In 2018 HRDI created its first five year strategic plan. This plan included five goal areas that included a number of more specific objectives. The strategic plan aligned directly with the university's strategic plan. All goal objectives were successfully completed in 2023. Listed below are just some of the highlights of some of the completed objectives over the five year plan.

5 Year Strategic Plan Highlights

Goal 1 – Employee Engagement
Develop and support programs and activities that foster a diverse and inclusive community and increase employee engagement

Engage employees by celebrating their accomplishments and building an inclusive community
- FSA Welcome back events
- New employee Orientation Mixer
- Student Employee mixers and recognition events
- Re-introduction of the Titan Excellence Award
- Titan Recognition Week as part of the University Awards Program
- Virtual UAP during COVID with virtual TRW
- Various HRDI division engagement events
- Titan Day of Service

Develop and implement initiatives to support holistic employee physical and financial health and wellness
- As a part of our Healthier Campus Initiative, the campus participated in Healthy Campus Week
- Provided numerous Flu and COVID vaccine clinics
- Jet Dental on-campus services
- A 2-mile walking path was established through a grant received from St. Jude
- Provided various wellness programs focused on employees' work-life balance, physical, emotional, financial and occupational wellness
- Continued to provide wellness programming for employees through the pandemic
- Implemented telecommute policies
- Implemented the 9/80 schedule during the summer months
- Provided benefit orientations for new employees

Create leadership and professional development programs to further recruitment and retention of a high-quality and diverse faculty and staff
- Staff Development Center
- Annual Staff Development Conference
- Staff Wellness Retreat

- MPP Core competencies- used to guide professional development and training
- The MPP Fundamentals - The Leadership Excellence and Development (LEAD) pilot program will launch in June 2023
- Inclusive Leadership Symposium

Developed new diversity initiatives
- Inclusion Champion Certificate Program (ICCP)
- Diversity and Inclusion Leadership Academy (DILA)
- Conflict Resolution programs
- One Book, One CSUF
- Titan Table Talks
- Critical Conversations
- Inclusive Leadership Symposium
- Monthly Diversity Newsletters
- Equitable and Inclusive Search training
- Faculty of Color (FOC) Learning Community
- Introduction to Racial Equity Module (now self-paced)
- Equity Minded Decision-Making training module

Support GI 2025 and student success
- A student employment website was created to support our student employment program and to assist the student-employee population on campus better
- Hired Student Employment Analyst
- Partnerships with career centers on job fairs
- First-ever student employment mixer
- Student Employee Recognition event

Goal 2 - Leveraging Technology

Pilot and adopt technology solutions to improve customer experience and service delivery
Led the CSU System to develop and implement the common applicant tracking system, CHRS recruiting, for all employee groups
- Launched CHRS recruiting across all employee types
- Launched the CHRS onboarding process with I-9 tracker integration
- Integrating CHRS Recruiting to LinkedIn Update
- Accurate Integration

As an early adaptor of the CHRS project, complete all implementation strategies
- Lead campus on the design of CHRS
- Lead the design for the temp faculty module
- Testing
- Training
- Ready for go-live in November 2023

Implement technology solutions to streamline processes and seamlessly integrate services

- HRDI becomes paperless
- Worked with OAIE on data dashboards
- Implemented a new separation system utilizing ServiceNow to integrate property clearance and workflow
- Implementation of PayScale
- Implementation of Absecesoft

Broaden HRDI services to include self-service options
- Implemented Smartsheet throughout the division
- Enhance study abroad and study away self-service capabilities
- Utilize available and emerging technology to expand learning opportunity modalities
- Collaborated with the Employee Training Center and the Chancellor's Office on transitioning CSUF to the new Learning Management System (SkillPort to SumTotal
- Partnered with the FDC to provide on-demand orientation modules for new part-time lecturers
- Implemented paperless Direct Deposit via CEC portal

Goal 3 - Data-based decision making
Use employment and customer service data to inform operational and strategic decision-making
Enhance various data reports to empower decentralized decision-making around human resource functions to increase employee recruitment and retention
- Develop baseline reports related to staff and faculty recruitment and retention
- Analyze Discrimination, Harassment and Retaliation (DHR) complaint data to identify trends and needs related to training, professional development, and awareness
- Partner with OAIE on the creation of data dashboards related to staff and faculty employee data

Assess the HRDI customer experience and implement benchmarks for increased satisfaction
- Creation of the HRDI Customer Satisfaction Survey
- Risk Management revised the travel request process in response to feedback from departments and faculty
- Labor and Employee Relations modified internal response practices to enhance customer service and inquiry tracking
- Complete annual division assessments

Develop strategies around divisional resource needs and budget stabilization
- Secured baseline funding mitigating division budget structural deficit
- Continue to assess priority needs annually and advocate for funding at the campus level

Goal 4 - Proactive Communication

Improve and streamline communication between HRDI and University Stakeholders to model transparency and best practice
Update and enhance the HRDI website to increase engagement and accessibility as a one-stop shop for HRDI services
- Complete website redesign
- Developed COVID-19 HRDI website
- Created the HRDI Annual Report

Communicate critical guidelines and processes for HRDI functions
- HRDI News and Updates
- MPP Business Continuity calls
- Utilization of digital display and social media

Goal 5 – Collaborative Partnerships
Pursue strategic collaborations with University partners to strengthen diversity and inclusion and scale University initiatives

Unite stakeholders around initiatives to positively impact compositional diversity and an inclusive climate in support of the University's Strategic Plan

- Conduct education and outreach about Discrimination, Harassment Retaliation
- Goal 3 of the Campus Strategic Plan
- Campus Climate Survey
- Development of the bias response protocols

Collaborate with University partners to develop or revise key initiatives, policies, and procedures

- Revision to the evaluation timeline was implemented and communicated to the campus community
- Implement the new separation and property clearance process
- Work with campus partners to update the process for faculty additional pay
- Collaborated with campus partners on drone policy and presidential directives
- Worked with the Global Titan Center to review study away and study abroad procedures to implement best practices
- Collaborated on free speech website and content
- Worked with the Academic senate and the DEI committees to draft a new University Policy Statement (UPS) to incorporate additional equity practices throughout the search process
- One Book One CSUF
- Titan Table Talks
- Implementation of Telecommute and 9/80 Summer Schedule
- Collaboration on Social Justice Week
- Collaboration with other campus divisions on Days of Service
- Collaboration with campus partners to launch the Campus Climate Response Team

Develop, promote and deliver training programs that support cross-divisional goal attainment and address employee development and expertise

- MPP Core Competencies developed
- Assessment of training and professional development on campus
- Development of additional ongoing professional development and training programs through engagement and learning

Diversity and Inclusion Initiatives

- All work around goal 3 of the University Strategic Plan, including developing and implementing the campus climate survey
- Critical Conversation sessions to provide resources, tools and proper space for processing events in our city, county and nation
- Established a benchmarking task force to identify key success indicators and metrics for recruiting and retaining a highly qualified and diverse faculty and staff

Pursue opportunities to develop relationships and increase communication with University partners

- HRDI members serve on various Academic Senate committees
- Built strong relationships between union representation and the Labor and Employee Relations (LER) unit

Continue work related to COVID-19, develop re-entry plans for the division and assist in developing a phased approach for campus re-entry. (new in 20-21)

- With People First as our guiding principle for campus re-entry, three post-pandemic initiatives were developed and fulfilled in the 21-22 fiscal year to support a successful return to campus
  - o Wellness- support employee wellness to ensure our people can provide excellent student support
  - o Evolving Culture- explore how we sustain productivity & identify what is best for our employees- telecommute etc.
  - o Information Pipeline- ensure continued communications on re-entry and how our work will look differently post re- entry