

Our Vision

To further an equitable and inclusive culture by providing innovative human resources services.

Our Mission

To be the go-to source of information for individuals to thrive at Williams.

The human resources mission is best achieved by continuously learning, developing, and delivering innovative and data driven results for and with staff, faculty, and external stakeholders.

We engage the Williams community by ensuring human resources services, policies, and systems align with the college's values, strategy, and mission.

These services include:

- *Recruitment and onboarding
- *Salary and Benefits Administration
- *Employee Relations
- *Learning & Development
- *Organizational Development
- *HR systems and data stewardship
- *Payroll administration
- *Student Employment
- *Spouse-Partner Resources
- *Regulatory compliance
- *Employee engagement and work experience

Inclusion Commitment

Together, HR strives to create and maintain a working environment and offerings that are inclusive, equitable, and welcoming. We are attuned to the strength and value that diverse experiences, backgrounds, and perspectives brings to the college community. Equitable and inclusive practices transform the way we serve and engage our community and must be the lens in which we view all of our work.

Behaviors that are valued in HR

Use of good judgment – seeks comprehensive information and then assesses it carefully before making a decision or determining a course of action. Focus on the development of a range of workable options rather than “one best”.

A consultative approach - utilizes various communications methods and motivation factors to influence outcomes, demonstrates the ability to both push and pull.

Diversity of thought – engages in different ways of thinking and engages with others to allow challenges to be explored. Giving people the freedom, permission, and space to be heard and to know that they are welcome to disagree and raise their concerns. Listens while withholding judgment about the new or unfamiliar.

Cognitive flexibility – demonstrates awareness and adaptability to think about something in more than one way.

Innovation – introduces new ideas, makes efforts towards continuous improvement, and takes opportunities to do things differently to assure a quality product or outcome. Staff members with supervisory responsibility enable staff to learn, grow, and be independent, fostering educated risk-taking.

Communication – proactively communicates and shares critical knowledge with every member of the team (whether it involves upward, downward, or lateral communication) so that constant dialogue and improvement can occur. Demonstrate trust and confidentiality.

Empathetic - demonstrates care and concern for the well-being of the team and the community—treats every individual with dignity and respect. Demonstrates knowledge of and cultural sensitivity to the individual being served. Seeks to understand the history of issues related to diversity, as well as social and economic inequities.

Continuous learning – seeks to expand technical knowledge and skill by handling more complex problems involving a greater number of functional areas. Participate in trainings that would specifically enhance cultural competency.

Shared ownership for success – involves various members of the team and community to work towards a common goal.

Self-managed – Assess, prioritizes, and uses time wisely. Provide accurate and timely service, responses, and information. Makes specific and measurable contributions to the accomplishment of individuals and HR goals.

Goals and Initiatives

Below are the goals and tactics utilized by functional area indicating how they align with key institutional objectives.

Strategies & Tactics Aligned with Key Objectives	Key Objectives					Increase trust and transparency
	Inclusive Community	Learning Community	Outreach	Teaming	Benefits Offerings	
Outreach, Professional Development, & Teaming						
Regular attendance and participation in DEI workshops, events and training at regional and national level.	1	1	1	1		
Coordinating, cycling through, and sharing this professional development throughout HR.		1	1			
Reboot mini teach-backs at staff meetings		1	1	1		
Update HR staff job descriptions				1		
Create web quick guides/flow charts for common employee processes, and implement ADA accessibility best practices	1		1	1		
Dept managers take turn attend departmental staff meetings across campus		1	1	1		1
DG attend sr staff direct reports meetings to share periodic HR updates			1			1
DG start leadership roundtable (replace old director's breakfast)	1	1	1			1
Data Collection and Analysis						
Recruitment and retention data - what can we publish to the public, department heads, sr staff?	1					1
Develop an HR dashboard to be published and updated annually						1
Review HR policies and communication to be sure the language is equitable and not using jargon. Is there wording that can change to make the workplace more inclusive?	1					1
Systems						
Business process improvements (onboarding, student hiring, web forms, id cards, single sign on)				1		1
Internal business processes (workflows, charts for OneCard, Affiliates)				1		
Business process analysis (wish list)				1		
New ERP DEI capabilities review (gender identity, pronouns, blind resume review...)	1					
New ERP project - vendor selection				1		1
Payroll and Tax						
Contractor/Temp Audit						1
TIAA system integration/data feeds					1	
Create list of business process and practices that will be impacted by ERP transition				1		
Create and update SOP documentation		1		1		
Enhance website info: FAQs			1			1
Potential impacts of remote work scenarios	1				1	
Recruitment & Onboarding						
Implicit bias workshops 2.0	1	1	1			
Search committee training focused on interview skills	1	1	1			1
Add starting pay rate to job postings						1
Pipelines for specialized positions	1	1				
Onboarding integration and advising departments	1		1			
Update process for ADA accommodations for interviews and new hire ADA accommodations (with Toya)	1					1
Improving job postings - consider using a tool such as gender decoder, textio, or ongoig to reduce bias in job postings	1					
Consider forming cross-institutional interest groups to sponsor a larger scale program, such as a reentry program for formerly incarcerated individuals and / or a refugee resettlement program	1	1	1			
Recognize staff at 1 year anniversary - connect them to L&D offerings	1	1	1			

Key Objectives

Strategies & Tactics Aligned with Key Objectives

Compensation

- Pay equity audit
- External review of pay structure
- Design a bonafide merit system
- FY22 Salary Setting Benchmarks (update calcs due to low participation in group of 14)

Inclusive Community	Learning Community	Outreach	Teaming	Benefits Offerings	Increase trust and transparency
1					1
1	1	1		1	1
1	1			1	1
1					1

Performance Evaluations

- Reporting to sr staff to create greater accountability (3x/year to senior staff)
- Education around goal setting & coaching for performance
- Ultimately need better engagement, real-time feedback, tracking and compliance in new ERP

1	1	1			1
1	1				
	1				1

Benefits

- Host a design thinking exercise to engage the community, what do people want? How can offerings be more appealing to a broader audience, 21st-century workforce?
- Continue to push vendors on gender inclusivity and non-binary data reporting
- Would PTO be more accessible to observe various cultural and religious holidays?
- Benefits Committee Representation
- Holistic wellness/wellbeing programming
- Create benefits booklet to better communicate offerings for prospective hires and current employees

1		1	1		1
1					1
1					
1		1			
1		1			
1	1	1		1	1

Learning and Development Programming

- Cultural competency programming with OIDEI
- Managing diverse teams training
- Title IX responsible employees (with Toya) new requires in effect Aug 2021
- Working with different thinking and learnings styles
- Shared learnings from expertise within the community
- Partner with spouse partner offerings
- Giving and receiving feedback with cultural competency for managers so employees feel comfortable speaking honestly and openly without repercussion from their supervisor.

1	1	1			
1	1	1			
1	1	1			
1	1	1			
1	1				
1	1	1			

Outreach and Community Building (link to detailed list)

- Communities of Williams (CoW) affinity groups
- SAC representation on the committee
- Storytelling opportunities in news and announcements
- Ask employees (and past employees) if they feel valued, safe and welcome. Seek to understand issues and work positively to make the necessary changes.
- Staff appreciations events revamped

1		1			
1		1			
1		1			
1		1			
1		1			

Spouse Partner Community

- Continue to build connections to the broader Berkshire community
- Partner with learning and development manager on programming
- Explore ACN and HERC memberships
- ID Card/Library Feed cleanup/automation

1		1			
1		1	1		
		1			
1		1			

Key Objectives

Strategies & Tactics Aligned with Key Objectives

Student Employment

- Audit of student demographics and where students work
- Assessment of student employment comp structure
- TA analysis, should they be hourly?
- Student Employment working group/committee for ongoing input and sounding board

	Inclusive Community	Learning Community	Outreach	Teaming	Benefits Offerings	Increase trust and transparency
Audit of student demographics and where students work	1					
Assessment of student employment comp structure	1					
TA analysis, should they be hourly?	1					1
Student Employment working group/committee for ongoing input and sounding board	1	1	1			

Physical Space:

- CIR submitted for door assists for HR entry
- Review of lobby area and making it more welcoming to visitors, while maintaining confidentiality and safety (CH)
- New signage planned to make entrances and services clearer (CH)
- Planned hallway welcome board with photos of staff, roles, and how each can help support different needs (CH)
- Have translation services readily available (including for walk-ins) so that everyone feels included, secure and comfortable communicating in whatever language they find most suitable for them.
- Reviving hallway white boards
- Create more reasons for people to come to HR to demystify coming to the "principal's office"
- Solicit comments in the HR drop box

CIR submitted for door assists for HR entry	1					
Review of lobby area and making it more welcoming to visitors, while maintaining confidentiality and safety (CH)	1		1			
New signage planned to make entrances and services clearer (CH)	1		1			
Planned hallway welcome board with photos of staff, roles, and how each can help support different needs (CH)		1	1			
Have translation services readily available (including for walk-ins) so that everyone feels included, secure and comfortable communicating in whatever language they find most suitable for them.	1	1				
Reviving hallway white boards			1	1		1
Create more reasons for people to come to HR to demystify coming to the "principal's office"	1		1			
Solicit comments in the HR drop box			1			