

The Role of the Human Resource
Office in the Collegiate
Environment:
Lessons from the USA
and the Conference

**Identifying the Components
of Being a Strategic Partner**



The National Survey Process



Institutional Participation in the National Survey of Higher Education Institutions

Total Number of Institutions in the United States

	Research	Doctoral	Master's	Baccalaureate	Total
Public	82	66	273	87	508
Private	<u>40</u>	<u>43</u>	<u>249</u>	<u>537</u>	<u>869</u>
Totals	122	109	522	624	1377
% of Total U.S. institutions	8.9%	7.9%	37.9%	45.3%	

Total Number of Institutions Requested to Participate in the National Survey

	Research	Doctoral	Master's	Baccalaureate	Total
Public	59	48	98	62	267
Private	<u>29</u>	<u>31</u>	<u>90</u>	<u>193</u>	<u>343</u>
Totals	88	79	188	255	610
% of Total U.S. institutions	6.4%	5.7%	13.7%	18.5%	

Total Number of Institutions Participating in the National Survey

	Research	Doctoral	Master's	Baccalaureate	Total
Public (% of those requested)	40 (67.8%)	32 (66.7%)	65 (66.3%)	37 (59.5%)	174
Private (% of those requested)	<u>18</u> (62.1%)	<u>20</u> (64.5%)	<u>45</u> (50.0%)	<u>101</u> (52.3%)	<u>184</u>
Totals	58 (65.9%)	52 (65.8%)	110 (58.5%)	138 (54.1%)	358 (58.7%)
Percentage of Total of number of institutions surveyed	16.2%	14.6%	30.7%	38.5%	100%

The 26 Independent Variables

(see handout)

What, then, is a strategic partner?
Merriam-Webster's Collegiate
Dictionary (1994) provides these
definitions:

*strategic:

of, relating to, or marked by strategy;
necessary to or important in the
initiation, conduct, or completion of a
strategic plan

*partner:

one that shares; one associated with another especially in action; to join or associate with another as partner

For the purpose of this study,
'strategic partner' can be defined as:

“an office, department, or unit that plays a pivotal role, along with the chief executive officer, in establishing the future operational or academic strategy of the institution.”

HYPOTHESES

(see handout)

Cross-section of Chief Human Resource Titles in the United States

Title	Percentage
Vice President	8.9
Associate Vice President	10.4
Assistant Vice President	7.9
Executive Director	1.6
Director	64.5
Manager	1.6
Other	<u>5.1</u>
	100.0%



Descriptive Statistics of the CHRO Responses to the Functions of the HR Office (see handout)

Commonly Held Beliefs of the
CEO and CHRO on
Factors of Importance and
Factors of Little Importance
in Being Considered a Strategic
Partner
(see handout)

The Hypotheses Revisited

(see handout)

There is no significant relationship or difference found in the following hypotheses.

Therefore, these components
DO NOT impact HR's ability to be a strategic partner

Refer to handout

Hypothesis 1

Hypothesis 3

Hypothesis 8

The following 9 components DO
impact HR's ability to be a
strategic partner

Refer to handout

Hypothesis 2

Hypothesis 4

Hypothesis 5

Hypothesis 6

Hypothesis 7

Hypothesis 9

Hypothesis 10

Hypothesis 11

Hypothesis 12

Response Rate to the Objective Portion of the Single Qualitative Question in the Survey

Question #24 from survey: “Do you consider your human resource office as a strategic partner in the management of the college or university? Yes No Please explain:”

CHRO response rate:

62.4%

YES

37.6%

NO

0%

Missing

CEO response rate:

73.4%

25.7%

.9%

Chief Human Resource Officers' Themes

‘Opportunity’ News for Being a
Strategic Partner

‘Good News’ for Being a strategic
Partner

(see handout)

Chief Executive Officers' Themes

‘Opportunity’ News for Being a
Strategic Partner

‘Good News’ for Being a strategic
Partner

(see handout)

Highlights of the Quantitative Data

(see handout)

Action Items

- Establish a planning model; develop a strategic plan and align it with the institutional plan. Reduce the mode of ‘reacting’.
- Acknowledge, and act upon, HR owning HR-related policies and practices of the institution.
- Effective, targeted communications.

Action Items cont.

- Effective professional development plan to build the expertise of the HR staff.
- Titles of CHROs, the office being adequately equipped, and staffing levels do not impact HR being a strategic partner, but relationships are critical; HR needs to establish a working relationship with the CEO

Action Items cont.

- Challenge the delivery of the traditional HR functions; are these the tasks and results we need to be delivering?
- Develop the “higher education acumen” of all HR staff.

Action Items cont.

- Serve as facilitators and coordinators of change while simultaneously balancing the needs of the institution and the needs of the individual faculty and staff member.
- Enhance the capability of effectively managing the institution's Performance Management System.

Action Items cont.

- Establish broad-based relationships, especially with the academic side of the institution.
- Executive officer searches (a factor in being a strategic partner)
 - if not on the committee, then
 - Recruiting packets
 - Web sites
 - Professional training
 - Professional publications
- Stay the course. . . We are emerging!

Riskier Action Items for Consideration

- Claim the “seat at the table” that is already ours!
- Adopt the philosophy: “It is easier to get forgiveness than to get permission.”
 - * be a risk-taker
 - * don't accept paradigms of the past
 - * be creative and try new things

Riskier Action Items for Consideration

cont.

- Be creative in attaining resources; this will aid in overcoming the self-fulfilling prophecy of the “chicken and the egg”.
 - Will lessen our whining nature
 - Will allow us to go to “the boss” for the issues that are more significant and bear more impact.