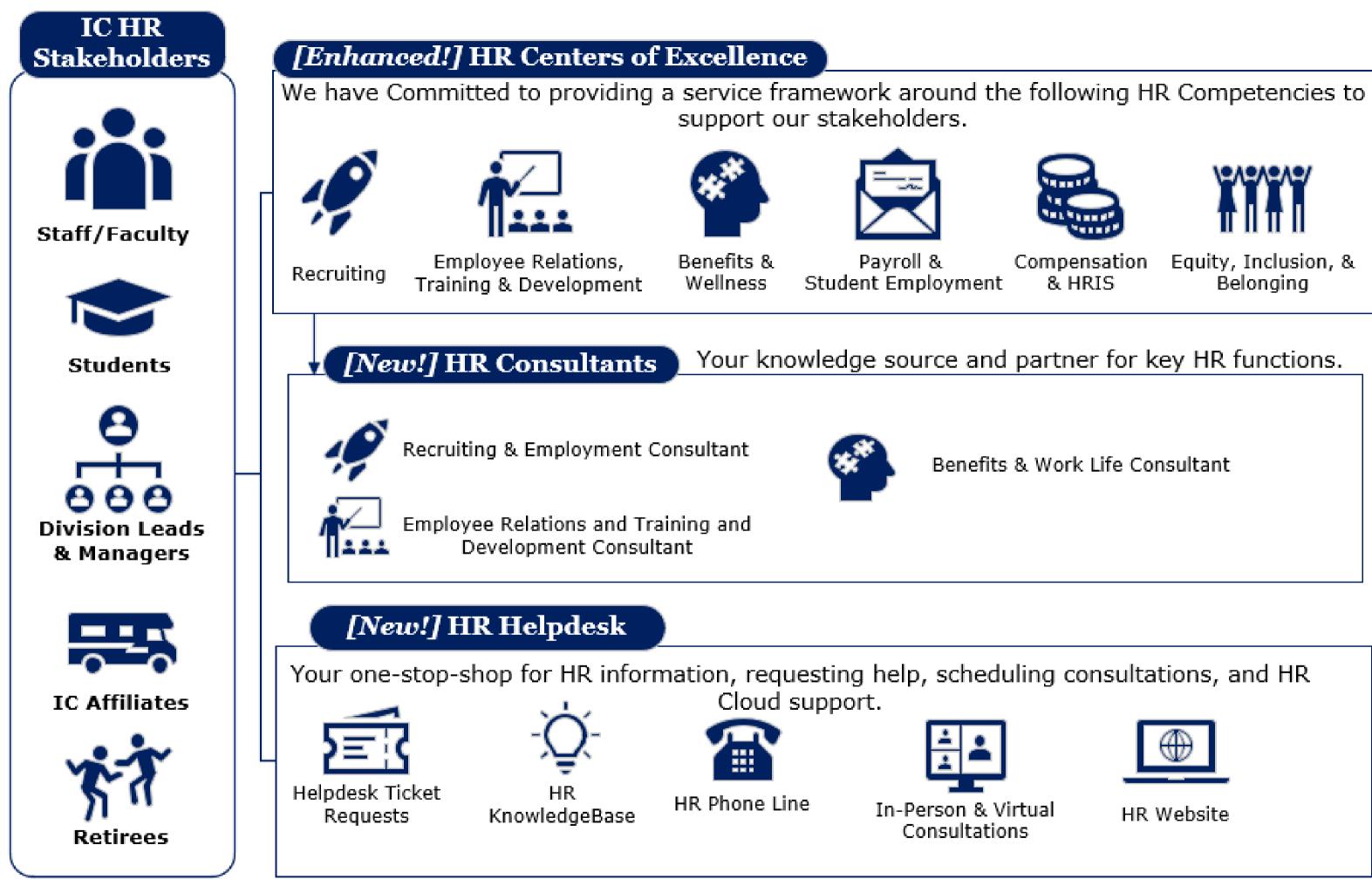
### Proactive insights for proactive people.

An integrated people analytics program across all HR functions to drive strategic decisions, to deliver seamless and individualized service and to support our employees as the workplace evolves. Our workforce strategy emphasizes strategic workforce planning, to deliver scalable and measurable HR programs, services, and philosophies in compensation, project and change management, workplace and people insights and equity.

### Tools to advance HR service, accountability, and insights - within and beyond the Cloud.

# IC HR Service Delivery Model

## IC HR Stakeholders

**Staff/Faculty**

**Students**

**Division Leads & Managers**

**IC Affiliates**

**Retirees**

## [Enhanced!] HR Centers of Excellence

We have Committed to providing a service framework around the following HR Competencies to support our stakeholders.

- Recruiting
- Employee Relations, Training & Development
- Benefits & Wellness
- Payroll & Student Employment
- Compensation & HRIS
- Equity, Inclusion, & Belonging

## [New!] HR Consultants — Your knowledge source and partner for key HR functions.

- Recruiting & Employment Consultant
- Benefits & Work Life Consultant
- Employee Relations and Training and Development Consultant

## [New!] HR Helpdesk

Your one-stop-shop for HR information, requesting help, scheduling consultations, and HR Cloud support.

- Helpdesk Ticket Requests
- HR KnowledgeBase
- HR Phone Line
- In-Person & Virtual Consultations
- HR Website

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# HR Help Desk @ Your Service

# We're joining IT's Client Portal to build a single place for IC services and support.

*The **HR Help Desk** is your hub for HR Cloud, talent, benefits and payroll help and includes a ticketing system and knowledge base.*

*HR Help Desk complements human support – but doesn't replace it.*

# HR Help Desk – Service Catalog

*Use the HR Help Desk Service Catalog to submit tickets and HR forms.*

**Our Commitments**

- Standard response times will always be listed on the ticket form you are submitting.

- Our ticket forms have been designed to limit the number of individuals reviewing your information, your ticket requests will only be shared with the individuals supporting your request.

Service Catalog / Human Resources

## Human Resources

### Categories (8)

**General HR Help**
Not sure who to contact? Use this ticket form to reach out directly to the HR Helpdesk.

**Benefits & Absence Helpdesk**
Medical, dental, vision, tuition, retirement benefits. Vacation, medical, personal, leave, STD, LTD, Sabbatical, other leaves

**Payroll & Timecard Helpdesk**
Payroll, time management, W-2s, taxes, direct deposit, payslips.

**Talent Management Helpdesk**
Recruiting, employment, employee relations, compensation & classification, training and development

**IC HR Technology Helpdesk**
IC HR Cloud, Data/Report Requests, Usernames, System Access

**Compensation Helpdesk**

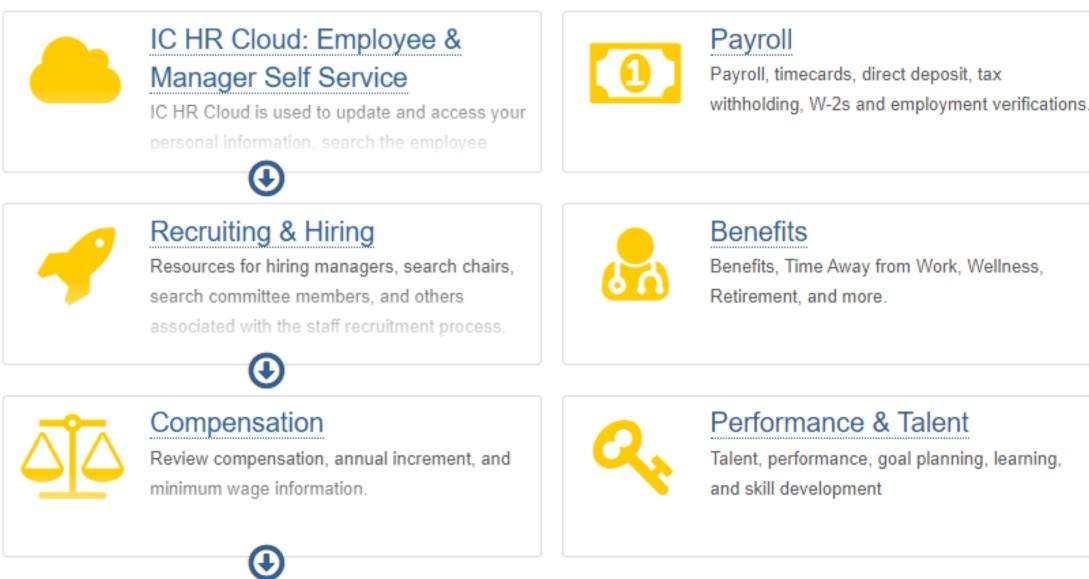ITHACA COLLEGE

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# HR Help Desk – Knowledge Base

*Use the HR Help Desk Knowledge Base to explore our library of information about HR programs, processes and policies.*

Knowledge Base / Other IC Departments / Human Resources

## Human Resources

Employee user guides for Human Resources self service.

## Categories (8)

### IC HR Cloud: Employee & Manager Self Service
IC HR Cloud is used to update and access your personal information, search the employee

### Payroll
Payroll, timecards, direct deposit, tax withholding, W-2s and employment verifications.

### Recruiting & Hiring
Resources for hiring managers, search chairs, search committee members, and others associated with the staff recruitment process.

### Benefits
Benefits, Time Away from Work, Wellness, Retirement, and more.

### Compensation
Review compensation, annual increment, and minimum wage information.

### Performance & Talent
Talent, performance, goal planning, learning, and skill development

# Ithaca.edu/human-resources

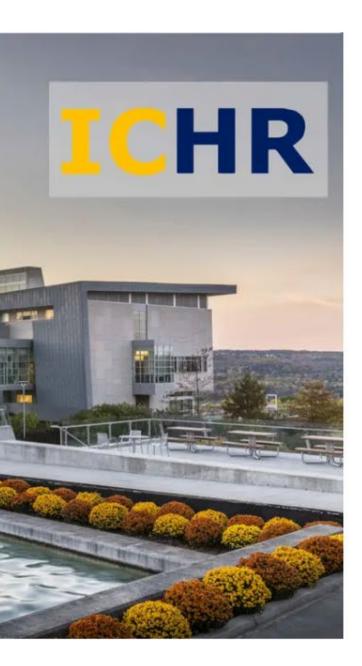*The ICHR website has been redesigned to better streamline information, to reduce clicks/subpages, and to provide accurate information.*
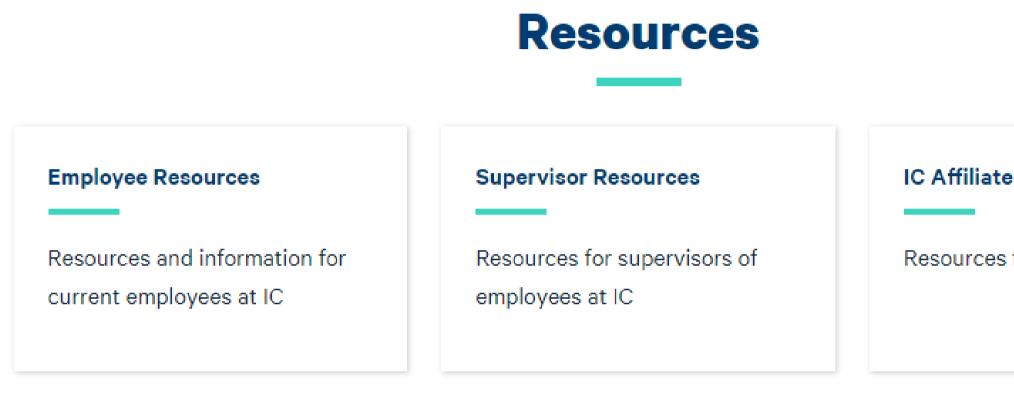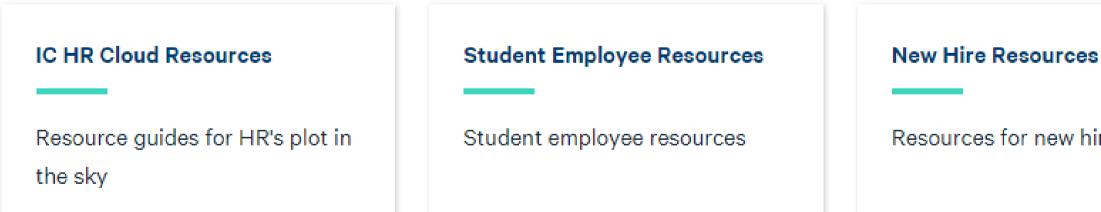
# Ithaca.edu/human-resources

*The new format for our website is based on populations rather than just office specific information. Find the right information that pertains to your role and take the guesswork out of the one-size-fits-all descriptions.*

## Resources

### Employee Resources

Resources and information for current employees at IC

### Supervisor Resources

Resources for supervisors of employees at IC

### IC Affiliate Resources

Resources for affiliates

### IC HR Cloud Resources

Resource guides for HR's plot in the sky

### Student Employee Resources

Student employee resources

### New Hire Resources

Resources for new hires at IC

# HR Imagination Incubator

*The Imagination Incubator, slated to roll out in 2024, will be a forum for employees to share resources, ideas, questions, and suggestions, moderated and prompted by HR. Through the Imagination Incubator, we intend to create a work lab – to help provide support to employees across a variety of topics.*

| | | |
|---|---|---|
| Community-driven forum for information gathering, knowledge and resource sharing, and to recognize team contributions. | Opportunity for HR to network beyond HR for holistic and transformational training and resources. | Premier hub for subject-based toolkits about how to work, how to hybrid, how to promote wellness, and more. |

ICHR
Imagination Incubator

# Working & Growing at IC

# Talent Acquisition Opportunities

**72%** *of staff/faculty respondents are satisfied with their job at IC.*

**33%** *of staff/faculty respondents believe newly hired employees do not receive support and information to help them stay at the College.*

**47%** *of staff/faculty respondents believe that their HR Recruiter could do more to attract/retain talent.*

**As we review our current talent acquisition strategy, we've noted the following opportunities for supporting departments and search committees in recruiting and sourcing IC's workforce:**

Transform the Recruiting Cloud

Standardize and train.
Standardize and train.
Standardize and train.

Invest in the candidate experience.

Reduce time to hire from 48 to 35 days.

**In 2023, here's how candidates rank their priorities.**

**#1** **Compensation**
Excellent compensation and benefits

**#2** **Balance**
Organizational support to balance work and personal life

**#3** **Flexibility**
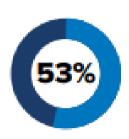Flexible work arrangements (i.e. when and where you work)

**#4** **Upskilling**
Opportunities to learn new, highly desired skills
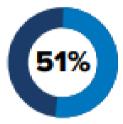
LinkedIn, Recruiting Trends for 2023

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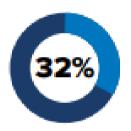# Workplace Development & Employee Potential

**53%** HR managers who say they face a **skills gap** within their company.
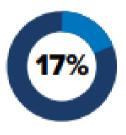
HR managers also say:

**51%** **training employees** is their primary method of addressing the skills gap.

**32%** **hiring new employees** is their primary method of addressing the skills gap.

**17%** **leveraging independent contractors and freelancers** is their primary method of addressing the skills gap.

*More than ¾ of employees say they are more likely to stay with a company that offers continuous learning and development.*

The report also emphasizes that while career progression has long been hailed as a vertical climb up the employee hierarchy, many employees desire lateral development – learning (and recognition for that learning) within the job they are in.

**In HR, we've set the following goals to enable employees and managers to realize their potential:**

**Provide transparency about promotion/transfer**

**Create a Skills Inventory**

**Redefine Onboarding**

State of the Workplace Learning and Development Executive Summary 2022
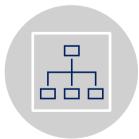
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# Growing at IC: Workforce Leadership and Organizational Development

**20%** *of staff/faculty respondents believe HR plays an important role in training and development*

**19%** *of staff/faculty respondents believe HR provides adequate training to managers and supervisors*

**31%** *of staff/faculty respondents had the opportunity to share the skills they've attained and to be rewarded or recognized for them.*

**As we build a skills-based training and development program in HR, we've set the following goals:**

Invest in managers.

Modernize performance review.

Distinguish between learning and development.

# Employee Pay

*More than ever, employees are asking questions about pay. Pay transparency is not just a culture shift – it's law. As our work evolves, we must move away from the "locked filing cabinet" mentality of 20th century compensation toward honest and transparent conversations about employee compensation and rewards.*

**As we commit to the values of pay transparency and pay equity, we will hone on the following:**

Expand knowledge on how IC develops and maintains salary ranges.

Support IC in embracing national trends around pay transparency to promote pay equity and education.
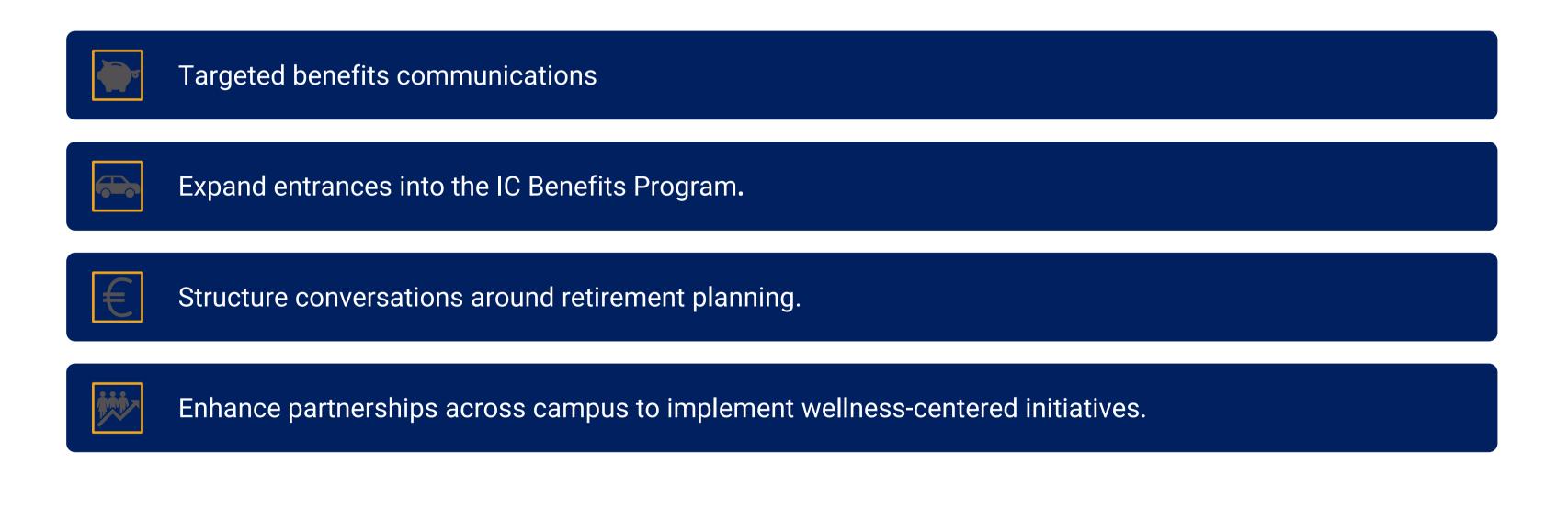
Develop tools and resources to enable HR to monitor data around pay equity. And use them.

# Employee Benefits

*While price transparency, increasing the options, and targeted communications are some ways that benefits programs are continuing to evolve, a renewed focus on wellness both at work and at home is driving the conversation around Employee Benefits and Work Life.*

**As we benchmark the IC Benefits Program, we are focused on the following goals:**

Targeted benefits communications

Expand entrances into the IC Benefits Program.

Structure conversations around retirement planning.

Enhance partnerships across campus to implement wellness-centered initiatives.

# Flexible Work for an Evolving World

*As we see the workforce opt for more flexibility in their workday (whether working remotely or hybrid, or having flexible hours/work times), it's clear that training for teams around time management, equity, connectivity, and productivity are imperative.*

**As we promote and support workplace flexibility, we've focused on the following goals:**

Continue to expand the definition of "flexible work arrangement"

Add programming, events, and networks to enhance connections – within and across hybrid teams.

Develop "how to hybrid" blueprint – a training for hybrid teams, to ensure equity in flexible work program, to encourage connection, and to standardize processes to drive team camaraderie and agreement.

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# Here we are.

*Information about specific deliverables and implementation milestones will be shared on the HR Transformation webpage in January 2024.*

**Year 3 (2025-2026)**

**Challenge and change culture** by expanding offerings, programs and tools

**Year 2 (2024-2025)**

**Shift to strategy** by elevating service delivery & quality and reviewing & transforming processes and practices.

**Year 1 (2023-2024)**

**Transform Service Delivery** & instill the People Partner Principle.

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# We want to continue the conversation.

*If you have specific questions about any of the information in this presentation, we invite you to check out the following resources to learn about where we started and where we're going.*

The **HR Transformation** website is your hub for plan documents, survey reports, timelines, changes, resource guides, and more.

Email [HumanResources@Ithaca.edu](mailto:HumanResources@Ithaca.edu) for questions.

Call our main line at **607.274.8000** to speak with an HR representative.

Stop by our office in the Garden Level of the Peggy Ryan Williams Center, to speak with an HR professional.