

# Annual Report

## Part 1

### Section A

## Unit Information

**Unit:** Human Resources

### **Mission Statement:**

The Mission of Florida Gulf Coast University Human Resource Department is to continuously pursue proactive approaches to the welfare and diversity of our students, faculty, staff and applicants through innovative recruitment, appointment, benefit programs, employee relations, professional development and public service.

Human Resources is a strategic partner dedicated to enable the University to achieve its goals of a diverse and productive working environment for students, faculty, staff and the Southwest Florida Community.

## Section B

## Unit goals set within last year's (2003-2004) Annual Report

### Strategic Plan Goal

### Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report?](#)

Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff.

Strategically manage the Human Resource Department in a manner that offers comprehensive service and accessibility to all members of the FGCU community.

### **What action did you undertake to achieve this goal?**

HR implemented effective Rules and Policies; publishes an Employee Handbook and an Employee Benefit Guide; served as a resource in employee bargaining; and utilized Professional resources, such as College and University Personnel Association (CUPA) and Society for Human Resource Management Association (SHRM); and participated in compensation surveys.

### **By what means did you assess goal achievement?**

Reviews during ongoing staff meetings; degree of completion of the following tasks:

- staff handbook updated,

- benefit guide created,
- CUPA compensation surveys submitted within time limits,
- participated in UFF bargaining.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Based on employee feedback, the timely updates of the Employee Handbook placed on internet for employees to easily access, employees voiced appreciation for the accessibility of the information. Employee Benefit Guide is in final draft. Compensation surveys are being used to review and update staff market study. All of these contributed to attaining the goal of attracting and retaining talented and dedicated faculty and staff.

**What continuous improvement resulted from the use of the assessment data?**

The updated Employee Handbook allows employees to find answers to questions without having to contact HR directly. Additionally, placing the Handbook on the HR website saves FGCU significant printing costs. The Employee Benefit Guide when finalized and placed on the website will allow employees to see an overview of all offered benefits and offer provider contact information. Based upon the 174 new hires provided paper copies during the previous FY, the estimated savings to the department budget is \$1,750. Using the compensation surveys to complete the staff market study allows HR to monitor progress toward achieving the University's Strategic Plan Goal 4.1.3 concerning compensation. Improved compensation allows FGCU to hire and retain high quality faculty and staff thus improving educational quality.

**Strategic Plan Goal**

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff.

Implement new initiatives with the intent to streamline hiring and recruiting practices.

**What action did you undertake to achieve this goal?**

Implemented Self-managed On-line Application Resource (SOAR), to improve the recruitment and hiring processes for Faculty and Staff positions. HR conducts annual staff Salary Market review in order to maintain a competitive scale structure.

**By what means did you assess goal achievement?**

SOAR system went live and is in use by all departments.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

The SOAR system was successfully implemented and activated for the FGCU community. Over

100 positions have been and/or are being processed through SOAR. One Hiring Official commented that his A&P vacancy resulted in a successful hire in only 6 weeks; another hiring official experienced a successful USPS in 2 weeks. Flow process and notifications are being refined with the goal of improving process time for all positions. We consider this goal attained.

**What continuous improvement resulted from the use of the assessment data?**

Implementation of the SOAR system increased the applicant response to EEO data from an average of under 40% to an average of over 85% and reduced the receipt, storage, and photocopying of applicant materials. SOAR has significantly shortened recruitment processing time for hiring officials, by offering the ability to manage their recruitments from their own desktop, at a time convenient to them. SOAR has provided 24/7 on-line access for applicants and search committees thus allowing each to manage their time more efficiently.

**Strategic Plan Goal**

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff.

Manage State and University provided benefit programs to attract and retain highly qualified faculty and staff. Serve as university paymaster to provide prompt and accurate payment to employees and benefit vendors.

**What action did you undertake to achieve this goal?**

- Transitioned payroll from Finance & Accounting to HR.
- Participated in transition to PeopleFirst as administrator of State benefits
- Implemented self-service to include OPS time entry and supervisor approvals on-line
- Collaborated with Information Systems to design the Human Resource Operational Data Store (ODS) elements and the selection of Cognos as a replacement for Crystal Reports.
- Established the FICA Alternative and Special Pay Plan, resulting in significant costs savings to the University
- Conducted annual Benefit Fair for all faculty and staff
- Instituted program allowing 9 month faculty to elect being paid over a 12 month period

**By what means did you assess goal achievement?**

Examined progress made in moving payroll functions from F&A to HR. Reviewed for accuracy the transition of State benefit administration to the PeopleFirst system as of 1/1/05. OPS on-line time entry and approval was achieved on 1/1/04; FICA Alternative Plan and Special Pay Plan were implemented in November 04; in August 04 offered 9 month Faculty the option of being paid 12 Faculty months. In October held the annual employee Benefit Fair.

**Describe the assessment results and the conclusions about goal attainment you**

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**inferred from them.**

Successfully completed the transition of payroll from the Finance & Accounting department to HR. Have processed 34 payrolls with limited errors and have determined system is working well. Transition to PeopleFirst is ongoing and in the problem solving stage but also considered to be successful. Implemented programs were all successfully established. Benefit Fair participation by vendors increased from 17 to 22 and over 50% of employees attended. 30% of 9 month Faculty participated in the 9 over 12 pay option.

**What continuous improvement resulted from the use of the assessment data?**

The move of payroll to HR increased efficiency by having all payroll processes centralized in one office. The OPS on-line time entry and approvals improved the efficiency of meeting employee needs by the elimination of data time entry by department payroll custodians. Implementation of the FICA Alternative Plan and Special Pay Plan program resulted in significant savings for the university, the FICA Alternative Plan saved the University an average of \$8,000 bi-weekly. The savings have been reallocated to further other institutional priorities. The increased participation in the Benefit Fair resulted in improved employee access to vendor representatives. 30% of FGCU's 9 month faculty elected the 9 over 12 pay option resulting in the individuals having more consistent access to salary dollars throughout the year making personal planning easier.

**Strategic Plan Goal**

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff.

Create and manage programs and opportunities for FGCU staff development and professional growth. Work with supervisors and employees to maximize performance and minimize disciplinary matters.

**What action did you undertake to achieve this goal?**

- Developed an on-line New Employee Orientation program
- Developed and implemented the 4 semester, 12 module, Leadership Academy program
- Offered Performance Appraisal training workshops
- Maintained professional training certifications
- Counseled numerous supervisors (approximately 6)and employees (approximately 10-12) regarding employee relations situations
- Conducted employee recognition events

**By what means did you assess goal achievement?**

The New Employee Orientation program was placed on the Angel system for employee access

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and included quizzes on Sexual Harassment and FERPA. The Leadership Academy was established and the initial 2 classes totally 35 members entered the process. The annual Employee Service Recognition Breakfast was held with 150 employees eligible for 5 and 10 year service recognition invited to attend. Monitored formal complaints resulting from employee relations situations. Determined level of interest in Performance Appraisal workshop. Identified units in need of training and counseling to proactively resolve employee relations situations.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Use of New Employee Orientation was monitored through quiz results with a 79% successful pass rate on FERPA and a 96% pass rate on Sexual Harassment. Two classes of employees began the Leadership Academy and successfully made progress towards graduation. The participant evaluations were 100% positive. Lack of participant registration for Performance Appraisal workshop resulted in cancellation of program. Assisted units in assessment of current structure effectiveness, with one major reorganization successfully realized. The goal of completing Formal Complaints within the legally established deadlines was attained.

**What continuous improvement resulted from the use of the assessment data?**

Timely submission of response to formal EEOC Complaint resulted in a dismissal of the Complaint by the EEOC. Hearing Officer findings for the 2 USPS Complaints were sustained by the President. A 3rd class is being formed to begin the Leadership Academy. The Leadership Academy has increased the awareness of employee relations and staff development services available through HR and resulted in fewer complaints, which indicated improved employee satisfaction. Change process of one unit structure resulted in increased departmental effectiveness for that unit.

**Strategic Plan Goal**

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff  
Strategic Plan Goal - 7. Community Leadership

Proactive involvement with FGCU and SW Florida communities.
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**What action did you undertake to achieve this goal?**

Actively participated in University, University System and Community Organizations to improve professional development and community relations. Proactively worked to provide resource assistance to university units.

Membership and serving in leadership roles in the following professional organizations and activities:

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- SAC (Staff Advisory Council)
- Human Resource Management Association of SW Florida
- HR staff member on Mayor's Alliance
- CUHRE (College and University Human Resource Executives)
- CUPA (College and University Personnel Association)
- Florida CUPA
- SHRM (Society for Human Resource Management)-
- APA (American Payroll Association)
- ASTD (American Society for Training and Development)
- HR team for MS Walk
- SACS (Southern Association of Colleges and Schools) Accreditation Sub-committees
- Participation in Leadership Lee program

HR served as a resource for:

- SAC
- SACS FGCU Accreditation Team
- University Administration

**By what means did you assess goal achievement?**

Measured actual level of participation and leadership in professional organizations and activities.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

HR achieved this goal and as a result there were increased requests for HR staff members to accept leadership positions with University, Professional and Community organizations. There were also increased requests from university units for HR staff members to attend and advise on unit initiatives.

**What continuous improvement resulted from the use of the assessment data?**

Improved exposure for HR department within the University and SW Florida Community. Collegial networking provided opportunities for new ideas and initiatives to the University. During this year departmental staff were instrumental in helping to develop a sick leave donation policy to allow direct donation of leave from one employee to another in cases of catastrophic situations. The tuition voucher program expansion to include dependents will continue to afford more individuals the opportunity to increase knowledge and education levels. Staff involvement and attendance at Florida CUPA conference resulted in seeing a demonstration of the product we purchased and call SOAR. The Leadership Lee participation was beneficial to the university and the HR department by bringing in team building exposures.

## Program or Service Specific Assessments

**What program or service specific assessment occurred in the current academic year?**

Human Resources assessed the need to improve the service provided to hiring officials in the search and screen process for faculty and staff hiring.

**How were the results of the assessment used to improve programs or services?**

Through this assessment Human Resources identified and in December 2004 implemented the SOAR system which provided the on-line recruitment of faculty and staff vacancies which resulted in the hiring of faculty and appointment of support staff dedicated to providing a learning environment for students.

### Section D

## Unit Contribution to President's Performance Measures

**Please review the President's Performance Measures for 2004-2005. Did your unit contribute to any specific performance goals for the President?** (If so, please indicate whether the measure set was attained and to what degree.)

In order to support the President's Performance Measure, Goal 17, Staff Development, the Human Resource Department has contributed the following:

*To provide a stable FGCU workforce, the market salary adjustment analysis will continue with appropriate salary adjustment.*

- Participated in CUPA and Salary Survey On-line compensation surveys and compiled the results in order to update the market study. HR will process any market salary increases that may be approved by the administration.

*Working with the Staff Advisory Council (SAC), develop a tuition voucher system for faculty, staff and dependents.*

- SAC formed a sub-committee comprised of the SAC President, the HR Director, University Budget Director and other staff to develop a policy proposal. HR staff researched the issue of offering tuition vouchers for employee dependents by polling other institutions, viewing web sites of comparable institutions and consulting with tax experts regarding tax liability questions. The resulting policy was approved and adopted by the Executive Committee and the University Board of Trustees and implemented for Fall 2004. The new policy provides each employee up to 6 hours of coursework each semester and also allows the employee to assign a spouse or eligible

dependant their right to 6 hours of undergraduate coursework.

*Develop staff training programs to enhance supervision techniques.*

- Leadership Academy
- Started two groups, totaling 35 employees, in the two year program.
- Presented a total of 15 sessions to the groups.
- Participation included Associate Deans, Assistant Deans, Chairs, Assistant Chairs, Program Leaders and faculty from Academic Affairs. Also included were Directors, Assistant Directors, Managers and Supervisors from Administrative Services.
- As a result of Academic Affairs participation, several Chairs have reached out for assistance and coaching in dealing with employee relations issues.
- Evaluations indicated all participants rated the “Overall Content Rating” as “High” (three on a scale of one to three).
- Sexual Harassment Training Workshop presented to 12 employees in one unit.
- Facilitated a Change Management Process with Auxiliary Services redesign/restructure project resulting in new vision, mission and strategies to redesign the department.
- Offered two Performance Appraisal Workshops.
- Facilitated Computing Services retreat to edit mission and develop 2005-2006 goals.
- Completed Library training needs assessment.
- Rolled out the online Employee Orientation Program. This Program included a Sexual Harassment quiz (participants scoring a 96% success rate) and a FERPA quiz (participants scoring a 79% success rate). The Program was a success and is being enlarged.
- Initiated the College of Professional Studies work redesign project.
- Developed Customer Service Training program with R. Lennertz and R. Rodrigues.

## Part 2

### Section A

## Unit Goals for Coming Year (2005-2006)

### Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

### Unit Goal

Goal for 2005-2006

Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff  
Begin the process of establishing a new classification specification system to ensure it accurately defines and represents the university workforce at large. Analyze FGCU's compensation program to accurately address the revised classification system.

**What action(s) will you undertake to achieve the goal?**

Analyze and review current classification systems. Research other comparable institutions classification systems. Conduct an annual market study. Create a competitive compensation plan. Hire a Compensation & Classification Analyst to accomplish the goal of creating and implementing the new classification.

**By what means will you assess goal achievement?**

Updated classification system approved and implemented. Revised compensation program approved and implemented.

**How will you know if you have successfully attained each goal?**

Success will be measured by a significant increase in number of qualified applicants for vacant positions and significant decrease in employee turnover.

**How will the results of the above assessments be used to improve student learning or services?**

Success will be measured by a significant increase in number of qualified applicants for vacant positions and significant decrease in employee turnover.

**Strategic Plan Goal**  
**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**  
**Goal for 2005-2006**

Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff  
Continue project of streamlining hiring and recruiting practices.

**What action(s) will you undertake to achieve the goal?**

Add adjunct applications to SOAR system. Refine SOAR flow as needed.

**By what means will you assess goal achievement?**

Once adjunct applications are entered into SOAR by applicants, a pool of available new adjuncts is accessible by university departments on a 24/7 basis in order to fill critical teaching assignments.

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**How will you know if you have successfully attained each goal?**

Number of adjunct applicants entered into SOAR and the number of new adjuncts hired to teach.

**How will the results of the above assessments be used to improve student learning or services?**

Student learning is enhanced when classes are well managed by talented instructors, whose faculty credentials have been captured in electronic format by SOAR and available for evaluation.

**Strategic Plan Goal**  
**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**  
**Goal for 2005-2006**

Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff Paperless time entry and approval for OPS and USPS staff.

**What action(s) will you undertake to achieve the goal?**

Utilize existing Banner System to enhance time reporting for all hourly OPS and USPS non-exempt employees. Expand the OPS system to include supervisor approvals on line and electronic submission to HR payroll. Pilot with one department/unit's USPS non-exempt employees to provide on-line overtime and leave reporting submission and approval.

**By what means will you assess goal achievement?**

Successfully paying all OPS hourly employees on time with proper submission and approval of hours entered into system. Analyze the pilot group results to determine the success of paying USPS employees their applicable overtime and capturing their leave taken accurately.

**How will you know if you have successfully attained each goal?**

Auditing a sample of OPS & USPS employees to verify accuracy of records.

**How will the results of the above assessments be used to improve student learning or services?**

Ability to use electronic reporting of time worked by OPS & USPS employees to eliminate paperwork and maximize efficiency.

**Strategic Plan Goal**  
**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**  
**Goal for 2005-2006**

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Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff  
Evaluation of Leadership Academy Effectiveness

**What action(s) will you undertake to achieve the goal?**

Gather evaluation data of participants, including completed 1st class and classes in the process. To accomplish this data collection and analyses there will be an increased need for support to our staff development and training program, necessitating the hiring of an assistant trainer.

**By what means will you assess goal achievement?**

Using 1st class evaluations which will include all modules and an overall satisfaction rating, analyze data to compare to on-going class evaluations of early modules for deviations.

**How will you know if you have successfully attained each goal?**

If early module evaluations were high and remained high, or were moderate and improved, goal will be attained.

**How will the results of the above assessments be used to improve student learning or services?**

Better prepared leaders of faculty and staff to serve university students and community.

Strategic Plan Goal

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff  
Implement a new electronic Payroll Action Process for OPS and Adjuncts to include new appointments, pay changes, labor distribution changes and terminations.

**What action(s) will you undertake to achieve the goal?**

Utilize the existing Banner system to streamline OPS and Adjunct appointment and personnel action processing in one pilot department/unit.

**By what means will you assess goal achievement?**

Analyze the pilot department/unit to determine if any errors occurred or excessive manual intervention was required.

**How will you know if you have successfully attained each goal?**

Electronic processing of the OPS and Adjunct payroll for the department/unit which results in

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accurate wage payments with minimal or no manual intervention.

**How will the results of the above assessments be used to improve student learning or services?**

Replace the current manual paper process and streamline the workflow to an electronic process thereby saving paper, time, and other university resources.

**Strategic Plan Goal**  
**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**  
**Goal for 2005-2006**

Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff Successfully manage the expanded benefits processing requirements that are a result of the State's People First initiative.

**What action(s) will you undertake to achieve the goal?**

Due to the increase in work load resulting from the outsourcing from the State of Florida to Converygy/PeopleFirst System, and the on-going need to counsel and advise a growing faculty and staff population, we need to hire an additional Benefit/Payroll Professional to accomplish the following: a) Review and accurately process the benefit actions provided in the daily data files received from PeopleFirst; b) Monitor the daily error report and take appropriate actions as necessary; c) Review the outbound daily file sent to People First for accuracy; d) Monitor the biweekly over/under payment report and take appropriate action as necessary; e) Proactively identify People First processing errors in order to prevent employee benefit issues from occurring.

**By what means will you assess goal achievement?**

Monitor the number of employee benefit contact to HR office to see if actions above have reduced the volume of concerns caused by PeopleFirst errors and/or related issues.

**How will you know if you have successfully attained each goal?**

Success will be measured by a significant reduction of benefit corrective actions required. Employees receive prompt and accurate medical and other insurance services.

**How will the results of the above assessments be used to improve student learning or services?**

Happy and healthy employees that are more productive in their jobs.

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**Strategic Plan Goal**

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Goal for 2005-2006**

Strategic Plan Goal - 4. A talented and dedicated Faculty and Staff Present Employee Relations Training Workshops

**What action(s) will you undertake to achieve the goal?**

Design and implement new employee relations workshops targeted to specific university units.

**By what means will you assess goal achievement?**

Unit feedback on standard evaluation forms.

**How will you know if you have successfully attained each goal?**

Unit evaluations rate workshops as "complete and pertinent."

**How will the results of the above assessments be used to improve student learning or services?**

Better prepared staff supervisors to serve the university community and students.

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## **Section B**

### **Resources**

**What additional resources have you requested and received a commitment for during 2005-2006 from your area VP or the President that is based on your analysis of assessment data for 2004-2005?**

None

**What additional resource needs do you have for fulfillment of your goals that you wish for consideration from your area VP or the President that is based on your analysis of assessment data for 2004-2005?**

Classification/Compensation Analyst to assist in on-going market study data collection/analyses and review, revision and implementation of new class specifications -- approx \$33,000

Payroll/Benefit Professional to manage the increased data processes required by the PeopleFirst system, other benefit provider companies, and to advise and counsel an increasing number of faculty and staff -- approx \$33,000

Assistant Trainer to support the increase in data collection/analyses and the providing of supervisory and employee development training programs -- approx \$33,000

Tuition for Leadership Lee attendee of approximately--\$2,000

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## Section C

### Assessment Plans

**What assessments are you planning to conduct during 2005-2006?**

Customer comment cards to solicit feedback on satisfaction of timely answers/reaction to questions and concerns of students, faculty, staff and outside visitors to the Human Resources Department.

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## Section D

### Coming Year - Strategic Plan Contributions

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