

Operations Administration Working Group Final Report

Working Group	Human Resources Policies, Procedures, and Hiring Practices
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Subject Area(s) of the Working Group
Human Resources, policies and procedure, and staff governance

Executive Summary and Introduction

As we move forward with creating a new global university we have the opportunity to focus on creating a dynamic, family-friendly, forward-thinking workplace that attracts top-notch professionals who can help us accomplish the mission and vision of the institution. Human Resources Management will play a large part in this endeavor by promoting a student-centered, service-oriented workplace culture that fosters efficiency and a unified sense of purpose.

With that in mind, the Human Resources Policies, Procedures, and Hiring Practices Working Group examined all functional areas of Human Resources including talent acquisition, salary administration, performance management, total rewards, professional development and information management. In addition, the group reviewed the current models in place at UTPA and UTB in staff governance for the new university.

The recommendations of the Human Resources working group are:

- 1) A Total Rewards solution for attracting and retaining a strong and committed workforce,
 - A 5-year Compensation plan to bring employee salaries to 100% of peer institution compensation levels. Over the course of 5 years, UTRGV would offer salaries competitive with other institutions of equal size and structure allowing for more successful recruitment and retention.
 - Outsource study for the UTRGV Compensation Package.
 - Regional salary comparisons currently indicate that staff salaries at UTPA and UTB fall short of market value by 13%.
 - Tenure track faculty salaries at UTPA are currently at 60% of national averages.
 - Develop a perks program for Retention and Engagement:
 - Vendor Discounts for employees
 - Progressive Holiday Flexibility

- Attendance Rewards Program to encourage attendance and engagement. (3 Days a year of paid time off for employees who meet attendance criteria.)

2) An innovative Talent Acquisition and Management Program

- To attract the right caliber of professional to the new university and medical school. This would require targeted recruitment efforts, competitive compensation packages, and strong retention strategies for both faculty and staff hires. The recommendations made by the group in this regard include:
 - Maximizing up-to-date technology by utilizing an automated applicant tracking system that will help facilitate efficient onboarding for staff and faculty.
 - Targeting recruitment efforts to emphasize diversity and building a bilingual, bicultural workforce by utilizing diversity focused partners and associations.
 - Build a strategic framework for innovative delivery of talent management programming and services aimed at employing, developing, supporting, retaining, and rewarding the highest quality faculty and staff for the university.
 - To create a revenue generating training and development program for community and workforce training building a culture of regional cohesiveness and community engagement.

3) An HR Service Delivery Organizational Structure

- To implement the HR Business Partner model for the delivery of services at UTRGV.
 - UTPA has implemented a short-term pilot study to examine the value of the business partner model which is scheduled to be concluded at the end of the Spring 2014 term. The group is in agreement that there are significant benefits to the model especially as it might serve a multi-site organization.
- To foster an employee relations and engagement environment by creating an ombudsman office for staff and faculty.
- To form a diversity and inclusion office in agreement and collaboration with the International Programs working group.
- To create a staff governance structure inclusive of staff, faculty, and administrative professionals as recommended by the staff governance sub-committee.

Discussion

Talent Acquisition:

❖ Recruitment

- Utilize the most current technology and systems for recruitment of faculty and staff in order to track applicants, disseminate information regarding career opportunities and facilitate transition/onboarding for new employees.

- Create campus-wide climate that welcomes diversity and builds recruitment and retention practices to support the climate.

- ❖ Immigration Services

- Consolidated Immigration Office with Human Resources oversight.

- ❖ Staffing

- Workforce planning and analysis for streamlining of operations and redistribution of resources.

Salary Administration

- ❖ Maintain onboarding processes in Human Resources and conduct an in-depth analysis of the pros and cons of shared services for processing personnel actions.

Performance Management

- ❖ Recommending an automated performance management evaluation tool for all employees.
- ❖ Implement staff development as evaluation criteria for supervisory personnel evaluations.
- ❖ Establish a staff evaluation/review system that adequately (and accurately) measures achievements in a fair manner for merit and other promotional considerations.
- ❖ Succession planning utilized in identifying key positions within each department.
- ❖ Career ladder development.

Total Rewards System (Compensation & Benefits)

- ❖ Outsource study for the UTRGV Compensation Package.
- ❖ Recommendation to pay faculty and staff salaries at 100% of peers within 5 years.
- ❖ Pay-for-performance based on goals and objectives cascaded down to the entire institution.
- ❖ Consideration of the impact of President Obama Executive Order on federal contractors regarding increase of minimum wage.

Professional Development:

- ❖ Provide comprehensive resources and networks for faculty: New Faculty Development Program, ADVANCE Program opportunities, Faculty Senate, mentoring.
- ❖ Leadership/Managerial and mentoring programs for Staff.
- ❖ Develop a robust new employee orientation which will help form “regional cohesiveness.”

- ❖ Provide equal and consistent opportunities for all employees to excel.
- ❖ Internal training and development activities to be provided on transaction cost basis.
- ❖ Revenue self-generating for human resources by offering community and workforce training.

Staff Governance inspiring Collaboration

- ❖ Develop a shared staff governance structure to enhance partnership.
- ❖ Collaborate with Human Resources to expand PERKS (employee discounts and benefits) Program.

HRIS/Reporting/Integrated Systems (HRMS, ATS, Imaging)

- ❖ Embrace PeopleSoft Shared Services HCM implementation as our HRIS solution and explore other possible future implementations in collaboration with UT Shared Services.
- ❖ Implement Business Intelligence with data analytics for HRIS Reporting to facilitate future data-driven, fact-based strategic decisions.
- ❖ Implement an Enterprise Content Management system with automated workflow for document imaging and records management.

Talent Management

- ❖ Employee Relations
 - Ombudsman for staff and faculty for informal mediation between supervisor and employee/ in collaboration with Human Resources.
- ❖ Employee Program for Retention and Engagement:
 - Development of Employee Perks Program
 - Vendor Discounts for employees
 - Progressive Holiday Flexibility
 - Attendance Rewards Program to encourage attendance and engagement. (3 Days a year of paid time off for employees who meet attendance criteria.)
 - Enhanced Staff Awards.
 - Develop Initiatives to Recognize and Reinforce Service Excellence.
 - Click to commend
 - Kudos
 - Scholarships/Tuition Assistance for Employee or Dependents
 - Work life Resources
 - Adult/Child Care Services
 - Wellness
 - Financial Legal Concerns
 - Employee Assistance Program Employee Relations

- ❖ Update job descriptions to include bilingual as preferred where appropriate.
- ❖ Consider supplemental compensation for bilingual and multi-lingual skills (added value skill based pay) as applicable.
- ❖ Organizational structure that facilitates communication and collaboration with Academic Affairs in the management of human resources.

HR Business Partners

- ❖ The purpose of the HR Business Partners is to provide advice and professional level support in the functional areas of Human Resources.
 - To act as a liaison between Human Resources and assigned departments and to ensure the Human Resources related needs of the Departments and Colleges are being met.
 - To increase efficiency of processes involving personnel actions such as PAFs, JARs, and JDQs by maintaining clear communication of procedures and updates with assigned Departments.
 - To provide customer service to the employees of the assigned Departments to ensure that all Human Resources inquiries are responded to appropriately.
 - Utilize technology to provide virtual face-to-face contact to close the gap of various satellite locations.
 - Recommending possible implementation of HR generalist model contingent upon favorable outcome of current pilot project at UTPA.

Collaboration with Other Working Groups

- ❖ Explore methods to allow employee flex times to participate in community engagement opportunities (with Community Engagement WG).
- ❖ Formation of diversity inclusion office serving faculty, staff, students in conjunction with the International Working Group's proposal.
 - Equal Employment Opportunity (EEO) and Affirmative Actions.
 - Surface and deep level diversity of culture, ideas, points of view, and skills.

Critical Startup Items

- ❖ Elements of Workforce allocation to meet the needs for the new university.
- ❖ Fully integrated Human Capital Management (HCM) systems.

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