



Human Resources  
Division of Administration  
& Finance



# HUMAN RESOURCES

**Strategic Goals 2023-2027**



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## AVP's MESSAGE

The University of Houston is a Research 1 institution located in Houston, Texas. Our dedicated faculty and staff make the University of Houston a great place to work, where our research and our people's diverse cultural backgrounds provide a unique experience for all members of our community.

The Office of Human Resources is committed to supporting faculty and staff members' success through every stage of their employment at the University of Houston. Our HR team firmly believes our contributions to the mission and vision of the University are essential to achieving our institutional goals.

I am pleased to share our strategic goals for 2023-2027. These ambitious goals emerged from our alignment with A&F Division's strategic goals and our University's strategic plan. Each of the HR goals include specific objectives and tactical strategies.

Our HR staff will continue to work hard and smart to meet each of our goals. We have confidence our objectives will be achieved, and our services and processes will therefore be significantly improved for the betterment of our students' success.

**Gaston Reinoso**  
*Associate Vice Chancellor/Vice President of Human Resources*

# ABOUT HUMAN RESOURCES

The office of Human Resources supports our faculty and staff throughout their experience at the University of Houston, from recruitment to retirement. Human Resources provides a wide range of employee and departmental services. Our goal is centered in providing great customer service and HR compliance that helps achieve our vision – Building a Top 50 Public University.



## Vision

Human Resources will be a Strategic Partner supporting the University of Houston as the Employer of Choice. We will foster an environment that supports Institutional Excellence while providing innovative strategies to attract and retain our most valued talent.

## Mission

To develop, motivate, attract, and retain a diverse and engaged workforce committed to supporting and enhancing the mission of the University of Houston. We accomplish our mission by applying flexible & innovative approaches to increase our customer service and by collaborating with the UHS community to maximize the potential of our greatest asset – **Our Employees.**



# STRATEGIC GOAL #1



## Goal

Proactively assist the University in its efforts to recruit, retain and develop a diverse, high-performing workforce.

## Objectives

- ◆ Continue to attract and retain high-performing individuals from a diverse pool of applicants.

## Tactical Strategies

- ◆ Using best-in-industry advertising outlets to continue to build a diverse workplace.
- ◆ Grow and promote our existing search committee trainings, assess training needs, and develop new training resources. Electronic access and automation of processes and access to all materials will predominantly be our focus.
- ◆ Identify new processes for ways to improve our time to fill positions.

# STRATEGIC GOAL #2



## Goal

Improve/Develop our leaders' Performance Management abilities.

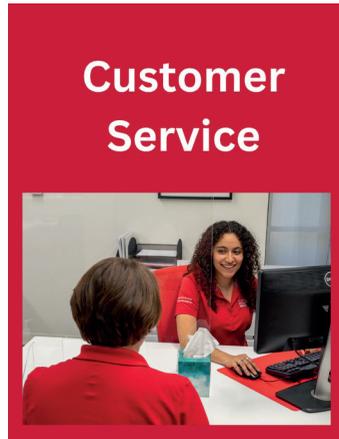
## Objectives

- ◆ Enrich our leaders' Performance Management's skills.
- ◆ Enhance management development and assist in achieving organizational effectiveness.

## Tactical Strategies

- ◆ Increase our early mediation/coaching activities between leaders and staff to mitigate long term conflict or perceived performance issues.
- ◆ Continue to train management and employees on performance management skills to improve the quality of service of our workforce.
- ◆ Strategically manage workforce development. Coach and consult on ER matters, including policies and procedures. Develop and deliver effective and efficient HR processes and services tailored to unique business needs.

## STRATEGIC GOAL #3



### Goal

Provide outstanding Customer Service by assisting staff, faculty, job candidates, students, and visitors.

### Objectives

- ◆ To provide a fair, ethical and inclusive experience for everyone using our HR Services.
- ◆ Achieve a better rating in our HR Customer Service.

### Tactical Strategies

- ◆ Customer Satisfaction: Build and maintain customer satisfaction through responsiveness, availability, professionalism, and timely solutions.
- ◆ Treat all customers equally and respectfully.
- ◆ Communicate effectively and efficiently pertaining to all areas of HR. Ensuring an overall positive experience during onboarding activities and supporting existing employees.
- ◆ Measure Customer Service feedback.

## STRATEGIC GOAL #4



### Goal

Stewardship & Compliance.

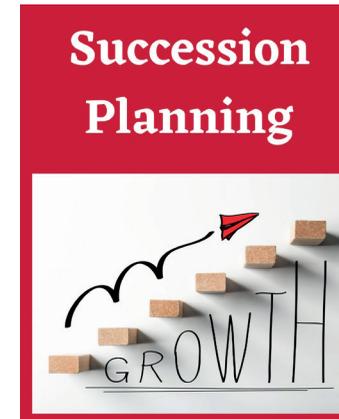
### Objectives

- ◆ Meet our compliance obligation as a major employer in the region.

### Tactical Strategies

- ◆ Partner with Office of General Counsel and Internal Audit in all compliance matters and ensure we become responsible stewards of the University's resources. Equally, we must ensure we maintain our fiduciary responsibility in all practices of Human Resources.

## STRATEGIC GOAL #5



### Goal

Strategic Succession Planning Initiatives.

### Objectives

- ◆ Continue to provide opportunities for our staff and improve our ability to identify potential successors for our positions.
- ◆ Establish proven succession planning strategies to ensure the University is adequately prepared to fill projected and unplanned vacancies.

### Tactical Strategies

- ◆ Collaborate with Senior Management on succession planning strategies to help identify potential internal successors (when feasible). Consult with department leaders and colleges to provide succession planning tools for emerging leaders and deliver the necessary training to help achieve departmental and divisions' goals.
- ◆ Identify training modules necessary to prepare successors in their roles.
- ◆ Pilot our PS Succession planning module to formalize activities of our future successors.

## STRATEGIC GOAL #6



### Goal

Attract Qualified applicants to the University of Houston.

### Objectives

- ◆ Increase our social media presence to improve applicant pools in terms of quality, quantity, and diversity.

### Tactical Strategies

- ◆ Establish a stronger online/social media presence to promote our UH brand as an employer of choice in the region. Expand the use of advertising sources such as LinkedIn Recruiter, Handshake, Zip Recruiter, HERC, Inside Higher Ed, Chronicles of Higher Ed, Taleo Diverse Sites, etc.

## STRATEGIC GOAL #7

### Leadership



#### Goal

Deliver an Executive Leadership series that provides quality skills to leaders to help achieve our top 50 Public University goals.

#### Objectives

- ◆ Improve our leaders' abilities to lead their teams to meet the goals of the department, division, college and university.

#### Tactical Strategies

- ◆ Effectively engage our Executive Leaders with annual events to enhance current leadership skills. This strategic goal must involve tools that promote engagement, goal alignment, and leading change strategies.
- ◆ Enhance strategic leadership through education and professional development.

## STRATEGIC GOAL #8

### Total Rewards



#### Goal

Administer total rewards programs that reflect competitive market relationships and establish equitable levels of compensation.

#### Objectives

- ◆ Increase retention and attraction of qualified candidates. Maintain equity in pay among our employees.

#### Tactical Strategies

- ◆ Establish an affordable and competitive pay structure for our employees. Includes introducing a "compensation culture" that focuses on a proactive approach when reviewing, pricing, and creating new positions.
- ◆ Committed to updating our pay structure in order to remain competitive.
- ◆ Continue to explore benefits and rewards that promote retention and attraction of employees to UH.
- ◆ Explore opportunities for growth, recognition, and engagement of our employees.
- ◆ Expand benefits education and supplemental retirement promotion with the intention to help better prepare our employees for retirement.
- ◆ Provide coaching and consultation on hiring and compensation strategies forecasting needs of the departments.

## STRATEGIC GOAL #9



#### Goal

Enhance the effectiveness of our policies and procedures.

#### Objectives

- ◆ Simply and clearly communicate the purpose of our policies while remaining compliant.

#### Tactical Strategies

- ◆ Ongoing review of policies and procedures allowing for adjustments as required by law or as necessary.
- ◆ Assessing divisions' needs and recommend changes as necessary.
- ◆ Adapt practices within HR and communicate changes to all stakeholders.

## STRATEGIC GOAL #10

### Employee Wellness



#### Goal

Optimize productivity and employee retention.

#### Objectives

- ◆ Continue to enrich employees' wellness initiatives. This involves identifying current and future challenges that affect the expected performance of employees in the workplace.

#### Tactical Strategies

- ◆ Continue measuring results of all employees' wellness activities and create new initiatives that improve our employees' wellness while increasing engagement.
- ◆ Collaborate with the Student Affairs Division to establish the University as an employer of choice via the mutual efforts of wellness for Faculty, Staff, and Students.

## STRATEGIC GOAL #11



### Goal

Incorporate data into decision making.

### Objectives

- ◆ Attain efficiencies and effectiveness by establishing and measuring key performance indicators.
- ◆ Engage in continuous improvement efforts by increasing our use of our HR data and HR systems.

### Tactical Strategies

- ◆ Understand the needs of our systems' users and provide metrics that allow for improved decisions.
- ◆ Ensure consistency of processes and make sure all users (all divisions) understand the processes.
- ◆ Enhance data driven decisions to improve in all areas. Make KPIs and reports available for management.

## STRATEGIC GOAL #12



### Goal

Community Engagement.

### Objectives

- ◆ Identify opportunities to volunteer with local organizations to provide HR professional services within the 3rd Ward community.

### Tactical Strategies

- ◆ Continue to partner with High Schools to offer career development.
- ◆ Work with community organizations to offer leadership development.
- ◆ Partner with the UH Colleges on career development for students.
- ◆ Work with Career Services on improving the UH Recruitment Series.



## CONCLUSION

As our Office of Human Resources sets its course over the next 5 years, we understand now better than ever that events out of our control may call for immediate changes to future directions. Our HR profession often demands flexibility and immediate response to meet the needs of our community.

Regardless of the challenges, our intention will focus on achieving our strategic goals. Our dedicated team will work diligently and partner with different areas of the University so we can make an impact by improving all our services.

Thank you for your ongoing support.

— Gaston Reinoso