Georgia Tech Human Resources

Strategic Plan 2023

A Note From Skye

I am excited to share the Strategic Plan for Georgia Tech Human Resources (GTHR).

Working collaboratively with partners across the Institute, the GTHR Strategic Plan was thoughtfully crafted with our workforce top of mind.

When I joined the Georgia Tech community, I was inspired by its commitment to progress and innovation. I wanted to be part of a forward-thinking and prestigious institution and help elevate its vision. I am honored to support the implementation of this plan and I have the privilege of working alongside the very dedicated and extremely talented individuals who will bring this plan to life.

Together, we are looking forward to shaping a more fulfilling and engaging employee experience at Georgia Tech. This plan outlines our goals to develop programs and practices to help recruit, engage, and develop a diverse workforce, while remaining accountable to our stakeholders.

I'm excited for faculty and staff to experience positive culture shifts and hope we inspire enthusiasm within our workforce as we demonstrate our commitment to implementing better systems, tools, guidelines, and support for our most valuable asset – **our people**.

Skye Duckett

Vice President and Chief Human Resources Officer
Georgia Tech Human Resources

Overview

Georgia Tech Human Resources is transforming to become a more vital asset for our employees and our campus. In May 2022, a cross-functional steering committee conducted research and gathered data to help develop a strategic plan that will guide GTHR's course for several years to come.

The goal was to develop a clearly-defined, well-informed, data-driven, and stakeholder-supported strategy for GTHR that aligned with the Institute's and Administration and Finance's strategic plans. During a 15-week strategic planning process, GTHR's new mission, vision, goals, and objectives were developed in collaboration with Georgia Tech Strategic Consulting. This strategic plan describes GTHR's priorities for the next three to five years.

Georgia Tech Human Resources Strategic Plan Steering Committee

Co - Chairs:
- Skye Duckett, Vice President and Chief Human Resources Officer
- Jeff Leinbach, Deputy Director of Human Resources

Committee Members:
- Melody Austin, HR Business Partner – Georgia Tech Professional Education
- David Bamburowski, Director of Academic & Research Faculty Affairs
- Candice Bovian, Well-being Program Manager
- Lisa Christopher, Talent Consultant, Sr
- Chaundra Grant, Communications Program Manager
- Athena Jones, Benefits Leave Specialist
- Joanna McInnis, HR Business Partner,
- Sarah Michael, Compensation Manager, GTRI
- Twyla Moore
- Barbara Nwaehi, Program Manager, GTHR
- Adrienne Richardson, HR Business Partner, GTHR and GTPD
- Treshea Wade, Director of Communications, GTHR
- Tracy Williams, Human Resources Manager, Dining Services

Georgia Tech Office of Strategic Consulting:
- Byron N. Fitch, Strategic Consulting Director
- Kara Tillman, Strategic Consulting Director

Mission

Partner with Georgia Tech's colleges and business units to maximize the potential of our greatest strength - our people, while supporting their well-being. We are committed to attracting, advancing, and celebrating our global and inclusive workforce, while providing exceptional Human Resource services.

Vision

Support Georgia Tech to become a leading employer of choice where our people thrive and feel included, supported, and valued. To achieve our goal, we will serve as a trusted, collaborative partner for all stakeholders.

Strategic Focus Areas

GTHR's Strategic Plan is built around three of the Institute's six strategic focus areas.

Lead By Example

Lead and inspire by example by creating a culture of deliberate innovation in all our practices and be an example of efficiency, sustainability, ethics, equity, and inclusion.

Amplify Impact

Embrace our power as agents of change for the public good and generate talent, ideas, and solutions with unmatched impact and scale to help define and address the most critical problems of our time, locally and globally.

Cultivate Well-being

Strengthen our culture of well-being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives.

Lead By Example

Goal 1 – Build Trust

Model a culture of accountability with our internal and external stakeholders.

- **Objective 1**
  Create and regularly report on key performance indicators that demonstrate transparency and a commitment to continuous improvement.

- **Objective 2**
  Promote and demonstrate leadership attributes that amplify behaviors and embody the L.O.V.E GT framework in accordance with the Georgia Tech leadership competency model.

Goal 2 – Promote Efficient And Effective Practices

Establish and utilize solution-oriented protocols and procedures to ensure consistent and equitable experiences for employees.

- **Objective 1**
  Align Institute-wide HR professionals on competencies and skills needed to support the new HR service delivery model.

- **Objective 2**
  Encourage high performance through a meaningful performance management process by supporting managers competencies in setting attainable goals, regularly reviewing progress, and supporting career development.

Amplify Impact

Goal 1 – Attract

Attract top talent by articulating the value of our full reward offer to the public.

- **Objective 1**

  Promote well-developed and branded Employee Value Proposition (EVP) by communicating total rewards package in our postings and recruiting efforts.

Goal 2 – Engage

Improve employee engagement by proactively enhancing the employee experience.

- **Objective 1**

  Conduct surveys and interviews to make data-informed decisions that will improve employees' workplace engagement and satisfaction.

- **Objective 2**

  Create environments that allow employees to speak freely without repercussions. Improve HR credibility and trust by establishing the HR community as a safe-space to share grievances.

Goal 3 – Retain

Improve the employee retention rate by fostering a community where all employees can grow professionally, thrive, and feel fulfilled.

- **Objective 1**

  Support employee growth through intentional & equitable professional and career development.

- **Objective 2**

  Establish a base line of attrition reasons by collecting and utilizing exit survey data to understand impacting factors and taking action to address trends.

Cultivate Well-being – L.I.F.E.

Goal 1 – Life-Work Integration

Acknowledging life's encounters by providing services that help navigate the holistic human experience, while at work. We strive to ensure work supports/embraces family dynamics and overall quality of life.

- **Objective 1**

  Promote well-being resources, programs, and services that ensure work supports overall quality of life by incorporating the eight Dimensions of Wellbeing - Emotional, Environmental, Financial, Intellectual, Occupational (Career), Physical, Social, Spiritual.

- **Objective 2**

  Develop a plan to effectively communicate programs across the campus community.

Goal 2 – Inclusion

Creating an environment where people have a sense of belonging and can bring their whole selves to work without bias or discrimination. This includes accessibility, sexual orientation, gender, gender identity, physical or mental disability, veteran status, race, ethnicity, citizenship, or any other unique characteristic.

- **Objective 1**

  Provide an accessible environment where team members are considered equally valued contributors.

- **Objective 2**

  Promote inclusion networks such as Employee Resource Groups (ERGS) and bring awareness through educational programs to foster workplace belonging for the Georgia Tech Community.

- **Objective 3**

  Celebrate and recognize positive examples of inclusivity.

Goal 3 – Fulfillment

Giving opportunities for self-actualization through professional development, and career progression, while also celebrating accomplishments through rewards and recognition.

- **Objective 1**

  Collaborate with other departments and individuals across campus to foster environments that promote and highlight opportunities for career progression and lifetime learning.

- **Objective 2**

  Support the effectiveness of the performance management cycle/process, ensuring employees are continuously setting, referencing, and realizing career development goals.

Goal 4 – Employee Experience

Providing opportunities for people to be engaged, and active in the Tech community and culture from prerecruitment to post-exit, creating harmonious and equitable experiences across modern work environments.

- **Objective 1**

  Using recruiting and orientation practices that highlight the benefits of working at Tech, as well as our goals and values to speak to candidates that embrace our culture.

- **Objective 2**

  Outlining and communicating engagement activities that employees can participate in: organizations, groups, volunteering to assist within the Tech community and students. Engaging employees throughout their employment to proactively identify areas of opportunity for enhanced experience.

- **Objective 3**

  Sharing resources that help employees resolve work conflicts and promote fair and equitable work experiences and opportunities.

Next Steps

GTHR's Strategic Plan Implementation team is working to prioritize these goals, develop metrics, strategies and timelines for completion. Track our progress at **hr.gatech.edu/gthr-strategic-plan**