

**NORTH CAROLINA STATE UNIVERSITY**  
**Minutes of the Faculty Senate**  
**September 25, 2018**  
**3:00 p.m.**

**Regular Meeting No. 3 of the 65<sup>th</sup> Session: Faculty Senate Chambers**

**September 25, 2018**

**Present:** Chair Bird, Chair-Elect Kellner; Associate Chair Ange-van Heugten; Parliamentarian Ash; Senators Boyer, Burkett, Bykova, Carver, Cooke, Fath, Fitzpatrick, Havner, Hawkins, Huffman, Kotek, Kuzma, Lim, Liu, Lubischer, Orcutt, Parker, Pearce, Perros, Rever, Sannes, Thakur, Vincent, Williams

**Excused:** Senators Argyropoulos, Smith, Barrie, Berry-James, Eseryel, Kirby, Martens

**Absent:** Senators Hayes, Hergeth, Kathariou

**Guests:** Robert Hoon, Interim Vice Chancellor and General Counsel; Roy Baroff, Faculty and Staff Ombuds; Courtney Thornton, Associate Vice Provost for Academic Personnel and Policy; Marie Williams, Associate Vice Chancellor for Human Resources; Katharine Stewart, Vice Provost for Faculty Affairs

**1. Call to Order** - *Carolyn Bird, Chair of the Faculty*

Chair Bird called the second meeting of the sixty-fifth session of the NC State Faculty Senate to order at 3:00 p.m.

**2. Introductory remarks**

Chair Bird asked the guests and invited speakers to introduce themselves.

**3. Announcements**

- a. See the back of the agenda each week for committee activity and announcements

**4. Approval of the Minutes, Regular Meeting No. 2 of the 65th Session, September 11, 2018**

*Kimberly Ange-van Heugten, Associate Chair of the Faculty*

Associate Chair Ange-van Heugten called for a motion to approve the minutes for the second meeting of the 65th session of the NC State Faculty Senate. A motion and second were made and the minutes were unanimously approved, with noted corrections.

**5. Provost's Remarks and Q/A** - *Katharine Stewart, Vice Provost for Faculty Affairs (for Provost Arden)*

Dr. Stewart brought greetings to the Faculty Senate in Provost Arden's absence.

Dr. Stewart provided updates and information regarding the impact of Hurricane Florence on our students and our state. "The campus fared fairly well in the storm but many of our students

from the east and several system schools were affected very very badly.” She reported that more than 3,200 of our students are from declared disaster counties in North Carolina. She stated that Mike Mullen and the team at DASA have been working hard to provide resources and support to these students. “The Provost wishes to extend a special thanks to the many, many faculty who have been very patient and understanding in working with these students as they attempt to try to get back to a normal routine.” She added that many of these students have lost a great deal in the storm and the Provost sends his thanks and asks for continued understanding since some of these students are still struggling to return to campus and to a normal routine.

Dr. Stewart shared that NC State has been doing a lot to work with our partners throughout the system; UNC Pembroke and UNC Wilmington both had teams from NC State Facilities, Police and from DASA on campus to assist them. “A team from DASA is currently at UNC Wilmington trying to assist with restoration of one of their undergraduate dorms that was damaged very very badly.” She added that UNC Pembroke had significant flooding as well and they are dealing with that and that there are representatives from College of Agriculture and Life Sciences – both staff and faculty – who are helping on the ground with extension agents in the affected parts of the state. She stated that staff and faculty from the College of Veterinary Medicine have been providing care for displaced animals as well. “So there is a lot of work going on by NC State staff and faculty that certainly I was not aware of, and was glad to hear about it.”

Dr. Stewart stated that many of our faculty have been serving as expert resources for affected agencies and the media to discuss the storm, impacts of flooding, some of the climate and scientific issues that are important to the public and important to the state’s recovery efforts. Finally, there have been many groups across campus that are working to assist with recovery in terms of collecting supplies and collecting donations. “It is hard to keep track of everything that is going on but what we do know can be found at a link off the University’s home page. The link is [www.ncsu.edu/hurricane-florence-response](http://www.ncsu.edu/hurricane-florence-response). There is a big link on the homepage that you can get to as well.” She added that if faculty check the link and you know of other efforts that are happening in your college or your department, please let someone in University Communications know.

Dr. Stewart concluded by saying that the Provost sends his thanks for everything that the faculty is doing to help our students and our staff who are affected.

## **Questions and Discussion**

*Chair-Elect Kellner:* I have an issue of concern that has to do with the storm. It is my understanding that there are two kinds of employees; those that are required not to be here and those who are required to be here. Those who are required not to be here, however, have to pay for that in their sick time or in the time that they accrue. Those that are required to be here and usually have to arrive often very early in the morning, some have said, do not get a lot of assistance in things when they may not be able to return when the weather creates difficulty in terms of travel and support in that. I don’t know and I know there are a lot of stories, but

those are two parallel situations that strike me as being potentially concerning. Do you know anything about that?

Dr. Stewart responded that AVC Marie Williams can speak more to that, but her understanding is that the requirement that non-mandatory personnel take leave time when we are in a condition 1 or a condition 2 is a system requirement, which doesn't give a lot of leeway on that. She added that with regard to the other issue of support for staff who are required to be here for mandatory operations and what happens if they're here and unable to travel back to their homes because of ice or flooding and things like that, she isn't sure what is in place for that situation.

AVC Marie Williams added that the Adverse Weather Policy is decided by the Office of State Human Resources and also enforced by the UNC system. "Anytime there is an adverse weather event, there are three conditions." She explained the details and requirements under each condition. She explained that there is a provision in the adverse weather policy that mandatory employees, if they are required to work, they are eligible for additional time under certain conditions. She stated that there are times when mandatory employees come from counties other than Wake County. "The University does try to find housing for them if housing is available. The reality is that the University is open 24/7 so mandatory employees do need to work."

She added that there are new provisions that are coming out and they will send out new communication to campus this week regarding information that is unique to Hurricane Florence only. "Because of the devastating storm, the Office of State Human Resources and the Systems office have rolled out some additional leave provisions." She went on to explain the additional leave provisions that pertain to those individuals who are in counties that had a voluntary or a mandatory evacuation. Those counties that were impacted, some of those employees, when they are claiming their adverse weather leave; they will be able to get paid time. She noted that only under condition 3 will they receive paid time. Please refer to the Human Resources website for more detailed information. <https://benefits.hr.ncsu.edu/adverse-weather-policies/hurricane-florence-guidelines-for-reporting-adverse-weather-time/>

*Chair-Elect Kellner:* Among the non-mandatory staff, what percentage would you guess are office staff and are in a position to work from home and to work around the loss of time?

AVC Williams responded that she does not know that answer since this is difficult to track.

*Chair-Elect Kellner:* Is it a substantial number who cannot do that; who are not departmental staff or that sort of thing?

AVC Williams responded that she doesn't think so. "I'm not sure but it might be half and half. But I do not know." She added that as much as possible, we encourage managers to try to allow their employees to make up time. We are not trying to burden the employee and try to make it difficult for them. "So if a supervisor can allow them to make up time, allow them to make up

time.” She added that she did not, however, have a quantified number.

*Senator (unable to identify):* This seems somewhat unfair to force employees to take vacation when the university is closed.

AVC Williams responded that the university’s position is if you’re a manager, try to allow them to make up the time if possible. “We do not control the system regulation, so unfortunately we hear you and we advocate for that at the system level, but until that gets changed, unfortunately the policy is what it is.”

Dr. Stewart responded that for those employees in the facilities area, this is worth a conversation with facilities leadership and how they manage it. “I think a lot of departmental folks might be able to be managed in a different way than facilities people who are in housekeeping.”

*Chair Bird* added that it is likely that Staff Senate is also looking at this as well.

*Senator Carver:* I think you said that the people who get the extra leave time have to use it within 60 days. As confusing as this is going to be, I wonder if they will even know about this and understand that it is within the 60 days.

AVC Williams said that this is indeed challenging for us to get this new guidance out. “If you still have a question, please be patient with us, but do understand that it is not easy to try to communicate complex information and hope it resonates for everyone to understand. We have created a flowchart to assist with this communication and will train the HR leads on this new information and we are here all the way to help guide people.”

**6. Human Resources Reorganization Project - Marie Williams, Associate Vice Chancellor for Human Resources**

Sibson Consulting at the November 14, 2017 Faculty Senate discussed with and received input from senators regarding campus needs and HR procedures and structures. As part of its analysis, Sibson Consulting met with stakeholders across campus and has now submitted its report. The attached report is a customized report that includes an overview of the main concerns and/or suggestions raised by the Faculty Senate to improve the HR structure and/or procedures.

AVC Williams is appreciative of the time given by the Faculty Senate for her to present the information from the Human Resources Organizational Assessment.

When she joined NC State and had the opportunity to talk with a cross-section of groups across campus, she said that she heard a lot about what was wrong with HR at NC State. “I knew at that point, when I was interviewing, that there would be a lot of work ahead – and there is a lot of work ahead.”

AVC Williams stated that what she would present today isn’t a magic pill to solve issues within a year or two years, but does have some information about timelines which may or may not be

met, but she committed that HR would do their best to solve the issues. “The reality is that our aim is to really find ways to really start to transform the HR operation in the way that we deliver HR services on campus.”

To refresh their memory, she reviewed information about the firm that came to campus and met with over 100 people, including Faculty Senate, Deans, HR Leads and the Cabinet. “This really wasn’t about a process review. The information that I received from Faculty Senate had a lot of items on it related to processes, and you will see as part of the recommendations that process is still a big part of what we have to do to transform ourselves, but I will also talk specifically about some of the things that they heard, which are also in line with some of the things that I heard.”

**The gathered feedback can be wrapped up into five main themes.**

- 1 – Transactional vs strategic HR services
- 2 – Old model is sub-par and not designed to deliver strategic and consultative HR services
- 3 – Inefficient technology and processes
- 4 – HR culture and performance needs improvement
- 5 – Historically low reputation and brand

She stated that this is not about a decentralizing exercise; this is not about trying to bring all the HR leads from the colleges and units under it – that is not what this is about. “We want to try to figure out how to create our process, whether in the college administrative units or whether in University HR by making them more seamlessly integrated and streamlined.”

She added that there is also a low reputation and brand. “Some of the things I heard a lot when I interviewed was that there is no human in the human resources.” She added that it was very clear that we have to do a lot better in the way that we brand ourselves. It is important because when faculty and staff are looking to come to NC State, they are really looking to see what is this institution telling me and what is it like to work here? “Working with the colleges and units, we have to tell a better story and to figure a way of how do we become that employer of choice and brand ourselves as such.”

**Questions**

*Senator Parker:* With your Thematic Findings slide (slide #6), those three bullet points to the right, and then what you’re saying about the pyramids; the impression that I think most of the folks that Sibson talked to was that you folks weren’t very good at saying what can we do for you? It was more here’s what you’re going to do.

AVC Williams agreed, which is unfortunate but correct.

*Senator Parker:* So I guess my question is how does that attitude change and what does that change mean?

AVC Williams responded, “What we are trying to create is a solutions-focused HR operation. We talked about the importance of consulting. Some of the bigger things we’re thinking about is to make sure that we have the appropriate people to go, ‘This is what we’re thinking about doing – does that make sense?’ We want to try to use that consultant level in a more viable way.” She added that we do not want to just run steamrolling ahead and say “Okay, we know what’s good for the university.” She added that if we are producing things that are not value-added to the university then we are missing our mark.

*Senator Huffman:* These two plots are very misleading.(Slide #6) The administrative part, I don’t think we’re doing twice as much administrative stuff as we would be doing in the ideal model. So in principle, the base should be the same and really the consultative and the proactive are just smaller because of budget issues – we do not have the resources to apply them.

AVC Williams disagreed and pointed out that the key thing here is the system. “If you talk about the complexity – I haven’t worked in a system like this before ... but I can hands-down tell you that if I looked at my model at my prior institution, it would look nowhere near like this. From the university HR standpoint, we feel this. And we hear from our HR leads that they feel as if it’s a lot of administrative bureaucracy, and because we’re part of the system and because of the things they roll out, lots of times they do that at the last minute and then we are rushing to try to figure out how to roll it out to all university constituents and how to communicate it.” She added that there is a high probability that we will miss our mark because now they are under the gun. “This is customary of being part of a system that really controls a lot of what we do. NC State and UNC Chapel Hill have management flexibility, which means that we have control over some of the salaries, but you know this is not as easy as it seems, even with management flexibility. Additionally, not only do we have the system, but we have the Office of State Human Resources. So by the time you pile on all the things we’re doing from the Legislature, this administrative part grows.

*Senator Fitzgerald:* If you look at that pyramid on the right, (Slide #6) it’s not just HR that looks like that; it’s the whole university. I don’t know how you can reform HR without also reforming ... what you can do is also constrained by other constraints within the university in terms of administration on the academic side. If departments don’t take care of their faculty, then there’s nothing HR can do. I am just curious as to how you’re going to merge ... this looks like something that has to be a university-wide issue, not just HR.

AVC Williams responded, “I love what you’re saying, I do. To be honest with you, they have been 100% supportive of what I am trying to do because they understand it too.” She added that the reality is that you are right; as HR, we are owning our problems and coming to you with transparency. “There are things that we are not doing well and we need to improve, but the reality is that a lot of what I’m describing, I’m just being more honest, it’s not just an HR issue. Some of this lies in your colleges and units ... and some of it lies in the other administrative units.” AVC Williams stated that as we are pushing our agenda of transformation, we are also working closely with other units that are trying to do the same thing. This will be a long cycle and will require patience. “The patience isn’t because we are not committed to trying to make

change but there are a lot of larger things that are also still without our control. We can only go as fast, as well, as the rest of the university allows us to go.” She added that the point that Senator Fitzgerald has just made is an exceptional one.

AVC continued reviewing the assessment data and by telling the Faculty Senate that she had actually been tasked to reduce the size of HR. She added that to make HR smaller when they are trying to improve would not have been the correct decision. “I tried to realign resources in a more effective way without making people lose jobs and things like that, because I just didn’t think that was the direction we needed to go.”

*Chair-Elect Kellner:* To pick it up here - transactional vs. strategic - my understanding of the challenges that face HR are entirely on the transactional side. I have never heard any department head say “what HR lacks is new strategic services.” It’s all transactional and compliance-based, delays, stumbling blocks and so forth. So reducing the resources and investments expended on transactional activities sounds a little counter-intuitive.

AVC Williams responded that yes, it does, but not if you look at this part. “So a lot of the things I got from the Faculty Senate about what you would like HR to work on really related to this. But it is connected to the transactional.” She added that a lot of the things you are talking about - recruitment and things like that - they relate to this area. She stated that if we could find ways to start to improve our processes, which means we literally are going to have to roll this back and start from scratch looking at it. That is not easy to do. She added that these two things are connected and that if we could find ways to streamline processes, make them more efficient, hopefully find solutions that do not add more burden to our faculty but at the same time enable our HR leads and our faculty to process a hire without having to go through all of the ten million steps that they have to go through, then we are able to do both.

*Chair-Elect Kellner:* So you’re saying the strategic services are transactional?

AVC Williams responded no, the transactional part of this is the day-to-day stuff. “HR always has transactional stuff - never goes away.” She stated that transactional stuff could be off-boarding, new hire orientation - the transactional stuff that must happen. There are things that must happen. She added, “A strategic conversation about thinking about workforce planning and thinking about recruiting - if you’re having challenges to recruit - that is when the strategic pieces of it come in.”

*Senator Lubischer:* If you can streamline the transactional, you can spend less time. If you can identify what really needs to be done at the transactional level as part of the streamline - sometimes we comply and sometimes we really comply. (Several voices speaking at once)

*Senator Orcutt:* And that’s where the administrative can be reduced. Some of it is administrative and is imposed, but some of it is self-imposed, perhaps, for any of us.

AVC Williams responded that yes, background checks is one of those examples. “We want to

look at a complete overhaul.” She added that they want to make sure that they are doing what is necessary to get a faculty or employee hired, but we are not trying to go overboard and do more than we need to, which could take an additional 3-5 days in the hiring cycle.

*Senator Pearce:* My perception is that we’ve always had this cultural problem and, in a sense, if HR takes more time and we don’t get to hire someone we want to hire, then we bear the cost - not HR. If HR is worried that somehow somebody we hire comes back [non-compliant], and they will be criticized for not doing everything - it seems like an incentive to always over-investigate and over-think. Specifically, my understanding of recruiting right now in my discipline is we interview at a National meeting. We get all the applications, we have to get approval from HR for the people we decide to talk to at the national meeting. Is that correct?

AVC Williams responded that she does not know. “I think practices can sometimes differ among different units. I’m not aware.”

*Senator Pearce:* But this is HR. We don’t have HR in our college.

*Chair Bird:* Let me ask a clarifying question; are you saying you’re talking to people at your professional meeting and saying that we have a position coming up and invite you to apply?

*Senator Pearce:* No. We get 300 applications and you want to latch onto 15-20 people and you will talk to them at the national meeting.

*Chair Bird:* What he is saying is that you submit the people that you want to interview and we have to wait until we get approval to interview. The place doesn’t matter.

*Senator Pearce:* Here is the point I want to make. You do whatever you do to evaluate those 15 or 20 people. What I have been told is that when we want to invite people to campus after we’ve interviewed those 15 - 20 people and we’ve picked three to five to bring to campus, we then have to go back to HR and get approval. Is that wrong?

*Senator (unable to identify):* We do not do that in my college.

AVC Williams responded that she is aware that there are different practices and that’s why she needs to look at them. “I’m not going to come to you and say I understand exactly what you’re saying, but there are different processes.” She explained that there is also the fact that OIED has to look at the applicant pool for affirmative action purposes. She added that she doesn’t want to speak to this since she may not have the right answer, but she does know that there is some review for Equal Employment Opportunity purposes.

*Senator Pearce:* My point is the market works very quickly in my discipline, so that if you want to invite those three people after the meetings and you have to get approval and it takes a week or ten days before you can invite them, you can very easily lose people that you want to hire. And you are saying you don’t know whether that’s the process or not?

AVC Williams responded that she doesn't know the process for that but is going to look at it. "It has been varying. There are some practices that people are doing which are not the practices."

*Senator Lubischer:* It sounds to me like that is a college rule, because I haven't been required to do that.

*Senator Fath:* I am hiring a lot right now and the first review before you can interview happens with OIED - it goes to HR then to OIED and they look at everything.

AVC Williams agreed that OIED reviews the applications. She added that HR needs to help people understand the difference between the role we play in HR and the role that is played by OIED. "We work in partnership with them but their role is distinct from what they have to do for EEO purposes. They do review the applicant pool and have to know the status of every applicant that has applied.

AVC Williams continued with her presentation.

AVC Williams reviewed some of the HR Reorganization recommendations and timelines.

- **Lack of understanding of the academic enterprise**

1. The HR function doesn't understand faculty hiring and employment needs and is too far removed from academic areas.
2. We need to find ways to align HR goals with academic department goals

*Senator Kuzma:* One issue that we've had is how we spend our summers. We do not fully understand what a 9-month appointment is and about summer salary and grants, etc. This is another area that HR can improve how they interact with us.

AVC Williams responded that she will work closely with Katharine Stewart's team and others. There are partnerships across campus with a lot of people involved - a collective community.

*Senator Kuzma:* This was HR in this case - I am pretty sure.

AVC Williams responded that HR needs to make sure that we are understanding more about the academic enterprise, yes. She mentioned a presentation given by the Provost on the RPT process and feels that HR would benefit from this same presentation. This presentation looked very simple and easy to understand and would be very helpful. She will be asking individuals from across campus to come in and speak to the HR team in order to raise the level of learning for the entire division. She added that working with Katharine Stewart's team has been a vital part of helping us understand some of these things. "We hear you. We've got to do more on that."

VP Stewart responded that something that would be helpful is thinking about the life cycle. “To Doug’s point, sometimes when you find a strong faculty candidate, you have days to be in front of that person as the preferred offer and those couple of days can make or break that offer.” She added that that is not always typical for other types of hires at the university, but she hears department heads express this frustration as well. “Sometimes those challenges are just all of the layers we have, and other times I think it’s that over-compliance thing that we talked about.”

AVC Williams continued the presentation with the second point under HR Reorganization recommendations and proposed timelines:

- **Inefficient university search and recruitment processes (faculty, adjuncts, post-docs, grad students and international faculty)**
  1. Recruiting and hiring processes are challenging, overly complex, and time consuming, i.e., time to hire, adjunct hiring, hiring policies (system driven), cumbersome electronic technology and forms
  2. Hiring processes have too many levels of approvals
  3. NTT faculty processes, i.e., appointment terms, appointments, FTE rate

AVC Williams stated that their first emphasis is faculty recruitment. “That is the top project we want to focus on.” She added that they are hoping that around November they can start working on rolling it back a bit and starting from scratch. “Tell us about the process and then tell us how we really need it to work.” She added that they still need to layer in the system things that could slow them down as well. “At each stage, what are the bottlenecks?” There are bottlenecks in the colleges and units and what we need to figure out collectively is how do we remove a lot of these bottlenecks so when you’ve got that urgent hire, how can we speed things along? AVC Williams stated that the two top priorities are faculty recruitment and NTT faculty processes. The Faculty Senate was in agreement with these as well.

*Senator Fath:* I’m sure you know this, but just to reiterate - NTT Faculty means different things, depending on where you are. In my college, Health and Exercise Studies and Music, (University College) the two academic departments are only NTT faculty. That is very different in other colleges but is critical for the success of what we are doing.

*Senator Parker:* Ours is primarily teaching faculty vs. primarily research faculty. My load distribution is very different as a tenure track professor.

AVC Williams responded yes, this is truly a partnership with Katharine’s office because a lot of these things we will be doing in close step with our key stakeholders - Academic Affairs and others - to help us look at these things.

*Senator Parker:* One of the things that Katharine did a while back is come to us with a Burden Survey - additional work.

VP Stewart responded that was not done by her office, but by the Executive Committee of the Faculty Senate.

AVC Williams stated that that survey has been shared with her.

*Senator Parker:* Some of us, who manage a large number of undergraduate students, I leave my students that work for me down in the lab and they are going to be working the same amount of hours every week; there's no need for me to approve their hours. The reverse would be better, if we disapprove - no, he messed up this week and didn't show up. It's one of those things that somebody decided along the way that we should check to make sure it's correct. No. Check off when it hasn't happened because that's the exception rather than the norm.

AVC Williams captured Senator Parker's comments so the situation can be reviewed. "Do I know if this is the answer, do I know if it's doable? No, I don't. But I'm happy for us to look into it."

*Senator Bykova:* For undergraduate students doing research in the Provost program, for a number of years they are required to clock in and clock out. Most of the time it doesn't make any sense. I have to approve these hours every Monday. What is the purpose of doing that? Previously we received a lump sum per semester and that's it. The amount of money that they receive is exactly the same - it is fixed and cannot change. But now you have to do the work and this is much more complicated.

*Chair Bird:* Is this is the professional experience program?

*Senator Bykova:* Yes.

*Senator Lubischer:* Related to that, some of our staff were switched to where they started to have to do the hourly timesheets, even though they are salaried.

AVC Williams responded that if they are considered to be exempt employees, they do not have to complete a timesheet.

(Several conversations)

AVC Williams responded that she is aware and has written down the challenges with Kaba for students and this is something we have to revisit. She added that they also know that there are Wolftime enhancements that we are planning to make. These are the types of things we will look at in our review.

AVC Williams continued her presentation with more points regarding the HR Reorganization recommendations and proposed timeline:

- **Inflexible HR Structure and Poor Service**
  1. HR is reportedly inflexible, does not help academic areas “make things work,” does not explain rules, lacks Service Level Agreements, and is overly averse
  2. Employee relations is understaffed and requires additional resources to meet faculty demands of their time
  
- **HR Technology & Process Change**
  1. Challenges with time reporting and Kaba for students
  2. Increased administrative burden and workload on faculty supervisors

*Senator Parker:* One of the things I remember specifically telling Sibson when they were here was that we have certain cultures and certain institutions that say “that’s an interesting question, let’s go figure out how to do it.” OIT and the Library staff are both wonderful to work with. I have never had that response from HR.

AVC Williams asked Senator Parker if he is speaking about University HR.

*Senator Parker:* Yes.

AVC Williams asked Senator Parker if he has had this situation recently.

*Senator Parker:* I have not interacted with them since this assessment process began.

AVC Williams responded that if this is still going on, she would like to know so she is able to correct it.

*Senator Parker:* I haven’t lately but that was specifically one of the things I was telling them -- there is none of this “We are NC State; we will figure it out.”

AVC Williams responded that when she joined NC State HR would tell people, “Well you can’t do it,” but they never told you why you couldn’t do it. “It’s like they had the secret answer and they would just keep it all to themselves. That is not the style we are trying to create with HR here.” She added that we want to make sure that tools and resources are available for units and HR Leads to use; we want to help you if we say it’s doable, we want to help you know why we think it’s doable. After a while you will start to see and know the answers for yourselves. “Empowering our units to have the information they need to do the job is what we want; not to be the keeper of all the knowledge and be the yes person/no person.” She added that this is not what we want to be. AVC Williams stated that we have a way to go with the culture and reputation and it will take some time.

*Ombuds Baroff:* Some of the issues that have come to me from Faculty are those about what’s

going on in their unit vs. the College, whether it's business offices or HR stuff, and Central HR. Folks are kind of fighting with each other, which is really slowing down the processes. My suggestion around that would be that as you're thinking about culture and working with the Deans, is maybe look at processes that impact faculty that need both local college and central and how do you really streamline those.

AVC Williams responded that this is exactly what we are trying to do. "We are not looking at Central HR on its own irrespective of what's going on in colleges and units." Seamless integration of HR process is the goal. "It doesn't matter who the individual reports to, we are all in it together to try to find a smooth process." She added that there is a lot to be done and that defining roles is important as well. "We have to be careful, but sometimes it's easy to say HR. We have to be honest about where the bottleneck is." She stated that if the bottleneck is us, then we will correct it.

*Senator Pearce:* I am confused about the role of Central HR and College HR. Is there a website that says "this is what Central HR requires for faculty hiring."

AVC Williams responded no, not like that. "I wouldn't want something like that, in a way, because that is a very siloed approach."

*Senator Pearce:* I've heard this plenty of times in my department - "It's HR's fault." They mean you. I had no comeback because I don't know.

*Chair Bird:* I am just guessing at what I saw in this report, but there is something in here about a lead from your office that's going to be placed in the units. I am wondering if that will help to facilitate the processes.

AVC Williams responded no. "One of the phases that the consultant recommended was potentially having like an other HR leadership role in University HR, but their role is to work with the leads in the colleges." She stated that they will not try to imbed someone into the colleges because they are already there. The more that we can start making our processes, which seem complex and are sometimes very complex, and start using tools and resources and visuals that help people understand - okay, this is the role of my HR lead, this is the role of my HR business officer, and this is the role of the OIED -- I think that will help in our processes. "Lots of times people do not know that roles that everybody plays ... that makes it more complex."

*Senator Carver:* I just want to say that I agree with that. If you could have a checklist on your website, saying, "these are the steps that we require that must be completed for a hire." Anything else that is required, they need to go to the college or somewhere else to talk about it. Because you get blamed for whatever happens because we don't know what we require.

AVC Williams responded that this is the reason she likes to attend Faculty Senate meetings -- lots of great ideas. "By the time we map this process, we will have hundreds of steps. What has to be mapped is every little thing from the decision of what do I do when I have a vacancy,

what's the next step." She added that this will help people to really see what they are doing and what they are not supposed to do.

AVC Williams returned to her presentation, speaking about HR Technology and Process Changes.

She stated that she was very surprised when she came to NC State when she discovered that the processes here are so manual. "For the size of the institution that we have, I was very surprised by how manual a lot of our processes are and how bureaucratic a lot of our processes are. Maybe I'm an optimist, but I still feel that we can cut some of that bureaucracy a little bit." AVC Williams stated that she wants to focus on streamlining a lot of the current processes, pointing out that the results from the faculty burden survey showed this is a big concern. "Our top project, for me, is faculty recruitment processes and then looking at NTT faculty." She added that this may take a little time but they are starting that work this fall if she is able to get the consultant hired as she has planned.

- **Faculty Compensation**

1. Salaries are unnecessarily limited and that is difficult to move employees across and within the institution
2. NTT compensation, i.e., pay equity, absence of minimum pay standard for salaries and pay ranges

- **Diversity and Inclusion Efforts**

1. Train faculty on diversity and equity and assist the university in meeting its diversity goals
2. However, it should limit redundancy in training (e.g., equity and diversity within 4 weeks)

- **Verification of Terminal Degrees**

1. T/TT and NTT transcript acquisition process inconsistencies
2. Cost of transcripts for faculty with terminal degrees from non-U.S. institutions

AVC Williams referenced some of the concerns raised in the Faculty Burden survey and stated that they are not decisions that HR made. "HR does not make faculty compensation decisions, per se. We have to operate within guidelines for the system, but a lot of faculty compensation decisions are with the Deans and the Provost." She added that we work with other groups -- we work with Academic Affairs and OIED. "It takes a community to work on faculty compensation which is why you don't see me have an action item that's just saying HR is doing X."

*Senator Bykova:* How do you do these salary ranges? Based on what information? Where do you get this information?

AVC Williams responded that there are various resources that are used - the Oklahoma Study and two others. "This is methodology that not only primarily we use, but also a lot of the sister institutions use." She added that they work with the Deans to make sure we are using the right zip codes when we are trying to map salaries. "Those salary ranges and what we are using as the zip codes for those are vetted with the Deans to make sure we are properly mapping them." She stated that she could, as a future topic, speak to faculty salary ranges if requested.

*Senator Bykova:* The criteria is not always right. Who is doing that?

AVC Williams responded that HR has to work on producing the salary ranges for the institution. She encouraged questions be directed to the HR Lead in individual units.

AVC Williams spoke to diversity and inclusion as it relates to our hiring processes, stating "When there is a review of who are we going to bring onto campus to be interviewed, that is the OIED process." She added that every year, they have to do an EEO affirmative action plan, which is reported to both the state and federal governments. In regard to verification of terminal degrees, AVC Williams explained that HR and Courtney Thornton's team work together to work through those challenges or help with that process.

*Senator Perros:* Is there anything you do well?

AVC Williams responded that the study said that we have a lot of hardworking employees who really are committed to transforming the HR operation. "Our employees on our team generally want to do well by the faculty and there is an opportunity to learn." She added that the other strength is that we are building our relationships on campus. "We are not trying to lead HR from behind the desk. We are willing to come out and talk and have the frank conversations. But I do not believe in just being a talker without trying to figure out how we get things done." She added that they have a lot of opportunities to work on.

*Senator Perros:* How do you compare with other universities?

AVC Williams responded that NC State is considered to be the best HR operation in the system by far, even beyond Chapel Hill. "There is a lot that we do well that we do not get credit for. When we are speaking at the system level, we are advocates for NC State." She added that she does not see that from other universities in the system. "They do have a lot of respect for the leadership here." She added that there may be more strengths than she is giving herself credit for, but she also understands that we have a long road ahead. "We are willing to dig in and do what it takes. It's going to take time so we ask for your patience too. But we are going to try."

*Senator Williams:* It would be a good idea to make a list of all of these hassles that are attributed to you that you are not the source of. Like background checks. The only reason we have background checks is because we were the only employer in Wake County that didn't do them. As a consequence, we were inundated with people looking for jobs. So that's a SACS

accreditation requirement. So a lot of these things that come through you are not your fault and it might be a good idea for you to make a list of all the nuisances that we didn't initiate.

AVC Williams responded that he is correct about that but she also understands that a lot of this was in place before she arrived and many of these decisions were made before she arrived. But, she added, she still has to own it. "I'm here now. My job is now to figure out how we start correcting things." She added that she is dealing with what they have and is figuring out our way forward.

*Senator Pearce:* In the old days, departments did the verification of terminal degrees. Is it HR that's doing this verification terminal degrees or is it departments that then say to HR, "Yes, we verified in the following way."

Courtney Thornton responded that the initial step is to check someone against the national clearinghouse, which is a quick way to get initial verification. Then later the official transcript comes in.

*Senator Pearce:* Who satisfies that? Is it the department that might have one or two of these per year or is it HR, which has to do all of them? I just don't know.

Courtney Thornton responded that it has to happen in partnership. HR is a piece of that, but also the department is involved if her office has to go back to them.

AVC Williams addressed a question about benefits by responding that the reason there is no mention of benefits in the assessment is because NC State does not control the majority of our benefits; they are controlled at the system level. She added that we have people in place to answer questions and speak to them about questions regarding benefits. However, she added that if faculty are not getting answers they need, she encouraged them to email her personally and she will figure out how to get them a response.

AVC Williams then reviewed the current HR model and the proposal for the new organizational model.

### **Recommended Changes:**

#### **Optimize the HR Structure for Evolving HR Needs:**

- Create two foundational units within HR: **HR Operations and HR Strategy:**
- Lessen the dominance and focus on HR transactional and administrative tasks by evolving the HR structure to include more value-added HR strategic and consultative services
- Maximize human and financial resources – by realigning existing HR talent and budgetary resources
- Reduce duplication of services within HR will help to streamline HR processes for

- organizational efficiency
- Facilitate greater understanding of the HR Division
- Reduce internal turnover by providing more career pathways within HR

**Hire Two Deputy/Senior HR Leadership Positions:**

- Add needed organizational capacity and competency to the HR leadership team
- Create more career path options for employees within HR

**Transition the HR Onboarding/Offboarding Center under the Assistant Vice Chancellor for HR Strategy:**

- Align Central HR's Onboarding and Offboarding Center under the HR Strategy operational unit in order to leverage more training and process improvement based services and resources for new hires and exiting faculty and staff

**Establish an HR Communications Function within HR:**

- Responsible for developing and coordinating key HR communications to campus constituents for the division to ensure consistency of messaging and branding of HR information to campus
- In collaboration with University Communications, work with HR to lead the HR rebranding efforts and development of HR strategic planning materials etc.

**Combine the EHRA & SHRA Classification and Compensation Functions into One Single Unit:**

- Combine EHRA Administration with Talent Solutions to create a newly combined Classification and Compensation Unit
- Provide campus partners with a dedicated consultant(s) that can handle both EHRA and SHRA salary and position related actions
- Maximize human and financial resources – by realigning existing HR consultant talent and budgetary resources
- Reduce the amount of “bounce” that occurs between these two units and begin streamlining HR classification and compensation processes for organizational efficiency
- Facilitate greater understanding of the HR Division and its classification and compensation functions

**HR Talent Acquisition & Employment (formerly Talent Solutions):**

- Focus on assisting campus partners with proactive HR talent recruitment
- Oversee the recruitment related HR functions (recruitment, UTS, background checks and international employment)

- Drive organizational efficiency by streamlining the recruitment processes for all employee categories
- Enhance the applicant, hiring department and employee experience and associated satisfaction levels

**Establish an HR Service/Solutions Center:**

- Will be the first line of communication for campus partners, faculty and staff, by triaging HR issues and handling all incoming calls and walk-ins (70/20/10 model)
- Realize efficiency gains by centralizing information, automating processes, and providing robust data to drive HR decision-making and HR service offerings for employees and units
- Improves consistency and accuracy of information due to centralized HR content and use of ServiceNow system platform
- Provides an easy and simple way to have basic HR answers addressed without being subjected to the “HR Bounce” within units in the division

**Strengthen the HR Talent/Data Analytics Function (HRIM):**

- Provide insights into each HR process by using data to make relevant decisions, improve our HR processes and operational performance
- Improve organizational performance through high quality talent related decisions and HR reporting for HR, academic and administrative units
- Forecast workforce requirements and utilization for improved business performance and identify the primary reasons for attrition and other workforce analysis metrics
- Determine and monitor key performance indicators pertaining to NC State’s and the UNC System’s Strategic Plans

*Senator Parker:* Where do you see it going wrong?

AVC Williams responded that it could go wrong in so many places. “When I spoke to the Chancellor’s Cabinet, I said I have no guarantee and chances are that the things I’ll implement will deviate a little bit from this.” She stated that she has no guarantee this is going to go right.

*Senator Parker:* I wasn’t asking for a guarantee; this is a very complicated problem.

AVC Williams responded yes, it is a complicated problem. “But what I said is that it’s taking a small bite at a time.” She added that the strategy is trying to get tiny wins bit by bit. “As I told the Chancellor’s Cabinet, I am willing to try and if it looks like it really is not working out, I’m not going to be the type of person who’s going to say no, it has to work. I will figure a way; we will adjust as needed until we can get it right. That is the essence of NC State.” She added that this is a guiding document and hopefully it will work out.

*Senator Bykova:* This is a huge thing - restructuring. How many people, if you follow this model

and your plans, how many new people are you going to hire?

AVC Williams responded that she is only hiring maybe four people, which are all within her current budget. "These are not additional dollars that are added to my budget."

*Senator Bykova:* I worry not only about resources, but also the growing number of administrators on campus. I understand that you need people and you need support.

AVC Williams responded that she has not added one additional FTE beyond her existing budget. "I am not trying to grow administrators at the expense of this university at all."

**6. Old and New Business** *(Tabled)*

**7. Issues of concern** *(Tabled)*

Faculty Issues of Concern can be submitted at any time to a senator or to [Faculty\\_Senate@ncsu.edu](mailto:Faculty_Senate@ncsu.edu). Minutes from each Faculty Senate committee (Academic Policy; Governance and Personnel Policy; Resources and Environment) are posted so progress on issues/discussions can be monitored by all.

**8. Adjourn**

Chair Bird asked for a motion to adjourn the meeting at 4:45 pm. The motion passed unanimously.