Leveraging the Baldrige Approach to Create a Strategic Partnership in Human Resources

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Human Resources Quality Pre-Test

- Who are our customers?
- How do we know they are satisfied?
- How do we know we are doing a “good job”?
- [http://www.youtube.com/watch?v=5fZc6kqAjR4](http://www.youtube.com/watch?v=5fZc6kqAjR4)
The MBNQA: A Brief History and Definition

- Created in 1987 to recognize organizations that understand the importance of and excel in quality management (Islam, 2007).
- In 1995, was extended to institutions of higher education.

7 Criteria:
1. Leadership
2. Strategic Planning
3. Student/Stakeholder/Market Focus
4. Measurement/Analysis and Knowledge Management
5. Faculty and Staff Focus
6. Process Management
7. Organizational Performance Results.
Why the Baldrige Performance Excellence Model?

- Community Colleges are being asked to do more and more, with less. (Ensby & Mahmoodi, 1997; Berg, 2005)
- The Baldrige Criteria focus on results.
- The Baldrige Criteria are non-prescriptive and adaptable to any college or department.
- The Baldrige Criteria address the multiple challenges and needs of higher education institutions.
- The Baldrige Criteria employs a systems perspective allowing the alignment of goals across our institution.
- The Baldrige Criteria requires measurement and diagnosis.
- The Baldrige Criteria demands a data informed approach. (Baldrige CPE, 2013-14).
What Baldrige Is Not:

- Using the Baldrige Criteria does not mean everything we do is “perfect”. Rather, it means quiet the opposite.

- Using the Baldrige Criteria does not mean we are required to spend inordinate amounts of time planning and measuring.

- Using the Baldrige Criteria does not take us away, but instead, enhances our ability to do the “hard” work and “heart” work of HR.
The Seven Categories of the Baldrige Education Criteria

- **Leadership**: How does the leadership of RRCC HR guide and sustain?
- **Strategic Planning**: How does RRCC HR develop strategic objectives that add value, implement action plans, and measure success?
- **Customer Focus**: How does RRCC HR engage, listen to, and build relationships with our customers?
- **Measurement/Analysis/Knowledge Management**: How does RRCC HR take a data informed approach to improve its performance?
The Seven Categories of the Baldrige Education Criteria

○ **Workforce Focus:** How does RRCC HR build its internal “people infrastructure” to ensure high performance that aligns with the organization’s mission/vision/goals?

○ **Operations Focus:** How does RRCC HR design/manage/improve our operations—from transactional to strategic—to effectively and efficiently deliver value to our customers?

○ **Results:** What is RRCC HR measuring, and why? How do we use results to take a data informed approach to continuously improve what we do?
The RRCC ADLI Approach:

- Refining approaches, encouraging breakthrough change, and sharing innovations.
- Ensuring the approaches are aligned with organizational needs and harmonized with organization-wide goals.
- Deploying relevant requirements and deploying them across the organization.
- The methods used to accomplish a process and their effectiveness.
Where We Were:

- RRCC HR had many “pockets of excellence”.
- RRCC HR thought we were doing a “good job”, but could not verify this through the data informed approach.
- RRCC HR was linear in its approach, (Senge, 1990).
- RRCC HR functioned using anecdotal evidence to guide decision making.
- RRCC HR was “Reacting to Problems”
Where We Are:

- **Fall 2012**: RRCC HR engaged in a daylong strategic planning retreat to discuss core competencies and our mission, vision, and values.

- **Spring 2013**: Taking feedback from faculty and staff, RRCC HR conducted an HR Effectiveness survey.

- **Fall 2013**: The RRCC HR Executive Director and Assistant Director engaged in a “listening tour” where feedback from all employee constituency groups was gathered.

- RRCC HR is taking the “Early Systematic Approaches”

- **Spring 2014**: RRCC HR engaged in a second strategic planning retreat with the Executive Director of Institutional Research to complete a SWOT analysis and arrive at our Performance Excellence model.
RRCC Human Resources Strategic Model

RRCC Human Resources Value Added Approach

Strategic Leader/Advocate
Strategic Partner
Operational Efficiency
Transaction Excellence
Where We Are Going:

- We are moving from “pockets of excellence” to comprehensive performance excellence, utilizing the ADLI approach.
- We have created initial metrics to help us measure whether or not we are effective.
- We are leveraging reinforcing feedback (Senge, 1990) to create generative learning and process improvement.
- We are using a “data informed” approach to guide our decision making.
- RRCC HR is moving towards “aligned and integrated approaches”.
The ADLI Approach in Recruitment: A Case Study

- The former approach to our recruitment strategy was to rely on anecdotal evidence in assessing the satisfaction of our internal (faculty and staff) and external customers (applicants) in our recruitment approach.

- Leveraging the RRCC model of shared governance and to achieve the mission of RRCC to be a leader in national and international community college education, RRCC HR incorporated the ADLI approach to re-create our recruitment process.
The ADLI Approach in Recruitment: Approach

- The RRCC HR Team realized that while the recruitment approach was “high touch”, it was disorganized, anecdotal, and frustrating to internal customers.
- There were inefficiencies in the system, leading to lost candidates due to extended recruitment cycle times.
- Due to an absence in “repeatable processes” and lack of collaboration, we could not measure success or answer the “how” questions.
The ADLI Approach in Recruitment: Deploy

- The Executive Director of HR met with the leadership of each constituency head and gathered their input.

- A first draft of a recruitment process map was drafted for searches commencing in the summer/fall of 2012.

- The RRCC HR Team collaborated on key responsibilities and duties to be accomplished and established processes to ensure success.
The ADLI Approach in Recruitment: Learn

- The RRCC HR team learned that there was a need to re-organize key duties within the HR Office.

- The RRCC HR Team garnered qualitative feedback from those involved in the process (internal customers) while also gathering feedback from external customers regarding their experiences.

- The RRCC Team learned we needed to put quantitative measures in place to compliment the qualitative feedback.

- We learned how to reduce cycle times in recruitment, while maintaining our commitment to a high touch process.
Vacant Position

Personnel Requisition Form (PRF), justification, and updated position (PD) description delivered to Human Resources by hiring supervisor

HR Director reviews PRF for accuracy, and PD for FLSA status, minimum requirements, etc.

HR Director presents information to Cabinet for approval.

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Cabinet approves/denied/postpones request

Denied: Area VP notifies supervisor

Postponed: HR holds PRF until authorized to release. Area VP notifies supervisor

Approved: HR Director emails the head of each constituency group to inquire of interested parties to serve on the search committee.

Hiring supervisor(s) meets with heads of each constituency to review interested parties and form search committee.

Search Committee reviewed by President

Approved

Not Approved

Search Committee reviews PD and forwards suggested revisions to hiring supervisor(s) for their review. Committee Chair chosen.

Search Committee forwarded to HR Director for approval

Approved

Not Approved

Position is posted on the advertising mediums for the length of time (minimum of 3 days/maximum of 1 month) requested by the search committee and hiring supervisor.

Final PD reviewed by Search Committee and HR Director.

Not Approved

Approved

Proceed to Search Process.
HR Director meets with search committee chair and hiring supervisor to review the search process.

For administrative positions, HR Director meets with president and affected VP to determine if an open forum is to be held.

HR Director charges and trains search committee.
HR Director qualifies Applicant pool.
1st level rejection email sent.

Search Committee formulates interview questions and, if needed, applicant scoring grid.

HR Director approves questions/grid.

Search Committee forwards names of candidates to be interviewed and those not chosen. Interviews/campus tours set up by HR.

HR releases applications. Search Committee first level review.

First Level interviews /campus tours occur. Search Committee decides on those candidates they wish to move forward. HR notifies candidates no longer being considered and works with hiring supervisor to schedule second level interview.

Second Level Interview Day: 1) Applicants meet with hiring supervisor, VP, and president. 2) If decided by president, an open forum is held for administrator candidates. 3) For administrator candidates, departmental meeting is held.

Finalist Chosen: 1) Hiring supervisor checks references. 2) Hiring supervisor notifies all candidates of hiring decision. 3) Email is sent by HR to the campus informing them of final hire.
The ADLI Approach in Recruitment: Integrate

- RRCC HR has integrated the lessons learned from our customers into our revised Adjunct Instructor Faculty Recruitment and Onboarding process.

- RRCC HR has been able to align the recruitment process with the mission and vision of the institution—with the result being able to demonstrate a “value added” approach to a key HR function.

- The RRCC HR leadership is currently working with the Director of Diversity and Inclusion to begin the ADLI cycle focused on increasing the diversity of our faculty and staff.
The Baldrige Approach at RRCC: Lessons Learned

- Again, we are far from perfect.
- Using the concepts of Baldrige entails a culture change and buy-in from your HR Team.
- Quality is hard work, but the intrinsic and extrinsic awards are without compare.
- RRCC HR is on a quality journey.
Websites of Interest

http://rmpex.org/

http://www.nist.gov/baldrige/

http://johnlatham.me/about-me/

http://www.richlandcollege.edu/
Questions
References:


