

Administrative Activities Review (AAR) Guidelines Due by August 6, 2018

1) Basic Facts and Description of the Unit.

- a) **Mission** - The Division of Human Resources provides support to faculty, staff, and students of the University as they pursue advancements in their education and career development. HR strives for exceptional service by being resourceful, responsive and respectful to the University community. HR promotes a work and educational environment that advances the University's commitment to equity and equal opportunity for all members of our community.
- b) **Short Term Goals** –update and automate forms; increase HR presence on campus through informal meetings and training; update existing training materials; enhance and update policies and employee facing materials; document current business processes and reporting requirements;
- c) **Long Term Goals** –
 - (1) Update University Classification System:
 - (a) Create/Update – Salary Ranges / Grades, Job Titles, Audit / Analysis / Offline Process, Classification Specifications, Policies/Procedures/Guidelines
 - (2) Establish a four-prong model for campus community engagement:
 - (a) Courses – Regular programming/training for faculty and staff, as well as department tailored programming.
 - (b) Consultations – We come to you consultations on HR topics
 - (c) Compliance – State and federally mandated reporting, tracking and actions. Compliance with UA rules, policies, and collective bargaining agreements
 - (d) Outreach – HR is a regular presence on relevant committees on campus
 - (3) Implement technology and business process solutions to streamline work, enhance the delivery of services, expand a comprehensive base of accurate, up-to-date, HR information and making it readily accessible to decision makers
 - (4) Work strategically with HR and the University Community to enhance shared processes (i.e. the employment, hiring, onboarding and off-boarding personnel processes). Provide high levels of efficiency, quality and cost- effectiveness in the delivery of quality information and services to the University community.

2) General Services:

- a) **Labor Relations**- provide day to day support for employee and labor relations functions. Provide advice and counsel to university management and employees regarding employee and labor relations issues.
- b) **HR Operations & Employment** - serves the entire campus community in the employment of faculty, contract professional, staff and graduate assistants through the accurate administration of all personnel action changes and the accurate maintenance of employee personnel data and files. The campus community and administration are also served by the provision of accurate information for strategic planning and administrative decision making.

Provide analytical and functional support for the HCM system to ensure system enhancements and upgrades are implemented seamlessly. Coordinate HCM security for the campus, maintain primary system tables and oversee the maintenance of HCM system tables.

Oversee the preparation of personnel action and other reporting requests for submission to the Board of Trustees.

Respond to survey requests including IPEDS, CUPA, AAUP Faculty Survey, etc.

- c) **Classification Services** – responsible for classifying all non-faculty positions at the University. Positions are evaluated to determine proper grade / salary range, title, classification and job responsibility. Assist in maintaining the position management function with the Department of Resource Analysis & Budgeting and others for the University.
- d) **EEO/AA** – maintain compliance with state and federal regulations as well as University Rules. Promote a culturally diverse and inclusive working and learning environment where current and prospective faculty, staff and students are treated fairly and equitably. Conduct fair and unbiased investigations if any applicant, employee or student has a good faith belief that they have been discriminated against or harassed.

Maintain a written Affirmative Action Plan (AAP) which helps identify and analyze potential problems in the participation and utilization of women and minorities in the employer's workforce.

Administer search training and review and certify applicant pools, advertising sources and interview questions in accordance with the AAP and underutilization report.

- e) **Benefits Administration** – Administration of the insurance plans and other associated benefits that the University provides to employees. We work with benefit vendors, benefit consultants and other designated officials on campus. Maintain compliance and prevent challenges with federal and state legal issues such as FMLA, ADA, HIPAA, COBRA, ACA, etc.

3) **Prioritization of Services:**

- a) The services of Human Resources are driven/prioritized by payroll deadlines, collective bargaining agreements, timeframes prescribed by UA rules, Board of Trustees reporting deadlines, public records requests and survey requirements. In addition, we must consider the urgency of the need for data for decision making/administrative requests, state and federal regulations as well as external vendor requirements.

4) Primary Services:

- a) **Performance Reviews:** The University of Akron's collaborative performance planning process is designed to help employees understand the importance of their contributions, better align their work with unit and University goals, and enhance the ongoing dialogue between supervisor and employee regarding future expectations.
- (1) **Critical partners:** Administration / Supervisors
 - (2) **Customers or end-users of your services:** Employees
 - (3) **Key performance analysis:** % of completion / accuracy
 - (4) **Brief assessment:** Not done consistently. Employees/supervisors find little value in process due to lack of merit raises. Generally not helpful when disciplinary issues arise, because evaluations are predominately positive.
- b) **Corrective Action:** The Corrective action process involves using increasingly severe progressive steps to address performance and behavior problems. The purpose of administering corrective action is to formally notify the employee that he or she is not meeting attainable expectations and to give the employee an opportunity to improve. As a result, it is important for the supervisor to clearly identify the gap between what is expected and the actual performance / behavior exhibited. Ideally, if an environment of understanding has been established, the employee will be encouraged to renew his or her commitment to change and take responsibility for solving the problem.
- (1) **Critical partners:** Office of General Counsel and Supervisors
 - (2) **Customers or end-users of services:** Employees and Supervisors
 - (3) **Key performance analysis:** Fair and consistent application or rules/contracts/law.
 - (4) **Brief assessment:** In general, working well.
- c) **Disciplinary Hearing Process:** Coordinate the disciplinary hearing process, facilitate supervisor/employee meetings, hear employee grievances, draft disciplinary decisions and administer performance improvement plans.
- (1) **Critical partners:** Office of General Counsel, Supervisors, and Union Reps
 - (2) **Customers or end-users of services:** Employees and Supervisors
 - (3) **Key performance analysis:** Fair and consistent application or rules/contracts/law.
 - (4) **Brief assessment:** In general, working well.
- d) **Negotiate Labor Contracts:** Research proposals for labor negotiations, advise administrators on labor issues and take part in contract negotiations as needed.
- (1) **Critical partners:** Office of General Counsel and Union Reps
 - (2) **Customers or end-users of services:** Employees, Supervisors and State Employee Relations Board
 - (3) **Key performance analysis:** Fair effects bargaining with satisfactory results for UA and BU.
 - (4) **Brief assessment:** In general, working well.

e) Training and Development:

- (1) Critical partners:** Office of General Counsel, EAP, Title IX Committee, HPM's, Supervisors, Faculty, Students, Staff, IT, and Office of Academic Affairs
- (2) Customers or end-users of services:** Employees and Supervisors
- (3) Key performance analysis:** Compliance with current law and best practices. Number of trainings administered and attended
- (4) Brief assessment:** Strong foundation of University partners and online training modules exist, however, there overall we are understaffed/resourced with limited impact/effectiveness.

f) Employment and personnel action processing:

- (1) Critical partners:** University departments approvers – (Hiring Process Managers; Deans/VPs; Office of Academic Affairs; Office of Finance & Administration), Graduate School, Controllers, Sponsored Programs, Grant Accountants, Payroll, and Information Technology.
- (2) Customers or end-users of services:** External and internal applicants, contract professional, staff, full and part-time faculty and graduate assistants.
- (3) Key performance analysis:** Number of personnel actions processed, and jobs posted/filled per year, time to fill, turnover ratios.
- (4) Brief assessment:** Process is generally cumbersome and some aspects are still manual. Overall process needs reviewed and updated.

g) Public records and information requests:

- (1) Critical partners:** Campus community, campus administration and Office of General Counsel.
- (2) Customers or end-users of services:** campus community, campus administration, and external individuals or agencies.
- (3) Key performance analysis:** Number of requests fulfilled, time to fulfill request.
- (4) Brief assessment:** Recent addition of staff specializing in HR reporting will create redundancy in knowledge to fulfill these requests. Many requests are repetitive and the University could benefit from standardized dashboard reports on basic personnel data.

h) HCM system support:

- (1) Critical partners:** Campus community, System Super users in other pillars, and Information Technology
- (2) Customers or end-users of services:** Campus community and Information Technology.
- (3) Key performance analysis:** Ability to utilize HCM system reliably for its intended functions.
- (4) Brief assessment:** Overall system is stable but dated in many respects. Self-service applications are cumbersome and not very intuitive and are cumbersome. Declining number of support staff make it difficult to enhance or implement new functionality.

i) Board of Trustees reporting:

- (1) Critical partners:** Office of the Board of Trustees and campus community.
- (2) Customers or end-users of services:** Board of Trustees and campus administration.
- (3) Key performance analysis:** Timely and accurate reports.
- (4) Brief assessment:** Much information in board reports is redundant and reports on routine transactional information. The University would benefit from a review and streamlining of this process.

j) Survey Participation: (duplication of services with Institutional Research)

- (1) Critical partners:** External constituents and campus community.
- (2) Customers or end-users of services:** External constituents and campus community.
- (3) Key performance analysis:** Number of surveys completed and utilized.
- (4) Brief assessment:** HR has reduced survey participation to only those required or that we utilize on a regular basis in order to utilize our existing staffing resources efficiently.

k) Communication and maintenance of HR policies and procedures:

- (1) Critical partners:** Campus community
- (2) Customers or end-users of services:** Campus community
- (3) Key performance analysis:** Community understanding of HR policies and procedures
- (4) Brief assessment:** Due to UA's structure many HR policies are contained within the UA rules. Historically HR has not duplicated what's in the rules through other communication pieces. The rules are difficult to navigate and HR is working toward creating separate informational pieces for employees.

l) Classify all positions and establish pay ranges and rates:

- (1) Critical Partners:** Resource Analysis & Budgeting, OAA and, campus departments, employees, and collective bargaining units.
- (2) Customers or end-users of services:** Resource Analysis & Budgeting, OAA and, campus departments, employees, collective bargaining units, State Employee Relations Board and State Personnel Board of Review.
- (3) Key Performance Analysis:** Active job titles (197 faculty, 604 staff titles, 857 contract professional titles, 209 bargaining unit titles), classification specifications database (1,800+ active and inactive w/in the various job families/categories), position audits / analysis (19 as of July, 2018, 34 in 2017, and 48 2016), participation in salary surveys.

- ii) **Brief Assessment** – The main challenge with the University’s Classification System is that it has not been reviewed / maintained due to lack of funding and University priorities. The minimum of the ranges have not been moved since their implementation in 2000. The market point and maximum were last adjusted in 00/01 & 00/02. The ranges are outdated and they are no longer competitive with the market. It has also become increasingly difficult to recruit employees based on our current range minimums and internal equity factors. Policies and guidelines need to be established for internal and external compensation so all employees are treated equitably. The classification specifications need to be updated to reflect the changes that have occurred over the years due to technology, business process changes, reduction of employees, etc. The job audit process also need updated guidelines to allow for employees to be appropriately placed within their new range if needed.

m) State, Federal and Local EEO/AA Compliance:

- (1) Critical Partners:** TAMS Group (Plan Vendor) and University community.
- (2) Customers or end-users of services:** Department of Labor, faculty, staff, students and visitors.
- (3) Key performance analysis:** Number of open investigations per month, completion of AA Plan and number of walk-ins.
- (4) Brief assessment:** Strong foundation of University partners and online training modules. Need for online system to track EEO investigations, strong partnerships with senior university leadership, resources, and climate surveys

n) Administration of employee group benefits:

- (1) Critical partners:** Office of General Counsel, IUC, OAA, Purchasing, Controller’s Office, Accounts Payable, Payroll, vendors, consultants, VP, F&A/CFO, and state retirement systems.
- (2) Customers or end-users of services:** University employees and retirees.
- (3) Key performance analysis:** Plan performance and employee satisfaction.
- (4) Brief assessment:** Overall employee group benefits are performing well and employees seem generally satisfied. There is an opportunity for more employee outreach and education.

o) Administration of leave programs:

- (1) Critical partners:** Payroll, Office of General Counsel, employees and supervisors
- (2) Customers or end-users of services:** Employees and supervisors.
- (3) Key performance analysis:** Number and length of leave cases.

ii) Brief assessment: There is opportunity for outreach to help employees understand both the leave process and value of the benefits (including options for disability and retirement).

5) Resources

a) Personnel:

i) See attached spreadsheets org chart and positions summaries.

b) Financials: Need dedicated financial budget for training purposes, ADA and employee compensation policies. Funds needed to invest in employees as necessary (example market and equity increases and ADA accommodations).

c) Equipment and Technology:

- (1)** Responsibility for maintenance of employee personnel files and the electronic maintenance of personal and job data in the HCM module requires an up to date ERP system. The ability to implement new modules in recruiting and use the system more robustly requires IT assistance. IT resources are currently extremely limited and make advancement difficult.
- (2)** Alignment with emerging trends include a method to scan files and retain information electronically in place of paper files would be valuable.
- (3)** Electronic processing of personnel actions would expedite processing campus wide.
- (4)** Training for use of Bright Space and/Hoonuit for training purposes/tracking compliance would be valuable.

d) Space: The Administrative Services Building and parking lot is a bad first impression for new hires, current employees and other visitors. The ceiling leaks present challenges for running day to day operations and cause concern for the safety of HR personnel and records.

6) **Future Plans.**

a) Potential changes.

- i) Develop onsite HR group for HPMs, etc. who interact regularly with HR to share ideas. Want to implement formalized supervisor training/certification. Want to implement mentoring program to help with succession planning.
- ii) Utilization of existing Recruiting Solutions module in a more robust manner – inclusion of FT faculty job offers and the centralization of forms intake in Human Resources would provide opportunities for more effective onboarding and orientation of faculty.
- iii) Discontinuation and reformatting of some reporting currently administered to the Board of Trustees that is no longer found to add value or provide information that is utilized.
- iv) PeopleSoft will no longer be supported thus the transition from an on-site ERP system to a cloud-based system within 3-5 years will be required providing opportunities for a review of processes and amendments to create efficiencies by becoming less transactional and the simplification of processes.
- v) The provision of strategic trainings for campus is needed as we are doing more with less personnel and many personnel are taking on job duties without formal training.
- vi) The use of internal campus resources and additional collaboration – HR advisory committees or LEAN project team development is something I would like to see for not only the future of HR but other areas on campus that could benefit and better align with the University strategy.
- vii) Develop a Compliance Certificate Program for managers/supervisors.
- viii) Find ways to further develop employee engagement. Consider “we come to you model!” Faculty and staff can ask HR to come speak to their groups on matters of equity, diversity, compliance and HR processes.

- b) **Trends:** Human Resources is extremely compliance driven. HR must constantly monitor the changing political climate as this changes the focus of policies and enforcement by the federal and state governments. UA must be ready to respond to different directions in policy and enforcement recent examples include ACA, Title IX, and Equal Pay.

Technology is also a major factor in HR. In order to make data driven decisions and thoughtfully craft strategies we need the proper technology and tools. In addition to providing information, the technology needs to supports day to day transactional operations and administration in a convenient and efficient manner.