The Wolfpack's Way To HR Agility

Marie Williams | NCSU

Business Agility Conference 2020 | New York

About NC State

NC State – Who we are

Founded in 1887

Leading public research university that excels across disciplines

Over 36,000 undergraduate and graduate students

Campus spanning 2,110 acres (8.5 km^2)

34 university research centers, and 12 institutes

Alumni include academics, athletics, politicians and business gurus as well as Nobel prize winners

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The Wolfpack

1921 nickname of our athletic teams

We compete in 23 intercollegiate varsity sports incl. Baseball, Basketball, Football, Soccer, Cross country, Golf, Swimming & diving, Tennis, Wrestling

We play in the Carter-Finley stadium, PNC Arena, Doak Field and Reynolds Coliseum

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HR at NC State

We are committed to striving for organizational excellence and doing our part to ensure that NC State is positioned as a great place to work and as a leader in attracting, developing and retaining a diverse and talented workforce.

We support more than 10,000 Academic and Administrative staff

Diverse workforce / job structure (from gardeners to strawberry field operatives and nuclear engineers…)

#3 Best Employer for Diversity in North Carolina (Forbes 2019)

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Marie Williams

Associate Vice Chancellor & CHRO at NC State

Chair on the CUPA-HR Board of Directors

American Council on Education (ACE) Fellow

Native of England

MBA from Georgia Southern University

Certified as Scrum Master, Agile Leader, Agile HR Practitioner, Agile HR Coach

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NC State – Our Motto

Our world needs big, bold ideas and deeds to match

We believe our strength comes from our people

They strive to ‘think and do’ the extraordinary to overcome grand challenges

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Our Agile HR Journey

Strategic Plan 2018-2021

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Our Top Priorities

Empowerment

Employee Engagement

Collaboration (within UHR and across the campus)

Creativity

Cultural Change

Project Success

Reduce Silos

Build Trust with our Campus Partners

Improve Customer Service Delivery

Create a desirable Work Culture

Develop Agile Leaders

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The NC State Agile HR Journey

Jan 2019

UHR Agile Leadership Training (2 day)

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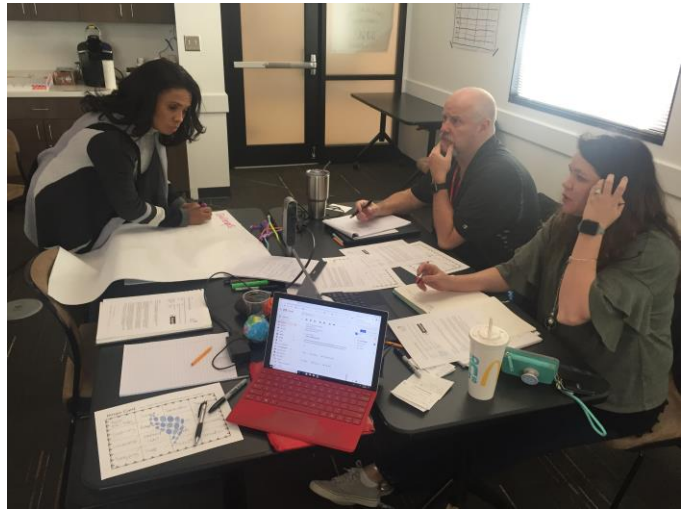
Agile Leadership Training



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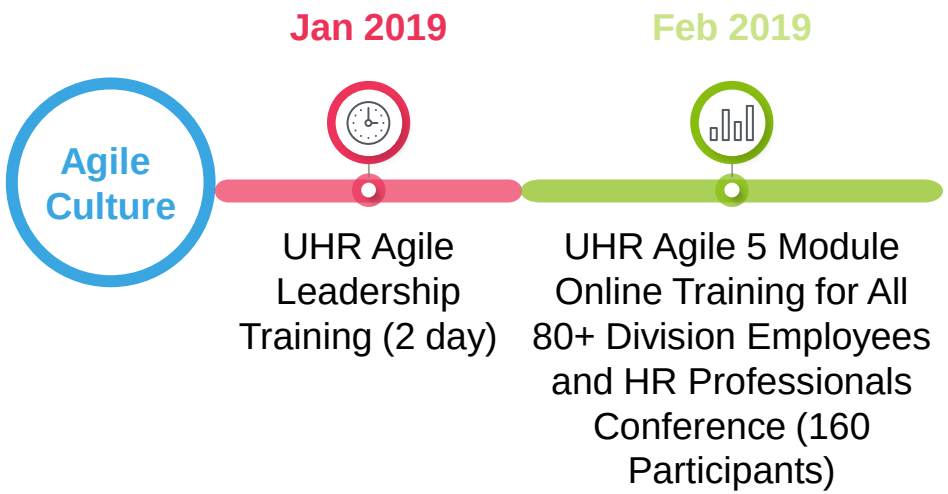
The NC State Agile HR Journey



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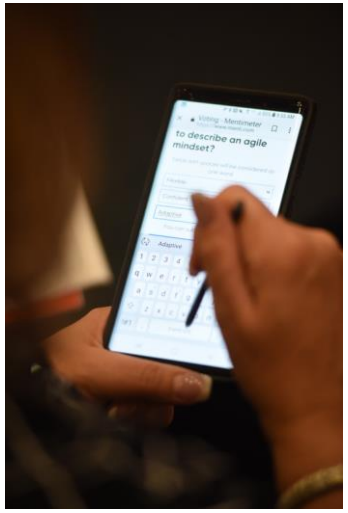
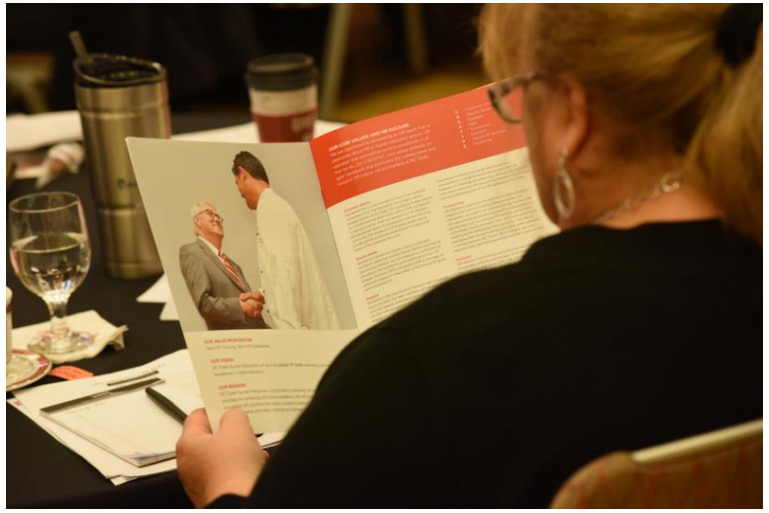
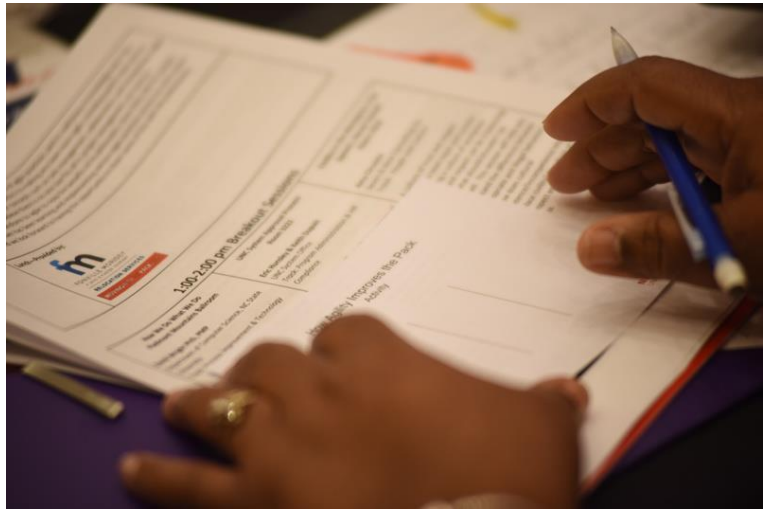
HR Professional Conference 2019







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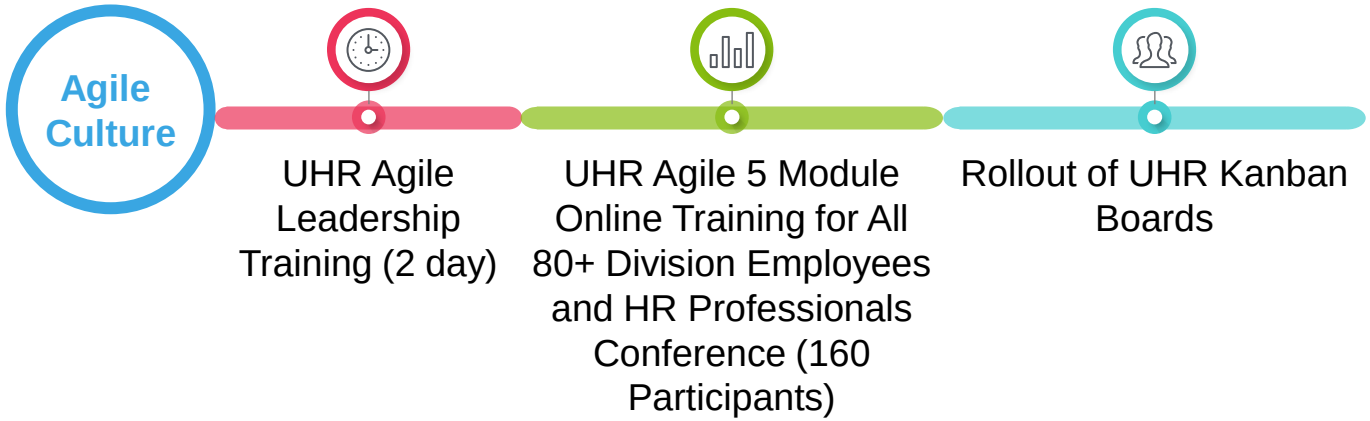

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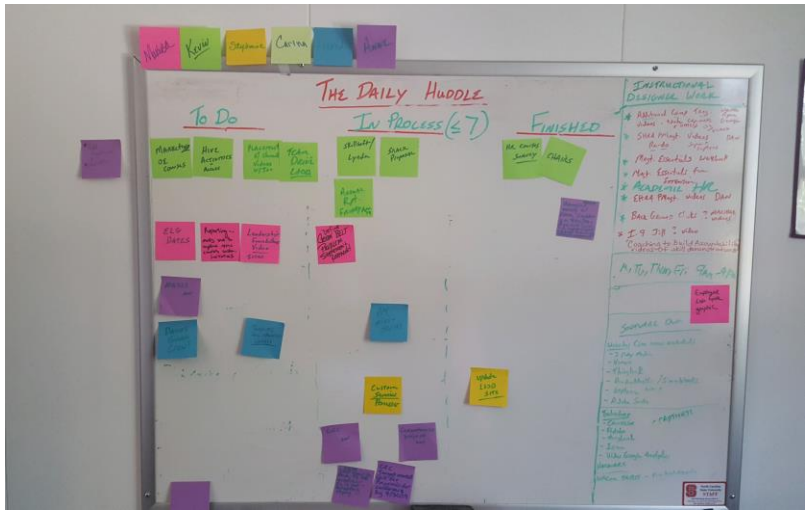
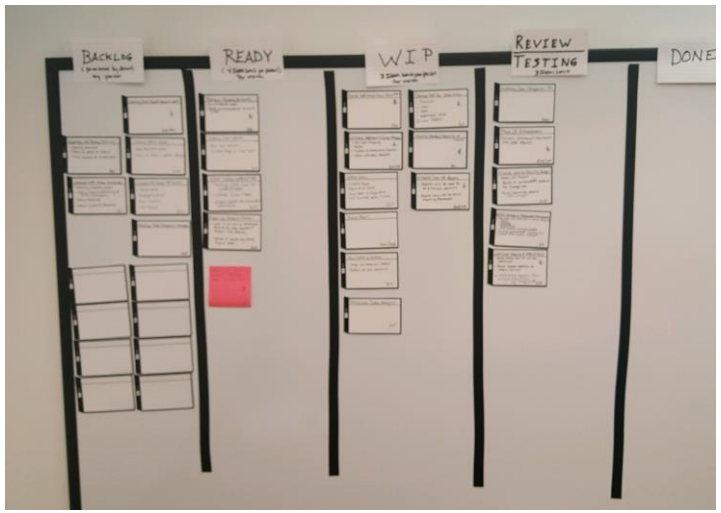
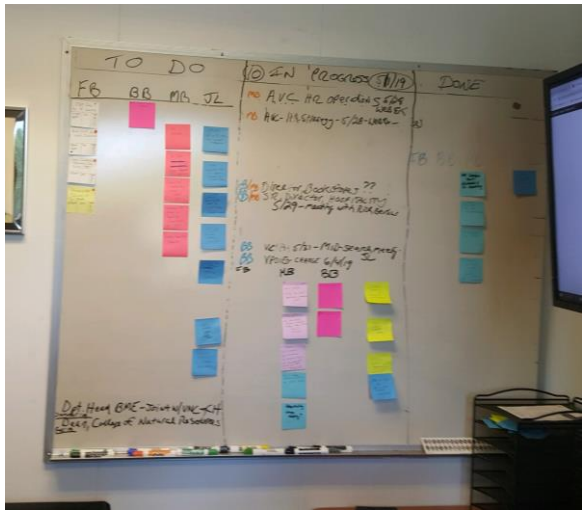
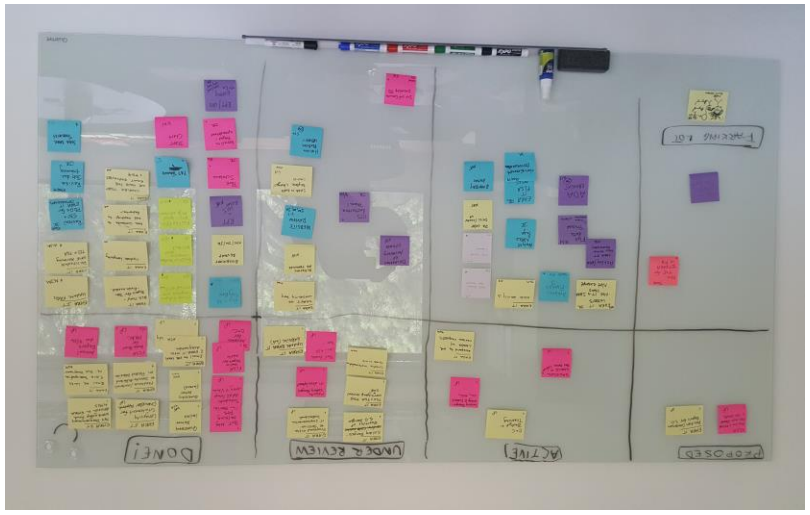
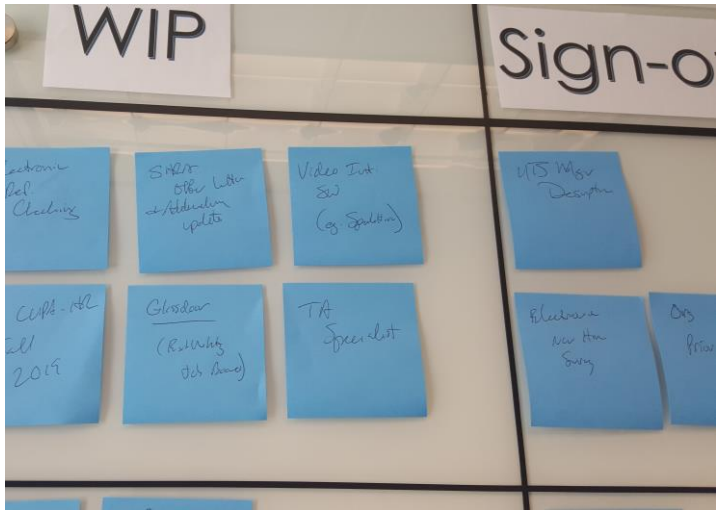
Kanban Boards











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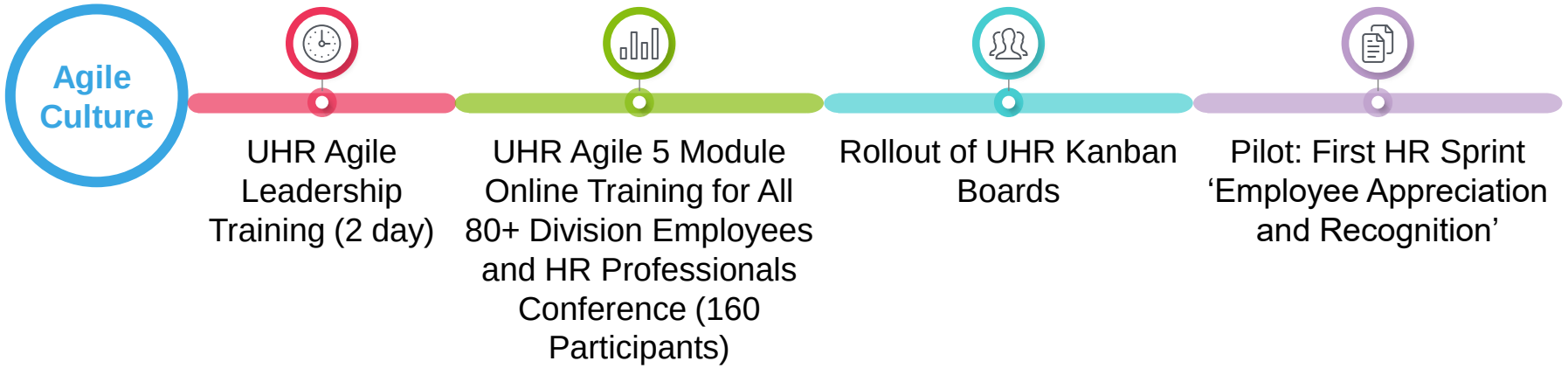
The NC State Agile HR Journey



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Run Select Initiatives in Sprints

Approach / Objective:

Experiment with iterative approach in form of HR Sprints with interdisciplinary, cross-campus teams to:

- Collaborated as interdisciplinary team
- Leverage team energy, know-how and skills
- Experienced the power of agile ways of working
- Engaged in active learning

Pilot Sprint:

- Employee recognition and appreciation program

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Pilot HR Sprint: Employee Appreciation and Recognition Program

Achieved: Approved “Wolf Nation Appreciation” Concept

- Better understanding of our various customers (personas)
- Engaged in a direct dialogue with our customers
- Gained valuable input from our customers
- Got a more comprehensive view on current program
- Learned from case studies
- Brainstormed and prioritized ideas
- Considered different aspects of a meaningful R&A program
- Identified gaps and opportunities

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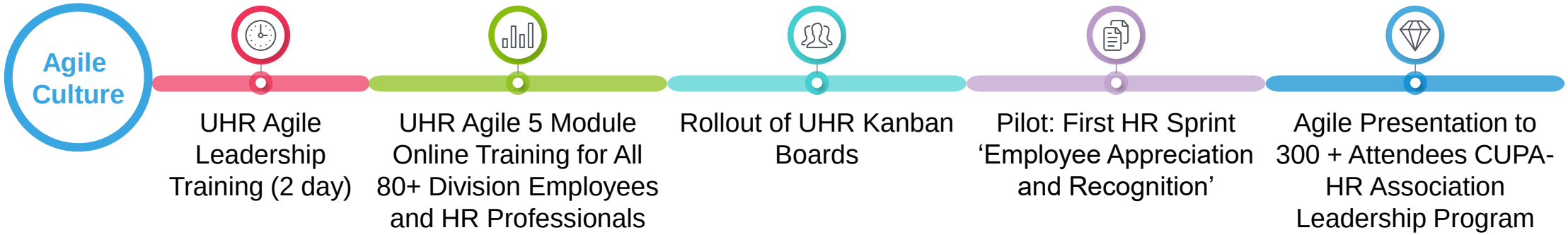
The NC State Agile HR Journey



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CUPA ALP 2019

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The NC State Agile HR Journey

Agile Culture

Jan 2019

UHR Agile Leadership Training (2 day)

Feb 2019

UHR Agile 5 Module Online Training for All 80+ Division Employees and HR Professionals Conference (160 Participants)

Mar 2019

Rollout of UHR Kanban Boards

May 2019

Pilot: First HR Sprint ‘Employee Appreciation and Recognition’

Jul 2019

Agile Presentation to 300 + Attendees CUPA-HR Association Leadership Program

Sept & Oct 2019

With Campus Partners: Faculty Hiring Project – Job Waiver Sprint, and Background Check Sprint

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HR Sprint: Faculty Recruitment

Achieved: Streamlined and enhanced the faculty recruitment process

- Engaged our key faculty stakeholders (proven to be very successful as they are our champions for this project)
- Current process has over 200 touchpoints to hire a faculty member (attributed to the lengthy time it takes to hire)
- Decreased the time to fill faculty positions

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Oct & Nov 2019

UHR & HR Campus Partner: Certified Agile Practitioner Training (2 day) Trained over 90+ employees

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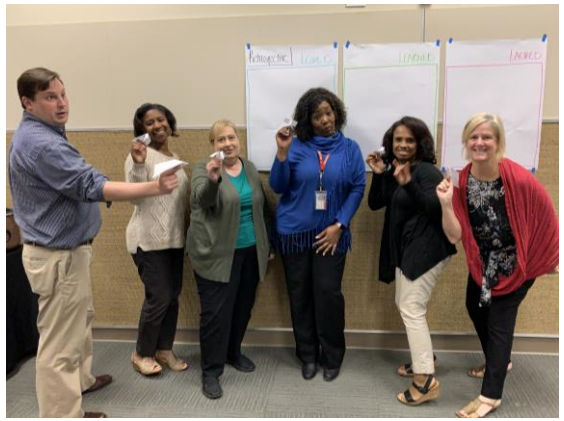
Certified Agile HR Practitioner



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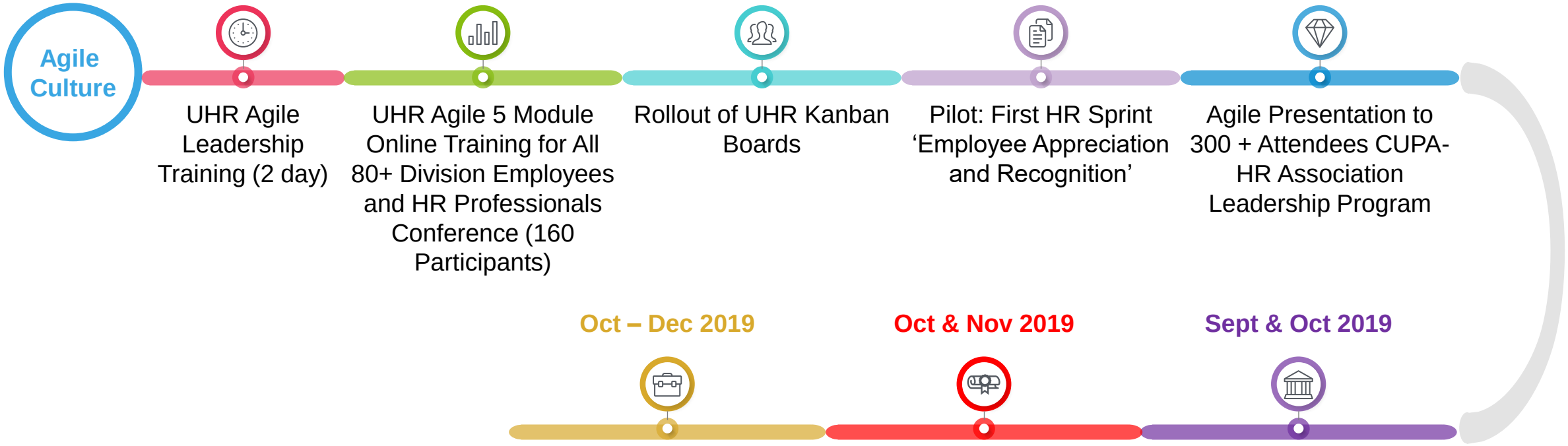

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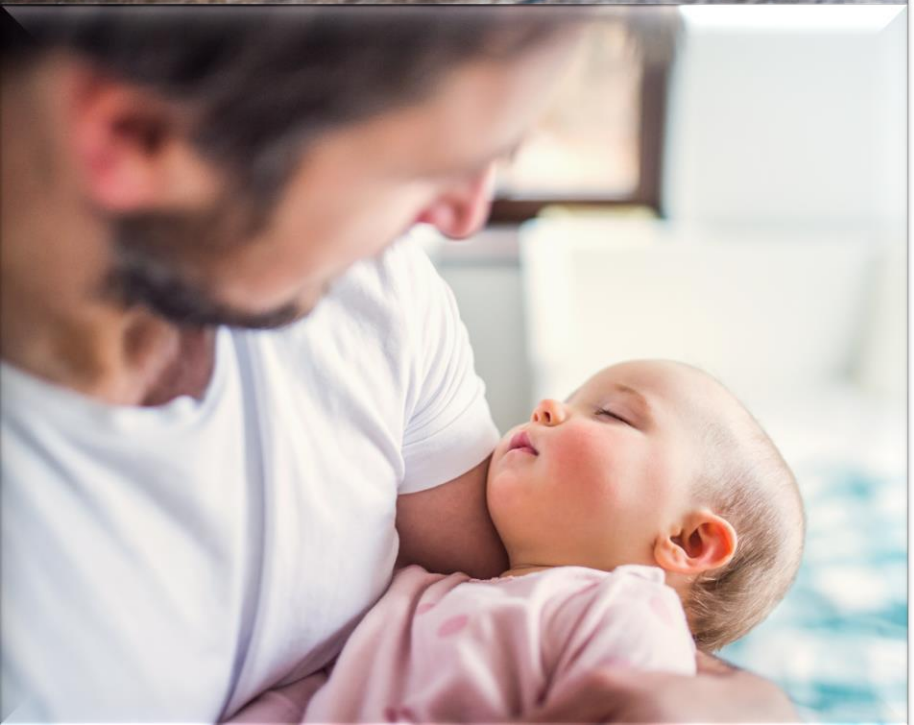

HR Sprint: Paid Parental Leave

Achieved: Rollout of new Paid Parental Leave Benefit Program

- Launched an MVP (automated PPL process) in 8 weeks (4 sprints)
- Developed a Paid Parental Leave Policy (rolled out 1/1/20)

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Agile Journey continues

Initial Experimentation & Training Complete

Oct – Dec 2019
Paid Parental Leave sprints: MVP launch and new policy

Oct & Nov 2019
UHR & HR Campus Partner: Certified Agile Practitioner Training (2 day) Trained over 90+ employees

Sept & Oct 2019
With Campus Partners: Faculty Hiring Project – Job Waiver Sprint, and Background Check Sprint

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Impact and Outcome

Improved team performance and employee satisfaction within the HR organization

Reduced time to market with various strategic initiatives being completed within a fraction of time

Intensified interactions with employees and stakeholders

Increased co-creation across colleges

Embedded an agile mindset into our workflow and way of value creation

Better alignment with our CREATIVE core values and HR culture

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Top 5 Lessons Learned

Engage leader as transformation champions

Be brave to experiment

Trust the process

Train everyone

Inspire people & share the story

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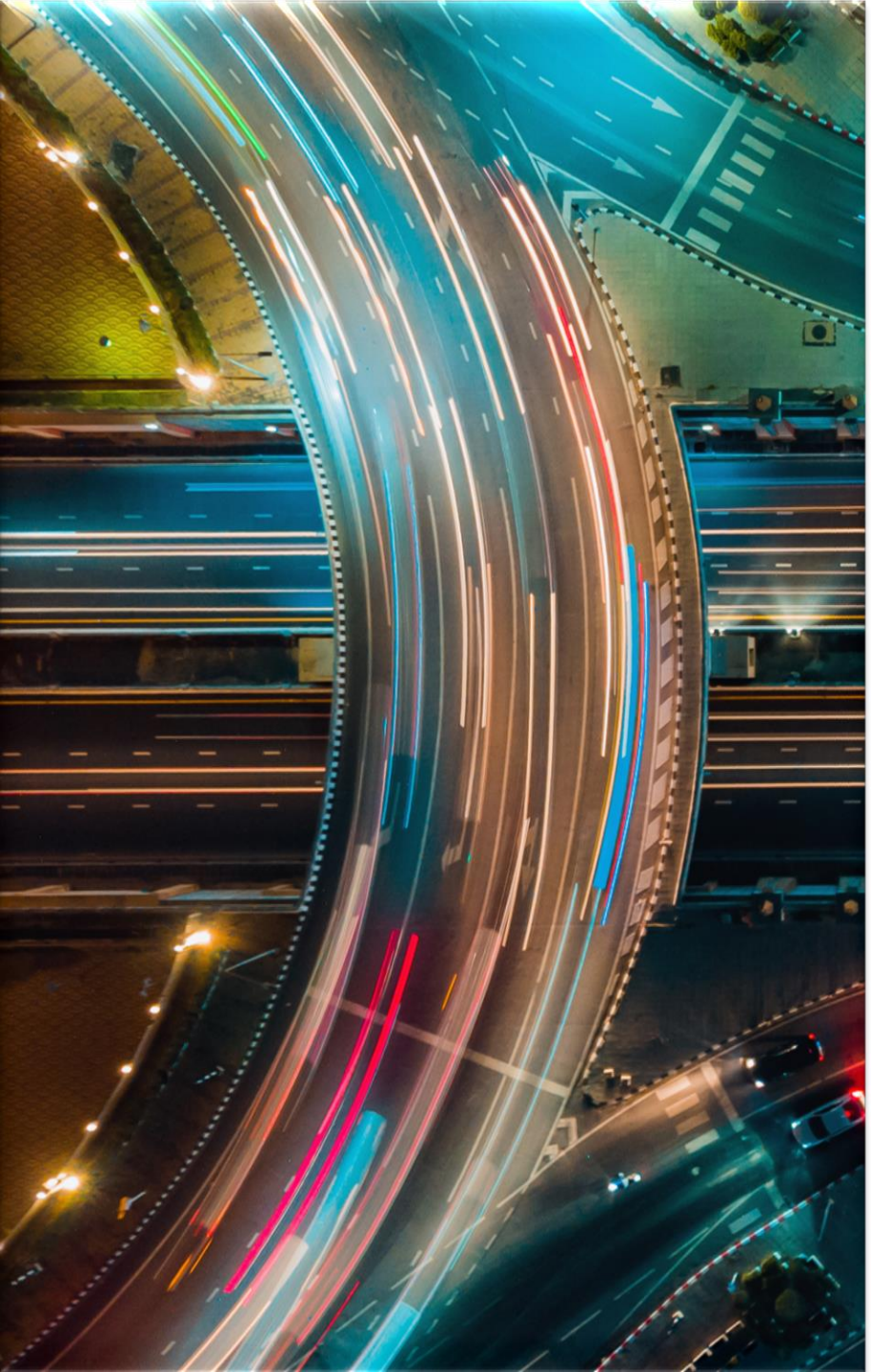
What is next?



What is next?

Keep the momentum going

Launch a new HR Concierge Center in 2021/22

Apply lean to self-service center

Use agile techniques to help lead planning discussions related to the University’s 2020-2030 strategic plan

Run more sprints

Experiment with full-time scrum teams

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We will continue to lead HR Agility in Higher Ed

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