

# HR FORUM

March 19, 2025

1:00pm – 3:00pm



UNIVERSITY OF

**South Carolina**

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Human Resources

# WELCOME

Caroline Agardy, Vice President for Human Resources



# HR REDEFINED UPDATE

Scott Nostaja, Charlotte Chandler, Chris Nickson,  
Chaz Chapman

Segal



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Human Resources



University of South Carolina

# HRedefined

**HR Forum Update**

March 19, 2025

# | Agenda

**HR Model Overview**

**Implementation Planning Team Updates**

**USC HRedefined Website**

**Questions Submitted in Advance**

**Questions and Discussion**

# HR Model Overview

## *Vision and Goals*

### **HRedefined Vision**

To create and sustain a contemporary HR organization, committed to operational excellence, fostering a customer-centric culture, prioritizing superior employee experiences to attract and retain top talent, and ensuring transparent, accessible HR communications

### **Goals**

1

Create a modern and efficient HR function to promote operational excellence

2

Foster a customer-centric culture throughout HR

3

Elevate the employee experience to better attract and retain top talent

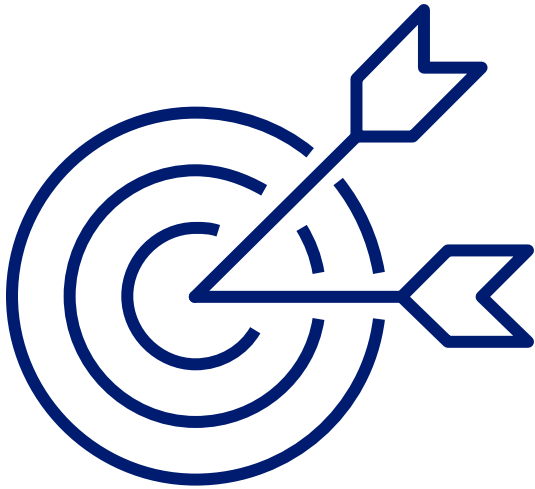
4

Enhance communication to increase transparency, understanding, and access to HR information

# HR Model Overview

## *Approach*

In order to achieve the above goals, USC will:



Deploy experienced HR professionals to colleges, schools, administrative units, and system institutions to **enhance and elevate** the delivery of HR services and **support consistency** throughout the system



Create a **network of HR professionals** that will provide formal and informal opportunities for HR professionals to share their knowledge, experience, skills, and best practices



Elevate the **strategic nature** of the central functions to provide a higher levels of HR service through **Expert Teams**



Gain **efficiencies** and **improved analytics** through a focus on HR infrastructure

# HR Model Overview

## *HR Business Partner Model*

### The HR Business Partner Model

- The HRBP model is a **strategic approach** to human resources management, where HR professionals work closely with business leaders and key stakeholders to **align HR practices with organizational goals and objectives**.
- In this model, HRBPs are **actively involved** in shaping people decisions, driving organizational change, and ensuring talent management is aligned with overall unit strategy.

### The Role of an HR Business Partner

The HR Business Partner (HRBP) is responsible for the following:

- **Aligning business objectives** with employees and management in designated units
- **Fostering and developing relationships** across the HR function to deliver value-added service to management and employees that reflects organizational objectives



# HR Model Overview

## *HR Business Partner Model*

### Key Benefits of the Model

- **Consistency.** The model creates opportunities for greater evenness and consistency of HR service delivery across the institution
- **Strategic Alignment.** The model enables HRBPs to tailor HR practices in alignment with the unit's goals and challenges
- **Consultative Role.** HRBPs serve as consultants and advisors to leaders on topics related to people, culture, and performance
- **Proactive Problem Solving.** HRBPs are able to proactively anticipate and address potential issues or challenges
- **Empowerment.** HRBPs are empowered to make decisions more quickly in alignment with clearly communicated institution policies, practices, and guidelines.
- **Network of HR Practitioners.** The HRBP model provides opportunities for HR practitioners across the institution to regularly share information, best practices, and ensure alignment in institution-wide approaches to promote consistent HR service and delivery
- **Professional Development and Growth.** The HRBP model will provide clear career paths and opportunities for growth within and across USC, allowing HR practitioners to learn, grow, and expand their skills and knowledge

# HR Model Overview

## *HR Business Partner Model*

### How Will this Impact Current HR?


- The intention of this model is to elevate HR service delivery and support human resources as a profession at USC
  - The goal is not to eliminate jobs, but rather create consistency and develop HR career paths with clear opportunities for growth and upward mobility
  - Positions may look different as HR responsibilities are shifted and consolidated to full HR-focused roles that are not split between non-HR functions
  - Consistent expectations and accountabilities will be important; however, there is no one-size-fits-all solution for every unit, and the need for some measure of flexibility is apparent
- Those interested in the HR Business Partner role will need to apply and go through an interview process, consistent with USC and best practices
- The Division of HR will also be enhancing and elevating their services
  - The formerly discussed “Centers of Excellence” will instead be referred to as “Expert Teams”
  - The Expert Teams will be offering more strategic services and partnering with the HRBPs and HRBP Units
- Comprehensive institutions will have dedicated HRBPs that will benefit from greater connections across the system; however, unique institution needs will still be met

# HR Model Overview


Update

## USC Human Resources

### HR Infrastructure



HR Administration




HR Service Center




HR Data Analytics and Technology

### Expert Teams



Benefits and Well-Being




Compensation Strategy



Employee Relations

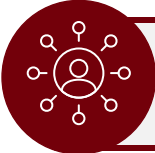


Talent, Culture, and Organizational Development



Talent Acquisition

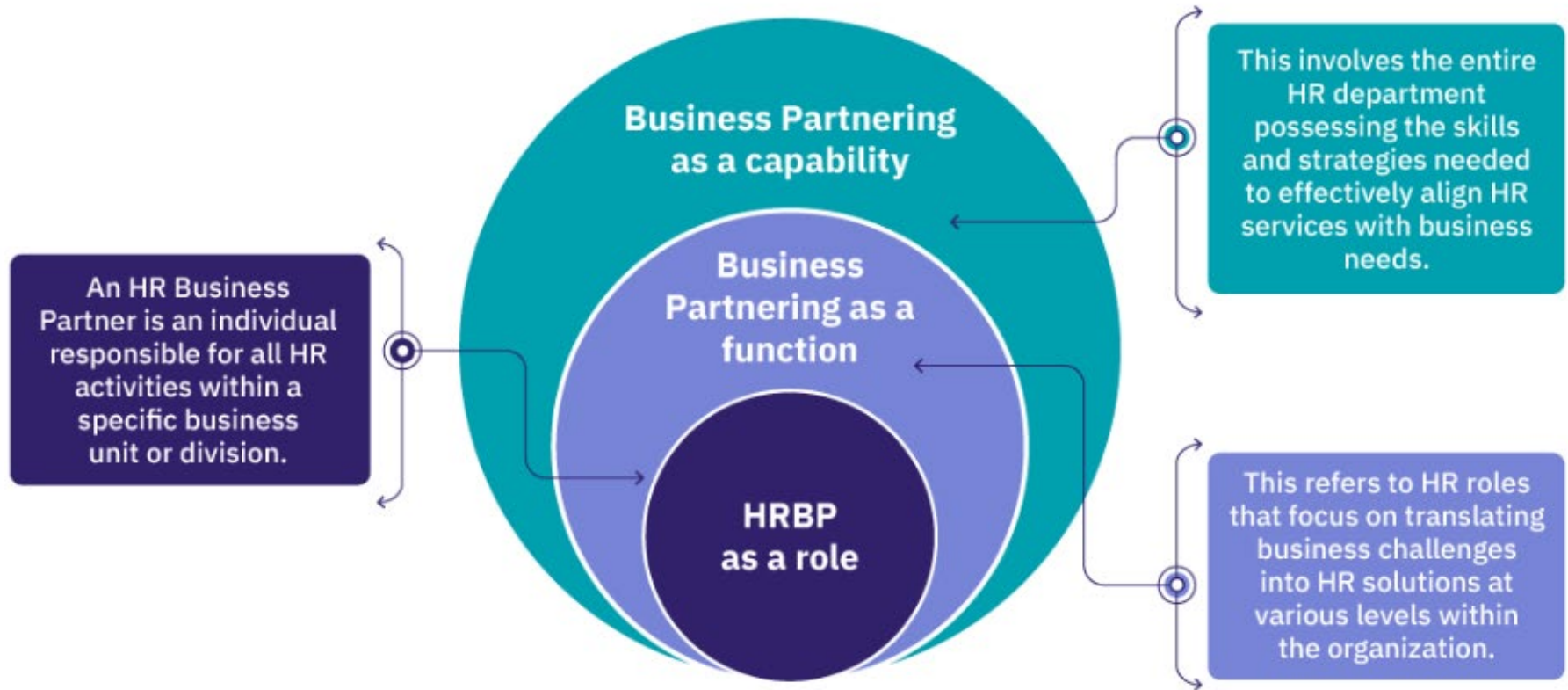
### HR Business Partners



HR Business Partners

# HR Model Overview

## *HR Business Partner Role vs. a Function vs. a Capability*



# HR Model Overview

## HRBP Groupings

### 1 Sr Leadership, et. al.

Senior Leadership and Select Offices\*

### 2 Provost's Office

Academic Affairs & Provost, Provost's Office

### 3 A&F 1

Division of Admin & Finance 1 (Law Enforcement and Safety, Facilities Planning and Programming, Facility Services, Postal Services, Transportation Services)

### 4 A&F 2, IT, Deve

Division of Admin & Finance 2 (Division of Admin and Finance, Finance, Business Affairs, Division of Human Resources), Division of Information Technology, Division of Development

### 5 Student Affairs

Division of Student Affairs

### 6 Athletics

Athletics

### 7 DSM, HRSM

Darla Moore School of Business, College of Hospitality, Retail, and Sports Mgmt

### 8 Pharm, Public Health

College of Pharmacy, Arnold Sch of Public Health

### 9 SW, Music, Lib, CIC

College of Social Work, School of Music, University Libraries, College of Information and Communications

### 10 Edu, Nurs, HC

College of Education, College of Nursing, South Carolina Honors College

### 11 SOMs

School of Medicine Columbia, School of Medicine Greenville

### 12 Law, Eng and Comp

Law School, College of Engineering and Computing

### 13 Arts and Sciences

College of Arts and Sciences

### 14 Aiken

USC Aiken

### 15 Upstate

USC Upstate

### 16 Beaufort

USC Beaufort

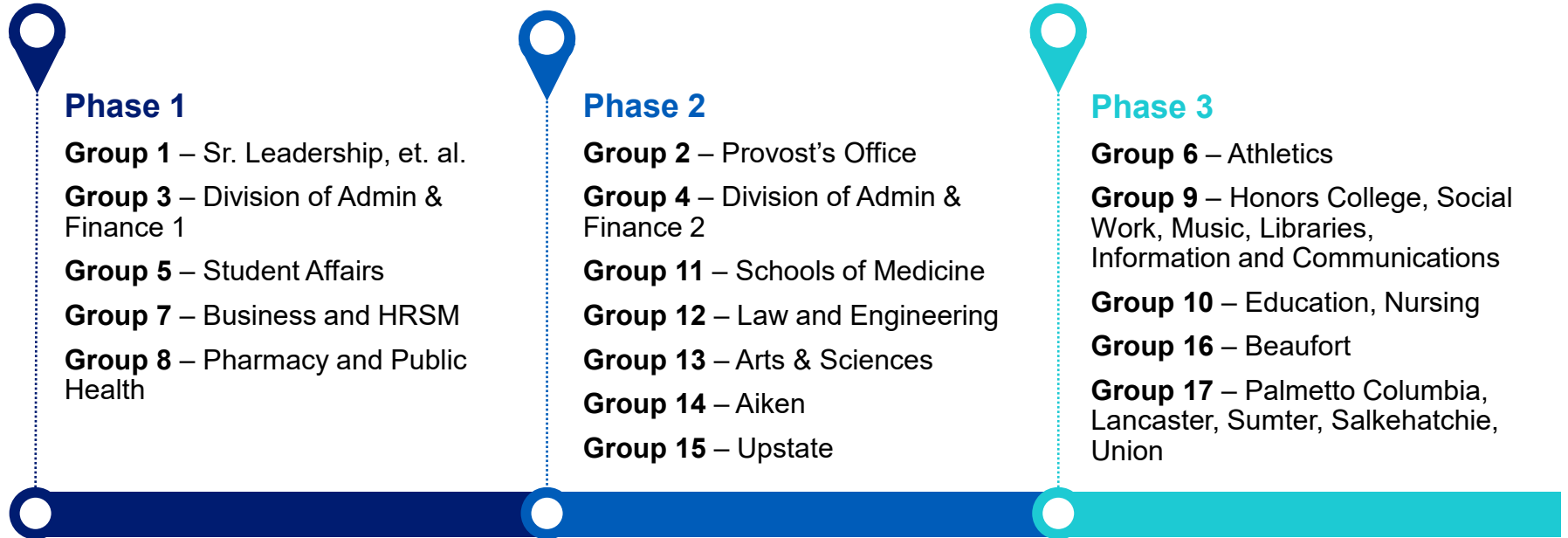
### 17 Palmetto

Palmetto College Columbia, USC Lancaster, USC Sumter, USC Salkehatchie, USC Union

# HR Model Overview

## *Phased Approach*

These phases have continued to evolve based on new information and other factors.



# Implementation Planning Team Updates

## *In Progress*

The implementation planning effort has involved six teams who meet every two weeks. These teams are commissioned to develop detailed plans in the following areas:

### Strategy and Change Management

Providing overall strategic oversight of the teams, including discussion questions raised by others. Developed communications plan.



### People

Developing job descriptions for HRBP (Columbia and System Institutions), HRBP Leader, and HRBP Unit positions.



### Finance

Identifying and projecting personnel and non-personnel costs associated with the model.



### Facilities

Reviewing and identifying space needs, challenges, and potential costs.



### Process and Policy

Identifying processes and policies that are impacted by the model.



### Technology

Identifying opportunities to leverage and/or expand technology at USC to increase efficiency of processes



# Implementation Planning Team Updates

## *Strategy and Change Management*



**The Strategy and Change Management Team has continuously served as strategic thought partners to other teams, providing input into important questions raised. Additionally, the team has developed the following:**

- Draft estimated timeline for phase 1 implementation
- Communication plan and approach

**The Strategy and Change Management Team will continue to do the following:**

- Provide input into questions and serve as thought leaders for implementation planning



# Implementation Planning Team Updates

## *People*



### The People Team has developed the following job description drafts:

- Columbia HR Business Partner job description: Intended to capture the role and responsibilities of the HRBPs located on the Columbia campus
- System Institution HR Business Partner job description: Intended to capture the role and responsibilities of the HRBPs located at system institutions outside of the Columbia campus, specifically benefits administration
- HR Business Partner Leader job description: The job description for the person who will oversee the HRBPs in Columbia and at the system institutions. This person will report to the Division of HR.

### The People Team will next work on the following:

- Develop job descriptions for the HRBP Unit support staff (e.g., HR professionals who will support the HRBP)
- Develop recommended staffing plans in collaboration with leadership

# Implementation Planning Team Updates

## *Finance*



### **The Finance Team has accomplished the following:**

- Discussed the funding model and its ability to support the implementation of the new model
- Identified anticipated personnel and non-personnel costs over the next few fiscal years

### **The Finance Team will continue to work on the following:**

- Identify anticipated or potential costs related to technology and opportunities to capitalize on shared needs throughout the system (e.g., exploring a comprehensive Learning Management System)

# Implementation Planning Team Updates

## *Facilities*



### The Facilities Team has accomplished the following:

- Reviewed and identified potential spaces for new HRBPs and HRBP Unit support staff (e.g., HR professionals who will support the HRBP) to be located
- Identified anticipated renovation costs for those spaces, depending on the need within specific spaces

### The Facilities Team will continue to work on the following:

- Identify additional parking solutions and locations for training and onboarding new staff that will provide the least disruption
- Develop short- and long-term facilities plans for HRBPs and HRBP support staff to be located temporarily during training, permanently upon “go live” start dates, and swing spaces (as needed)

# Implementation Planning Team Updates

## *Technology*



### **The Technology Team has accomplished the following:**

- Reviewed and identified opportunities to leverage and expand technology at USC to increase process efficiency
- Identified necessary systems that will support specific duties and enable HRBP success

### **The Technology Team will continue to work on the following:**

- Identify anticipated or potential costs related to systems and technology, including hardware, software, and systems needs
- In collaboration with the Finance Team, identify opportunities to capitalize on shared needs throughout the system (e.g., exploring a comprehensive Learning Management System, performance management platform, and ticketing system)

# Implementation Planning Team Updates

## *Process and Policy*



### **The Process and Policy Team has accomplished the following:**

- Reviewed and identified processes and policies impacted by the model
- Identified efficient HR-specific transaction workflows within the model and pinpointed several HR transactions to help shape the HRBP unit job description

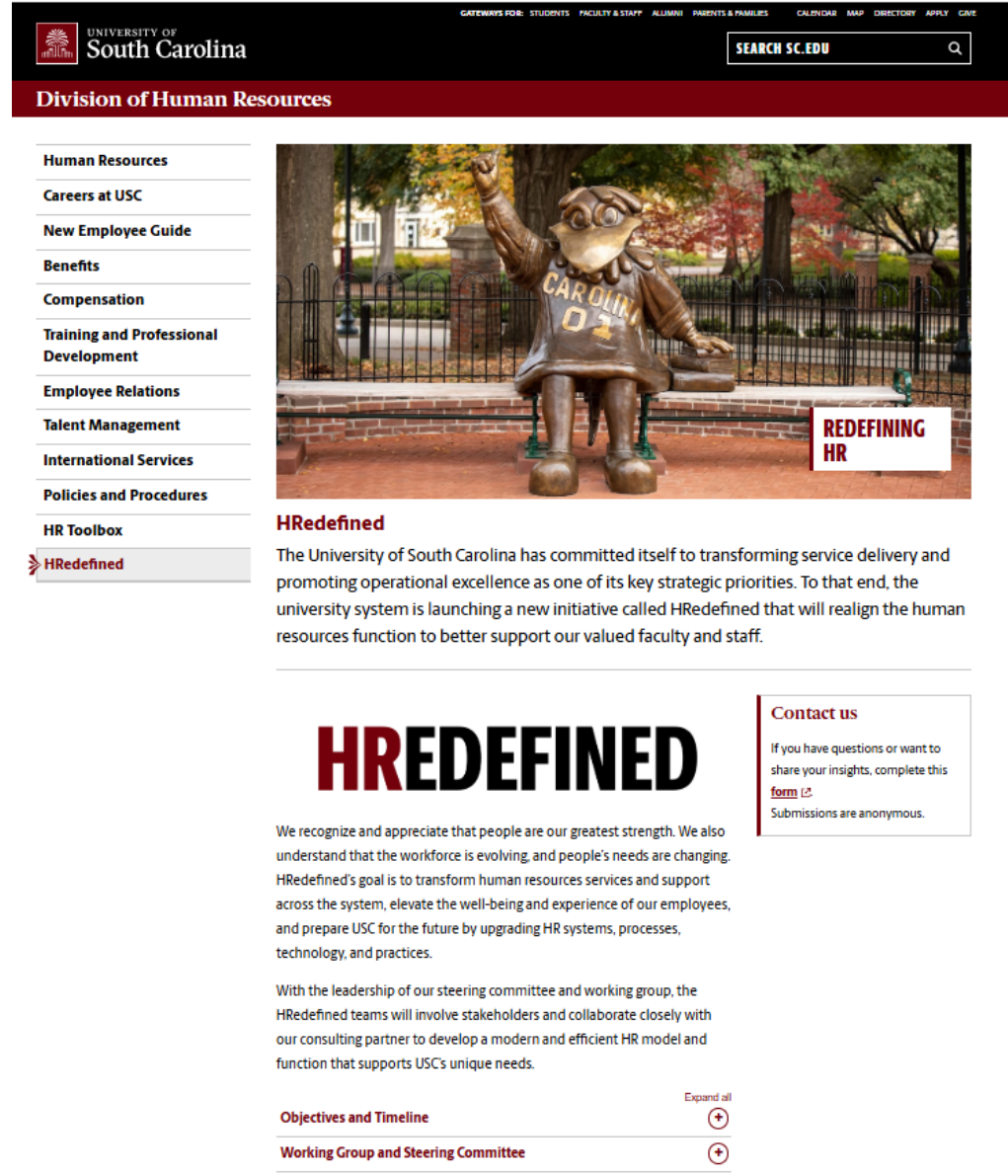
### **The Process and Policy Team will continue to work on the following:**

- Identify anticipated or potential impacts related to process and policy needs throughout the USC System, including revisions to processes and policies (as needed)

# USC HRedefined Website

## Resources and Engagement

- The HRedefined website provides resources and information related to the transformation, including FAQs
- An **anonymous form** allows you to ask questions and provide your insights
  - This form will be monitored
  - FAQs will be updated based on the questions submitted




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GATEWAYS FOR: STUDENTS FACULTY & STAFF ALUMNI PARTNERS & FAMILIES CALENDAR MAP DIRECTORY APPLY CARE

SEARCH SC.EDU

### Division of Human Resources

- Human Resources
- Careers at USC
- New Employee Guide
- Benefits
- Compensation
- Training and Professional Development
- Employee Relations
- Talent Management
- International Services
- Policies and Procedures
- HR Toolbox
- HRedefined**



**REDEFINING HR**

### HRedefined

The University of South Carolina has committed itself to transforming service delivery and promoting operational excellence as one of its key strategic priorities. To that end, the university system is launching a new initiative called HRedefined that will realign the human resources function to better support our valued faculty and staff.

## HREDEFINED

**Contact us**

If you have questions or want to share your insights, complete this [form](#). Submissions are anonymous.

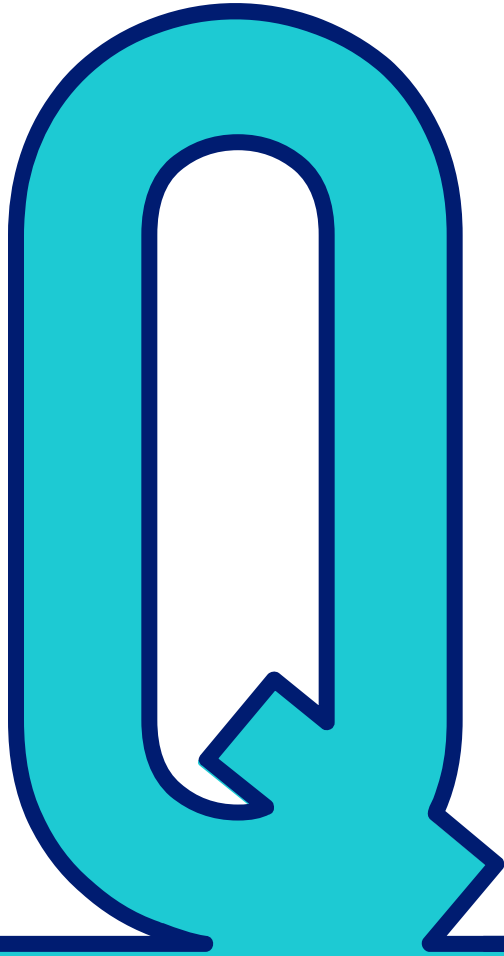
We recognize and appreciate that people are our greatest strength. We also understand that the workforce is evolving, and people's needs are changing. HRedefined's goal is to transform human resources services and support across the system, elevate the well-being and experience of our employees, and prepare USC for the future by upgrading HR systems, processes, technology, and practices.

With the leadership of our steering committee and working group, the HRedefined teams will involve stakeholders and collaborate closely with our consulting partner to develop a modern and efficient HR model and function that supports USC's unique needs.

Expand all

- Objectives and Timeline
- Working Group and Steering Committee

# Questions and Discussion



# IMMIGRATION

Harlan Smith, Director of International  
Student & Scholar Support

Amanda Finnen, Assistant Director for Scholar Support



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# Global Carolina

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UNIVERSITY OF SOUTH CAROLINA

**OIS → ISSS: WE ARE HERE TO HELP!**



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# THE OIS-ISSS MERGER

- The former Director of Office of International Services, Jean Saunders-Blank, left USC in October 2024.
- Merger discussions regarding a new services model began soon thereafter.
- The immigration functions of OIS formally merged with Division of International Student & Scholar Support, effective March 01<sup>st</sup>.
- Merger details – including workflow responsibilities – are being resolved now.



# APRIL 1<sup>ST</sup>, 2025: WHAT'S COMING

- The OIS inbox (used for general inquiries) **will no longer be monitored**.
- Doris Robinson **will not** be involved with direct immigration services; all requests for assistance will be forwarded to ISSS.
- Doris **will** clear Hiring Proposals in HCM, assist hiring units with re-appointments involving international personnel, manage on-boarding for new international personnel, and re-verify Form I9 (as needed).
- The Affiliate Appointment process will be revised to address:
  - Affiliates for access to USC facilities and systems.
  - Affiliates for academic and research purposes.
  - Consistent Background Checks.
  - Security Review (“research security”).
- The OIS web presence will move to ISSS.
- The ISSS Immigration Services webpage will go live: [SC.EDU/ISSS](https://sc.edu/ISSS).



# THE ISSS IS HERE TO HELP!

- The merger working group determined that the ISSS won't take the lead in several critical areas that involve international personnel:
  1. Crafting recruitment advertisements: that responsibility will revert to HR Talent Acquisition.
  2. Determining the Prevailing Wage for H-1B employees: that function will reside with HR Comp and Classification.
  3. Form I-9 completion & verification: that task will remain within HR.
- ISSS will meet with intl. candidates and review offer letters (as needed).
- ISSS will provide immigration education and training to USC.



# THE IMPORTANCE OF THE HIRING PROPOSAL:

- A properly submitted Hiring Proposal is where the critical hand-off from HR to the ISSS takes place.
- Without a Hiring Proposal, the ISSS has no way to begin immigration support functions.
- The ISSS is unable to use a signed offer letter as the basis for immigration sponsorship.



# BURR & FORMAN, LLP

- USC has contracted with the law firm of Burr & Forman, LLP.
- H-1B, O-1, and Faculty Labor Certification (FLC) applications are facilitated by the firm.
- ISSS manages the case → Burr & Forman provided legal services.
- Hiring units are responsible for legal costs:
  - H-1B – estimated cost \$5-6K
  - O-1 – estimated cost \$8-10K
  - Faculty Labor Certification (Parts 1 and 2) – estimated cost \$5-6K
  - Expedited Processing Fee - \$2,805 per case
- Billing reviewed by ISSS and costs recovered via OGC.



# **FUTURE TRAINING OPPORTUNITIES**

International Tenure-Track Appointments: What You Need To Know

September 2025

Presenters:                   Melissa Kenny, JD, Burr & Forman, LLP  
                                      Harlan Smith, Director, ISSS  
                                      Katie Davison, Senior Analyst, HR C&C

How to Host a J-1 Exchange Visitor

November 2025

Presenters:                   Harlan Smith, Director, ISSS  
                                      Amanda Finnen, Asst. Director, Immigration Services



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# WHO TO CONTACT:

Amanda Finnen, Assistant Director for Immigration Services

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- + Affiliate Appointments
- + J-1 Exchange Visitor Program

Harlan L. Smith, Director, ISSS

[harlanls@mailbox.sc.edu](mailto:harlanls@mailbox.sc.edu)

- + Faculty Sponsorship Questions
- + H-1B Employees
- + Legal Status Issues



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# **STATE MARKET STUDY (POSTPONED)**

Additional information will be provided in the near future.



**THANK YOU!**



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