Employee Career Development Center Proposal

University System of Georgia

Staff Council Conference 2021

October 7, 2021

Georgia Tech

Georgia Tech | Staff Council

Compensation and Benefits Committee Presenters

Sterling Dunkley
Senior Talent Acquisition Consultant
Georgia Tech Human Resources
sterling.dunkley@ohr.gatech.edu

Dr. Kim D. Harrington
Chief Human Resources Officer
Georgia Tech Human Resources
kim.harrington@ohr.gatech.edu

Will Jimerson
Staff Council Compensation and Benefits Committee Chair
Director of Human Resources
Ivan Allen College of Liberal Arts
wjimerson3@gatech.edu

Shamecia Powers
Employee Career and Development Center Lead Champion
Assistant Director of Administrative Operations
Office of International Education
shamecia@gatech.edu

Georgia Tech

Agenda

I. Overview

- Vision and Purpose
- Goals

II. Work in Progress

- Strategic Plan
- Successes and Challenges
- Benchmarking
- Needs Assessment Survey

III. Partnerships

- Internal and External
- Next Steps

IV. Questions, Discussion, and Closing Remarks

What percentage of American employees are reporting that they're looking to leave their current employer?

65%

Vision Statement

We envision the creation of an Employee Development Career Center that delivers comprehensive, innovative and inclusive career development programs and services to all Georgia Tech staff.

This vision supports:

- Four of Georgia Tech's values:
  - We thrive on diversity.
  - We celebrate collaboration.
  - We champion innovation.
  - We nurture the well-being of our community

- Three of Georgia Tech's focus areas:
  - Expand Access
  - Cultivate Well-Being
  - Lead by Example

Georgia Tech

Goals for GT's ECDC

1 Facilitate continuous learning and technical/professional development for staff.

2 Prepare for succession planning in an ever-changing and evolving workforce.

3 Develop and cultivate existing, new, or aspiring leadership within current staff population.

4 Become a model of excellence in employee satisfaction and development for peer institutions.

5 Provide internal staff resources focused on exploring and planning a career at Georgia Tech.

6 Improve retention of staff and institutional knowledge while curtailing the financial impact of significant employee turnover.

GT Georgia Tech.

Goals, continued...

Continuous Learning and Professional Development

- Professional and career coaching

- Interview preparation

- Cover letter and resume assistance

- Job shadowing

- Job rotation

- Professional development networks and programs

Georgia Tech

Goals, continued…

Succession Planning
- Employee and manager consultations
- Engaging leadership

Develop and Cultivate Leadership
- Professional development networks and programs
- Inclusive Leaders Academy
- Women at Tech
- Career Mentoring

Goals, continued...

Exploring and Planning a Career at Georgia Tech

- Seizing Your Career the Georgia Tech Way/New Employee Experience

- Internal Career Fair

Staff/Institutional Knowledge Retention

- Society for Human Resource Management (SHRM) estimates:
  - Average cost to hire an employee is $4,129
  - Every time a business replaces a salaried employee, it costs 6 to 9 month's salary in recruiting and training expenses.

ECDC Strategic Plan

January – June 2019

PHASE I:
Development
- Develop and present proposal
- Engage with strategic partners to garner support
- Consider feedback and recommendations
- Benchmark peer and aspirational institutions
- Celebrate and highlight success

July – December 2019

PHASE II:
Data Collection
- Benchmark peer and aspirational institutions
- Synthesize benchmarking
- Celebrate and highlight success

January – May 2020

PHASE III:
Strategize
- Modify strategic goals and guiding principles
- Develop fishbone diagram
- Develop a realistic long-term strategic plan

June – December 2020

PHASE IV:
Community Engagement
- Develop and disseminate needs assessment
- Establish partnerships and engage with GTHR functional areas
- Engage with USG institutions and USG Staff Council

January – December 2021

PHASE V:
Plan
- Analyze results
- Synthesize feedback and recommendations from partners
- Plan site visits
- Develop action plan for pilot program
- Celebrate and highlight success

PHASE VI:
Pilot Program Implementation
- Advertise pilot program
- Implement pilot program
- Create assessment tools

PHASE VII:
Evaluate Success
- Disseminate assessments
- Analyze assessment data and results
- Modify the pilot program, action plan, and strategic plan
- Celebrate and highlight success

PHASE VIII:
Program Implementation
- Implement Institute wide program
- Modify assessment tools

PHASE IX:
Evaluate Success
- Disseminate assessments
- Analyze assessment data and results
- Modify the pilot program, action plan, and strategic plan
- Celebrate and highlight success

PHASE X:
Advocate
- Develop and advocate for budget to establish the Center, including dedicated staff in GTHR

PHASE XI:
Enhancement
- Recruit and hire staff
- Enhance vision, mission, program objectives, and program offerings
- Modify action plan and strategic plan
- Celebrate and highlight success

PHASE XII:
Institutionalization
- Establish the Center
- Advocate for additional dedicated staff
- Embark upon the journey with continuous enhancement and advancement
- Celebrate and highlight success

Successes Along the Way

- Employee Enthusiasm and Expression of Need

- Institute Leadership Interest

- Benchmarking of External Institutions

- Participation in the Needs Assessment and Survey

- Identified as a Top Priority for GT Staff Council

Georgia Tech

Challenges Along the Way

- Consistent and dedicated Staff Council membership effort

- Scale down the holistic vision with a reasonable timeline

- Community input and feedback

- Formal Proposal for Funding Request

- Necessity of HR Subject Matter Expertise and Partnership

- Institute Leadership Transitions

- Synthesis of Needs Assessment
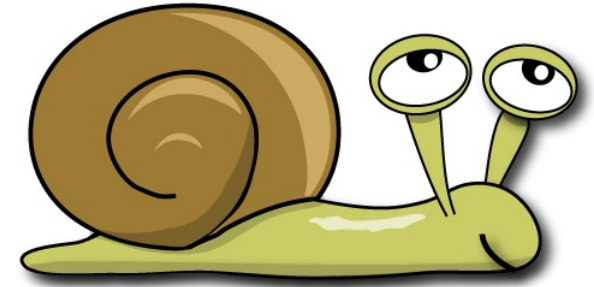
Benchmarking

Select Questions from Benchmarking

- Does your institution's career development services reside in the Human Resources department?

- What is the staffing model?

- Does your institution have space dedicated to career development services for staff?

- What services does your institution provide?

- How frequently do your institution offer coaching services for staff?

- How does your institution advertise the services provided?

- What mechanisms are used for staff input and feedback?

Georgia Tech

Select Questions from Benchmarking

- What modes of professional development are most successful?

- What were the lessons learned?

- What has been the greatest success?

- What are the annual operating costs?

- How did your institution obtain leadership buy-in to invest in the services offered to staff?

- How has your institution adapted its offerings as a result of COVID-19 and hybrid workforce?

- How is success measured?

Georgia Tech

We Need Your Feedback!

Staff Council's Compensation and Benefits Committee is advocating for the establishment of an **Employee Career and Development Center**. The **Employee Career and Development Center** will provide comprehensive, innovative, and inclusive career development programs and services. We envision that the center will retain talent and will equip our employees with mentoring, support, skills, and knowledge to reach their full potential in their career at Georgia Tech. We anticipate that the center will continue the Institute's commitment to the continuous advancement and professional growth for our staff.

We invite you to participate in the survey and needs assessment to assist us with our proposal and advocacy to Institute leadership.

Will Jimerson, Chair, Staff Council Compensation & Benefits Committee

Needs Assessment and Survey

- September 2020
- Response Types
  - Quantitative
  - Qualitative
- Survey Sections
  - Organizational and Demographic Data
  - Employee Perspective
  - Professional Development
  - Educational Programs
  - Employee Retention
  - ECDC Services and Opportunities

Share your vo ce.
Staff Engagement Survey

SURVEY RESULTS ARE IN!

Georgia Tech

Needs Assessment and Survey

Data Synthesis and Analysis Guiding Principles

1. Maintain the integrity of the data

2. Identify general conclusions

3. Propose recommendations

4. Refrain from disclosing confidential information

DATA ANALYSIS

Georgia Tech

Needs Assessment and Survey

Why did you decide to apply to external employment opportunities?

- Growth, competitive work environment, higher position, more responsibility

- Exploring other opportunities, realign with career goals, seek option, different skill path, similar position elsewhere that fits skills better, and lack of positions available on campus

- Unkept promises of advancement or promotion

- Unsatisfactory or toxic work environment, poor managers, department reputation, unmotivating environment, discrimination, demoralizing, nepotism

- Personal reasons

- Lack of work arrangement flexibility; the commute

- Leadership transitions

- Referring to any experience of salary not matching work duties, inconsistencies across campus, pay gaps with same job duties

- Lack of priority for managers to make change or directly respond to bad behavior

- Fear of losing job due to furlough or lack of funding

Georgia Tech

Needs Assessment and Survey

Would you like to share additional career advancement or professional development experiences or recommendations for Staff Council to consider as we advocate for the employee career and development program and center?

- Recommendations for ways that the Institute can help employees navigate career advancement

- Challenges with processes and systems that are currently in place at the Institute

- Campus policies that are understood and implemented differently across all level of the organization

- Lack of mandatory manager training and/or advocacy on behalf of employees

- Lack of understanding of compensation policies - obtaining degree/advanced education

- Opportunity to enhance training and professional development offerings (position specific, knowledge sharing, networks)

Georgia Tech

Needs Assessment and Survey

Sample Set of General Conclusions:

- Employees leave Georgia Tech if they feel there isn't an opportunity to advance.
- Employees feel that in order to increase their pay they have to leave Georgia Tech, and then return to secure higher pay.
- Many Georgia Tech employees are affiliated with external professional organizations, but do not connect to apply at Georgia Tech.
- Work demands and expectations do not permit employees to participate in professional development.
- There is an opportunity to demystify misconceptions, lack of understanding, and lack of awareness of policies, practices, and procedures.
- There is a lack of well-defined career pathways at the Institute.

Georgia Tech

Needs Assessment and Survey

Sample Set of Recommendations:

- Establish internal professional networks for collaboration and support.
- Establish internal professional networks aligned with professional organizations to explore applying industry knowledge, trends and best practices in the context of the Institute.
- Implement a succession planning program and development program for young and emerging professionals.
- Invest resources for staff professional development at the Institute and department level.
- Reevaluate compensation for earned degrees and certifications.
- Implement mentoring and coaching programs based upon job functions.

Georgia Tech.

Needs Assessment and Survey

Sample Set of Recommendations:

- Implement mandatory, routine manager training.
- Empower managers and HR professionals.
- Monitor and respond to employee retention trends.
- Revisit and reimagine the employee exit interview process.
- Educate employees and managers about Georgia Tech's Reclassification Process, Equity Analysis Process, and Job Classification & Compensation Structure
- Educate employees and managers about the University System of Georgia Salary Wage Administration Policy.
- Redesign the employee performance management process.
- Leverage partnerships with student career services and faculty professional development services.

Partnerships

- Staff Council
- College/Department Staff Advisory Councils
- Employee Resource Groups
- Georgia Tech Human Resources
  - Compensation
  - Employee Engagement
  - Talent Acquisition

- Georgia Tech Professional Education
  - Workplace Learning and Professional Development
- Communications
- Student Career Center
- Office of Faculty Professional Development Programs and Services

Georgia Tech

How Do We Get Started?

- Obtain Institute approval and support

- Further research on setup options and site visits

- Determine budgetary needs

- Secure appropriate funding

- Determine location for ECDC *(Physical & Administrative)*

- Develop a mission and goals for the first 3 years

- Develop milestones for the first year

- Develop timeline for implementation

Georgia Tech.

Dr. Kim D. Harrington

Chief Human Resources Officer
Georgia Tech Human Resources
kim.harrington@ohr.gatech.edu

Questions and Discussion