

Leadership Insights



Strategic Plans

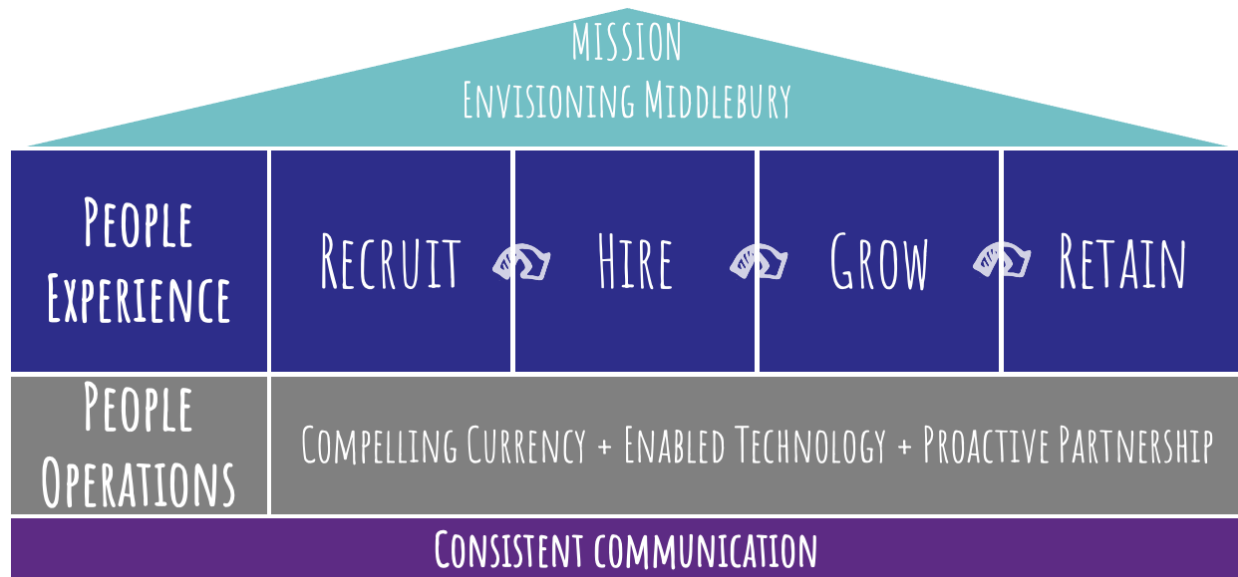
A departmental strategic plan is a way to ensure that everyone is aligned on the goals of the department. The departmental strategic plan should tie into the overarching goals of the institution to support the institution's mission and objectives.

We'd love to share a bit about our HR strategic plan...

Over the last year, we have been developing an ecosystem approach to people strategy that is grounded in our mission. Our programs, practices and policies aim to be people centered, inclusive and transparent at every stage. We are approaching our work through an iterative, open design process with a focus on action.

The graphic below captures our strategic plan at a high level. In [Envisioning Middlebury](#), there is a phrase “through a commitment to immersive learning **we** prepare students to lead engaged, consequential, and creative lives, contribute to their communities, and address the world’s most challenging problems.” So, what does this have to do with HR?

Well, the “we” above are the people—our employees—that fuel our mission. Our culture is how this all comes to life. The first dark blue line below we’ve named *People Experience* and it represents the stages that an employee will move through during their time at Middlebury. We are working to develop and deliver priorities across each of these phases. The *People Operations* function supports this in lots of ways, with buckets focused on compelling currency, enabled technology and proactive partnership. And underneath all of this is consistent communication to stakeholder groups and all employees.



This is all a bit theoretical and aspirational—which is important to guide our philosophy and approach—but we’d also love to share how this is influencing the work that HR is taking on. A few examples are below...

- People Experience / Recruit—we recently launched Workable, a new Applicant Tracking Software to improve the candidate and hiring manager experience and optimize our ability to seek out talented applicants and accelerate the search process.
- People Experience / Retain—you may have joined events over the last year that invite our community to come together in different ways, like skiing up at the Snow Bowl or grabbing a breakfast sandwich. These are small ways that we aim to build community and develop connection.
- People Operations / Compelling Currency—this past year our biggest focus was on reimagining and launching a new staff compensation approach and we’re proud to have gotten that over the finish line! But, of course, the work doesn’t stop there. Creating a compelling value proposition for employees is about more than just base salary and we’ll be working on rewards and recognition next.
- Consistent Communication—the monthly communications about staff compensation, email updates and the rebrand/relaunch of this Leadership Insights newsletter is all part of our effort to bring multi-modal and frequent communication to all stakeholder groups.

All of these groupings and categories overlap and interact with each other and that is the point. This strategy aims to highlight the critical dependencies as well as specific areas of focus. We have also reorganized our HR team to model this strategy, with a couple of key shifts:

- Our *People Experience* team is now made up of five HR Business Partners focused on supporting a portfolio of departments and employees directly for all things recruiting, hiring, professional development and retention.

- Our Student Employment Office is now folded into our People Experience team to streamline internal processes and ensure leaders and employees have one point of contact regardless of the reason they are reaching out to HR.
- Our newly developed *People Programs* function will work to develop, launch and run programs to support this vision like monthly employee experience events, new hire orientation and more.

Check out our [HR contact page](#) for more information on our team!

We look forward to continuing to share how this strategy is coming to life and partnering with you to support individuals, teams and leaders across the Middlebury community!

Caitlin Goss
Vice President of HR & Chief People Officer

Up Next...

In our next Leadership Insights we'll be sharing how this strategy is informing a new approach to recruitment strategy at Middlebury, and how your Human Resources Business Partners will be able to assist you in finding the best candidates for your open positions.

Leader Pulse Survey

Is there something that you're looking for that we haven't covered in previous articles? We want to hear from you! Share your feedback with us using this link to the Leadership Insights Ideas Survey: [Leadership Insights Ideas \(office.com\)](#)