

**The HR Playbook** is an operational tool developed by the Human Resources Department and updated on a quarterly basis to manage strategic, tactical, and operational priorities for the department.



**The Strategic Plan** includes quarterly priorities focused at the organizational level in the following areas:

- Promote and Develop Belonging the YC Way
- Align Employee Performance with Organizational Culture and Initiatives
- Modernize Compensation System
- Develop Strategic Recruitment Plan
- Leverage Technology
- Leverage Benefits Programs
- Develop YC Way Talent Management System

**The Tactical Plan** includes quarterly priorities focused on the department level or internal customers in the following areas:

- Communication
- Technology
- HR Processes
- Operational Policies
- HR Partner Projects
- Well-being
- HR Team Development

**The Operational Plan** includes HR functions:

- Monthly, weekly, and daily routine tasks that require HR attention
- Monthly Communication Plan for Business Partners

# HR Playbook: Strategic Plan 2Q

<b>1</b> <b>WHY DO WE EXIST?</b>	<b>YC is the Employer of Choice.</b>						
	<b>With a spirit of optimism we create a workplace where people belong, partnerships prevail, and performance excels.</b>						
<b>2</b> <b>HOW DO WE BEHAVE?</b>	<b>WE COLLABORATE</b>						
	• We build strong partnerships with those we serve • We go above and beyond to meet or exceed expectations • We are united as an HR team						
	<b>WE STRATEGIZE</b>						
	• We are Outward in our approach • We offer innovative solutions to arising challenges • We embrace change with enthusiasm						
	<b>WE EXCEL AND LEARN</b>						
	• We engage in providing excellent service • We continuously improve our core processes • We improve through continuous learning						
	<b>WE CARE</b>						
	• We treat everyone with empathy and compassion • We acknowledge the concerns and needs of others from their perspective • We actively listen and respond						
<b>3</b> <b>WHAT DO WE DO?</b>	<b>In support of the YC mission, we work collaboratively as strategic partners to build innovative, exemplary, value-added HR services that drive organizational success by:</b>						
	• Attracting, retaining, and rewarding talented employees • Removing barriers to equity • Being accountable to those we serve						
	• Promoting a positive work environment • Encouraging employee well-being • Doing the right thing						
<b>4</b> <b>HOW WILL WE SUCCEED?</b>	<b>S1</b> <b>Promote and Develop the YC Way</b>	<b>S2</b> <b>Align Employee Performance</b>	<b>S3</b> <b>Modernize Compensation Systems</b>	<b>S4</b> <b>Design, Implement, and Refine Lean Processes</b>	<b>S5</b> <b>Leverage Technology</b>	<b>S6</b> <b>Leverage Benefits</b>	<b>S7</b> <b>Develop YC WAY Talent Management System</b>
<b>5</b> <b>WHAT IS MOST IMPORTANT RIGHT NOW?</b> <b>6</b> <b>WHO WILL DO WHAT?</b>	<b>Finalize and Implement Onboarding Process (6)</b> <ul style="list-style-type: none"> <li>· Mentor Program (EW)</li> <li>· Tools (LS)</li> <li>· Videos (EW/LS)</li> <li>· Processes (LS)</li> </ul> LS	<b>Develop Career Pathways</b> <ul style="list-style-type: none"> <li>· Processes Tracking (Banner, Folders, NeoGov) (LR/BP)</li> <li>· Tracking Sheets/Learning Plans (LS/SL/NFQ)</li> </ul>	<b>Investigate staff for Educational/Certification Advancement</b> (EW/LR)	<b>Conduct Position Minimum Qualifications Review</b> (LS/WB/EW)	<b>Implement NEOGOV Offboarding/exit interviews</b> (BP/LS/SL Lead)	<b>Implement Benefits Survey (4)</b> EW/LR	<b>Leverage My Learn</b> <ul style="list-style-type: none"> <li>· College wide access</li> <li>· OSHA</li> <li>· Tels</li> <li>· Others offering employee training (SL/LS)</li> </ul>
	<b>Provide Leadership for College Equity Efforts</b> <ul style="list-style-type: none"> <li>· Preferred Name/Pronoun</li> <li>· Indigenous Lands</li> <li>· PETF</li> <li>· Website (EW)</li> </ul>	<b>Develop Separation Training</b> (LS)	<b>Implement Comp Studies:</b> <ul style="list-style-type: none"> <li>· Faculty, Adjunct (EW/LR)</li> <li>· 9-13 (3) (BP/LR Lead)</li> </ul>	<b>Update Employee Demographics</b> (LS/WB)	<b>Identify Priorities for Electronic Workflows-Dynamic Forms Priorities</b> <ul style="list-style-type: none"> <li>· JAQ</li> <li>· Stipend</li> <li>· Name/address change? (LS)</li> </ul>	<b>Examine Benefit Mix for Part-time Employees</b> (EW/LR)	<b>Introduce Succession Planning (4)</b> (ALL)
	<b>Support Leadership of College Governance Efforts</b> <ul style="list-style-type: none"> <li>· College Council Coordination</li> <li>· SG Website (EW)</li> </ul>		<b>Provide Leadership for Gainsharing (6)</b> (EW)	<b>Update HR Website</b> (EW)	<b>Implement Comprehensive Operational Policy Review</b> <ul style="list-style-type: none"> <li>· Provide Leadership for ELT review (EW)</li> <li>· Implement policy management software (LS)</li> </ul>	<b>Implement Wellness Premium Incentives (5)</b> (EW/LR)	<b>Develop Supervisor Training Program (4)</b> <ul style="list-style-type: none"> <li>· Supervisor training on the performance process (5)</li> <li>· Include leave process</li> <li>· Include virtual supervision and engagement (LS/EW)</li> </ul>
	<b>Develop Programs to Support Hispanic Initiative</b> <ul style="list-style-type: none"> <li>· Spanish Speaking Incentive (EW)</li> </ul>		<b>Implement programs for hard to fill positions</b> (EW & LR)				<b>Envision and Broaden OMS</b> <ul style="list-style-type: none"> <li>· OMS Schedule</li> <li>· Monthly Mindset</li> <li>· Badges (LS)</li> </ul>
			<b>Revise staff and faculty salary scales</b> (EW & LR)				
			<b>Implement Exempt/Non-Exempt Salary Scale</b>				
			<b>Plan for FLSA Analysis &amp; Implementation</b> BP(LR lead)				
			<b>Investigate Early Retirement Notification Incentive</b> (more sick leave) (EW/LR)				

# HR Playbook: Tactical Plan 2Q

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<b>4</b> <b>HOW WILL WE SUCCEED?</b>	<b>T1</b> <b>Communication</b>	<b>T2</b> <b>Technology</b>	<b>T3</b> <b>HR Processes</b>	<b>T4</b> <b>Policies</b>	<b>T5</b> <b>Business Partner Projects</b>	<b>T6</b> <b>Wellness</b>	<b>T7</b> <b>Team Development</b>
<b>5</b> <b>WHAT IS MOST IMPORTANT RIGHT NOW?</b>	Refine HR Communication plan with/to employees (8) ALL(LS LEAD)	BANNER • NBA Jobs/POSN BPS  BANNER Place to capture employee education and years of service in Banner ALL(LR LEAD)	Required Compliance Postings BH & LR  Finish scanning and filing in office documents to move to virtual filing system WB/BH	2.01 Pay Policy(adding benefits to show who is eligible) (3)  10.11 Shared Governance	Succession Planning (2) EW/LR  • Safety and OSHA partnerships: enrolling employees in OSHA training SL/LS	Establish a wellness plan/committee (6) EW/LR  Website Well-Being BH	individual professional development plans (5) ALL  • Achieve and maintain HR certifications BP
	HR PARTNERSHIPS Deans, Faculty, YCSA, Divisions, ELT, YCT ALL	Perform- develop training for 2021/2022 evals LS	DESKTOP MANUAL(6) • Recruitment • Hiring and Onboarding • Benefits • Compensation • Employee Relations • Workers Comp • ADA • Leave and FMLA • Unemployment LS & BPs	2.34 Faculty Workload	Student Development Career Path NF/EW		• Develop HR staff to enhance strategic and outward mindsets ALL(EW Lead)
	Metrics: Length of service, retention rates, time to hire, Turnover Reports EW/LR	Archive & Close Old Searches in NEOGOV - all 19/20 jobs in 19/20 requisition BPs	Stipend Process Revising with Dynamic Forms LS	Telecommuting	IT Career Path SL		On-Board New HR Staff ALL
		NeoGov Integration	Outsourcing VOE/VOI EW	2.32 Drug policy	Facilities Career Path SL		
		M-Files Clean Up BH/WB	Update job descriptions - Develop templates, including remote positions (6) BP	Military Leave	Faculty evaluation revision- add in-class observation LR		
		Cognos report clean up LS/LR	Re-organize HR Share Drive BH	Background check	ISS Career Path LR		
				Grievance Policies	HR SS Career Path LR/EW		
<b>6</b> <b>WHO WILL DO WHAT?</b>							

## HR Playbook: Operational Plan 2Q

OCTOBER			November			December		
WHAT NEEDS TO BE DONE?	WHEN	WHO NEEDS TO DO IT?	WHAT NEEDS TO BE DONE?	WHEN	WHO NEEDS TO DO IT?	WHAT NEEDS TO BE DONE?	WHEN	WHO NEEDS TO DO IT?
Report: incomplete Goals in Perform	10/01/21	BPs	Report: incomplete Goals in Perform	11/01/21	LS, BPs	Report: incomplete required training	12/01/21	BPs
Late I-9 Report	10/01/21	BH	Report: incomplete required training	11/01/21	LS, BPs	Report: incomplete Goals in Perform	12/01/21	BPs
Test Panic Button	10/01/21	BH	YCT HR Advisory Meeting	11/04/21	LR, EW	YCT Meeting	12/02/21	EW, LR
Report: incomplete Goals in Perform	10/01/21	LS, BPs	HR Happenings	11/05/21	LS	HR Happenings	12/03/21	LS
MOM - Verde	10/04/21	BH	Healthwaves and Flu shot - Verde	11/09/21	BH	Quarterly Retreat 8am-5pm	12/15/21	All
MOM - Prescott	10/05/21	BH	College Closed (Veteran's Day)	11/11/21	All staff	Prescott Winter Celebration	12/10/21	Winter Celebration Committee
New Employee Orientation	10/06/21	SL, WB	CUPA Surveys	11/16/21	BPs	Verde Valley Winter Celebration	3-Dec-21	Winter Celebration Committee
YCT Advisory	10/07/21	EW, LR	Monthly Strategic Meeting	11/16/21	All staff	OM Training	12/15 & 12/16/21	
YCT Trust	10/07/21	EW, LR	Healthwaves and Flu shot - Prescott	11/01 & 11/03/21	BH	College Closed (Winter Break)	12/20-12/31/21	All staff
			College Closed (Thanksgiving Break)	11/24-26/21	All staff	Test Panic Button		BH
HR Happenings	10/08/21	LS	Comp Study progress		EW, BPs	Late I-9 Report		BH
Mandatory Training Reminder	10/15/21	LS	Late I-9 Report		BH	NEO	12/01/21	
Monthly Strategic Meeting	10/19/21	All- in person	Test Panic Button		BH	Finalize CUPA Survey		LR
CUPA-HR survey participation	10/20/21	BPs	NEO	11/03/21		Thank you to external partners		
Training report to sups & VPs	10/29/21	LS	Thank yous to external partners			Determine Summer Hours dates 2022		EW, Payroll
Required training due	10/31/21							
Start Budget Requests		EW, LR, BH						
Thank yous to external partners		All						
Order Required Compliance Postings		BH						
DAILY			WEEKLY			COMMUNICATION PLAN		
WHAT NEEDS TO BE DONE?	WHEN	WHO NEEDS TO DO IT?	WHAT NEEDS TO BE DONE?	WHEN	WHO NEEDS TO DO IT?	OCTOBER	NOVEMBER	DECEMBER
						Required training due by 10/31		Minimum wage increase (as needed/relevant)
								Optional mid-year perform check-in; are you using Journal entries and meeting regularly?
Payroll		SBP, HR Asst	ELT	M- 8a-12pm	Emily	Wellness communication		
Data Entry		All Staff	Team Meeting	W- 9:30 -11am	All Staff	Min wage increase		
Budget Liaison		Brittney	Weekly Planning & Reporting		All Staff			
M-Files		All Staff	Travel Reimbursements		All Staff			
Onboarding/New Hire Process		SBP, HR Asst	Relocation Reimbursements		All Staff			
Recruitment		SBP						
Team Huddle	8:00 AM	All Team Members Present						
Email		All Staff						
Return Phone Calls		All Staff						
Daily Planning		All Staff						
NOS		SBP, HR Asst						