

Annual Report 2006 - 2007

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 within Last Year's (2005-2006) Report

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2006-2007 goal best align?

Goal for 2006-2007

GOAL 4: Talented and Dedicated Faculty and Staff

Attract highly-qualified, diverse faculty and staff with the required mix of education, skills and experience to fulfill University objectives in a timely fashion and in accordance with legal and professional standards.

What actions have you taken to achieve this goal?

*Implemented adjunct hire process utilizing SOAR (effective 07/25/06).

*Created an inventory of management reporting currently available and operational through the PeopleAdmin system; implemented eleven database reports between October 2006 and February 2007 to assist with monitoring the overall effectiveness of recruitment efforts.

*Scheduled to attend annual People Admin conference in April 2007 to build awareness of new technology and best practices, as well as to present "Extensive Workflow and EEO Implications". Within 60 days of conference attendance, will develop plan for utilization of new best practices.

*Developed desired list of reports from Cognos (such as "Time to Fill" and "Referral Sources") and communicated needs to Information Systems for programming. Developed workaround in Access to address data needs during the interim period.

What measures have you taken towards assessment of this goal?

*Adjunct hire process implemented 07/25/06.

*Eleven PeopleAdmin Database Reports implemented between October 2006 and February 2007.

*Nine best practices implemented following PeopleAdmin Roundtable Meeting in October 2006.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

Successful implementation of actions as outlined above within designated timeframes.

Describe how the results of assessments have been used to improve student learning or your department's activities.

Process automation and implementation of management reporting to track effectiveness of recruiting practices will provide the foundation for ongoing tracking of measurable improvements in service.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2006-2007 goal best align?

GOAL 4: Talented and Dedicated Faculty and Staff

Unit Goal

Goal for 2006-2007

Research, evaluate and recommend A&P and USPS compensation plans to help ensure University staff are compensated competitively within the higher education and recruitment markets.

What actions have you taken to achieve this goal?

*Reviewed existing classification specifications and developed draft in support of migration from SUS to FGCU classification plan (draft completed 10/1/06).

*Completed draft of classification project for AMTS and Administrative Computing Services position review. On track for completion by 6/30/07.

*Pending finalization of AMTS and Administrative Computing Services position classifications, will study market data to determine appropriate salary levels for new IT classification specifications.

*Participated in CUPA Admin. Comp. and Mid-Level salary surveys, Salary Survey On-Line and Southwest Florida Employers Association Survey. Surveys completed by survey due date. Completed purchase of access to 2007-08 CUPA Data-on-Demand.

*After review and analysis, recommended purchase and implementation of PeopleAdmin position description module (not funded for the current fiscal year).

*Participated in Provost-directed task force which developed career ladders for Instructors and Academic Advisors.

What measures have you taken towards assessment of this goal?

*Migration from SUS to FGCU classification plan; draft completed 10/1/06.

*Salary surveys completed by due dates.

*IT position & salary review on track for completion by 6/30/07.

*All A & P and USPS classification specifications reviewed; recommended revisions in draft form.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

Successful implementation of actions as outlined above within designated timeframes.

Describe how the results of assessments have been used to improve student learning or your department's activities.

Services designed to achieve competitive compensation plans are in support of recruitment and retention of employees qualified and motivated to meet University objectives for growth. Continue to work toward participation in regional and national surveys to provide accessibility to regional and national data, and work toward completing FGCU-specific classifications.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2006-2007 goal best align?

GOAL 8: Ongoing quality improvement

Unit Goal

Goal for 2006-2007

Utilize technology to enhance the productivity and effectiveness of the Human Resources department in providing services to FGCU management, faculty, staff, students and applicants.

What actions have you taken to achieve this goal?

*Decentralized time approvals from departmental Payroll Custodians to direct supervisors: one department (CROP) implemented January 2007, one additional department to be implemented by 6/30/07.

*Developed a work plan to identify and develop internal reports necessary to review the department's operations. Four reports implemented (effective 12/31/06) including time sheet audit, email address audit, sick leave pool member and eligibility information.

*Attended "Sungard Summit" conference; within 60 days of conference attendance, develop plan for utilization of new best practices.

*Implemented online access to payroll sign-on forms for A&P, USPS, OPS and faculty effective 9/30/06.

*Successfully piloted rehire adjunct EPAF within COB during Fall 2006.

*Rollout of adjunct rehires, summer and overload EPAFs for all colleges scheduled for March/April 2007.

Deferred to 2007-08:

*Eliminate paper Payroll Action Forms, and subsequent data entry by HR records representative, to process OPS terms - by 6/30/07. Effort deferred due to delay in Banner system upgrade.

*Meet with AMTS by 5/1/07 to develop plan to ensure that the HR website is user-friendly and up-to-date by 6/30/08, with semi-annual updates thereafter.

What measures have you taken towards assessment of this goal?

- *Roll out supervisory approvals of OPS timesheets to two departmental units by 6/30/07.
- *Payroll sign-on forms online by 9/30/06 (complete).
- *Number of department audits completed (all departments audited biweekly).
- *Number of new reports developed (4) (timesheet audit, email address audit, sick leave pool member and eligibility information).
- *Number of system enhancements (4) (W-2 process upgrade, returning adjunct, summer contracts, overloads).

Deferred to 2007-08:

- *Implement Electronic Payroll Action Form (EPAF) to process OPS terminations by 6/30/07.
- *HR website updated by 6/30/07 (on hold pending Red Dot implementation).

Describe the progress you have made toward attaining this goal including the anticipated completion date.

Successful implementation of actions as outlined above within designated timeframes.

Describe how the results of assessments have been used to improve student learning or your department's activities.

Supervisory approval of timesheets eliminates time spent by Payroll Custodian and data entry by HR records representative related to this process and shortens cycle time. Up-to date HR website enhances communication of critical HR information to all University employees, enhances management and employee relations, and minimizes potential conflict related to misinformation. Implementation of management reporting to track effectiveness of departmental operations will provide the foundation for ongoing tracking of measurable improvements in service.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2006-2007 goal best align?

GOAL 4: Talented and Dedicated Faculty and Staff

Unit Goal

Goal for 2006-2007

Create, enhance and/or administer Human Resources programs, regulations, processes and procedures that promote, encourage, and enhance effectiveness, efficiency, and accountability.

What actions have you taken to achieve this goal?

*Participated in Interest-Based Bargaining (IBB) process training conducted by Federal Mediation and Conciliation Service. Ongoing participation on the management bargaining team (2 three-hour negotiation meetings per week) to negotiate the FGCU/UFF collective bargaining agreement (CBA) for 2007-2010. Currently tentative agreement has been reached on three articles.

*Provided consulting/conflict resolution services to individuals and departments regarding HR issues on an as-needed basis.

*Background check policy completed and approved by General Counsel's Office.

Deferred to 2007-08:

*Review and draft human resources regulations and policies to reflect current FGCU management practices and to meet the requirements of current legislation. Submit for approval by 6/30/07. Current status: Regulation draft on Ethical Obligations has been completed and submitted for review by General Counsel. Policy draft on Background Checks has been completed. Other regulations and policies are being drafted.

What measures have you taken towards assessment of this goal?

*100% conflicts handled through informal procedures.

*Developed meeting schedule of bargaining team which projects ratification by August 2007. Currently tentative agreement has been reached on three articles.

*Policy revision pending finalization of regulation update; deferred to 2007/08.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

Successful implementation of actions as outlined above within designated timeframes.

Describe how the results of assessments have been used to improve student learning or your department's activities.

Updated regulations and policies enhance communication of critical HR information to all University employees, enhance management and employee relations, and minimize potential conflicts related to misinformation. Contract ratification contributes to retention and satisfaction of qualified faculty.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2006-2007 goal best align?

Goal for 2006-2007

GOAL 4: Talented and Dedicated Faculty and Staff

Enhance employee engagement with FGCU culture

What actions have you taken to achieve this goal?

*Encourage a performance management culture where performance expectations are clear and linked to the University's mission and strategic goals. Baseline report indicated 26.8% A & P performance appraisals completed and received by 7/31/06; updates reflect completion percentage of 63.2% by 11/15/06 and 68.14% by 12/14/06.

*Participated on SAC employee survey subcommittee; introduced Gallup Q12 employee engagement assessment to SAC and coordinated executive information session February, 2007.

Deferred to 2007-08:

*Staff orientation program designed to meet objectives of providing basic FGCU information as well as mirroring the faculty orientation objective of participants feeling "welcomed, successful and connected". Current status: CD under development.

What measures have you taken towards assessment of this goal?

*% Performance appraisals completed within University timeline - Baseline report indicated 26.8% A & P performance appraisals completed and received by 7/31/06; updates reflect completion percentage of 63.2% by 11/15/06 and 68.14% by 12/14/06.

*% Performance appraisals with measurable goals - two supplemental performance appraisal pages developed (one for general performance goals, one for developmental goals) and made available to managers on the Marlin drive.

*Staff orientation program implemented by 9/1/06 (deferred to 2007-08)

Describe the progress you have made toward attaining this goal including the anticipated completion date.

Successful implementation of actions as outlined above within designated timeframes.

Describe how the results of assessments have been used to improve student learning or your department's activities.

Clear performance expectations and regular feedback to employees regarding performance contribute to employee satisfaction and achievement of University goals. New employee "connection" designed to facilitate more rapid integration with the FGCU culture and provide a base of knowledge needed to function in the employee's new role.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2006-2007 goal best align?

GOAL 4: Talented and Dedicated Faculty and Staff

Unit Goal

Goal for 2006-2007

Broaden professional development opportunities for FGCU employees to acquire skills and knowledge to perform their role and encourage personal development

What actions have you taken to achieve this goal?

*Reviewed Leadership Needs Assessment results and developed recommendation for programs to address identified needs within 30 days of report receipt.

*Submitted general recommendations for professional development programming; conducted initial discussion at executive level.

*Introduced concept of "results-based" evaluation and encouraged participants to develop performance change indicators related to program participation.

Deferred to 2007-08:

*Develop programming by 12/31/06 to provide foundation of knowledge regarding FGCU management practices.

What measures have you taken towards assessment of this goal?

*Number of professional development modules per year = 30 in 2006

*New modules developed = 10 in 2006

*Change in performance indicators developed by program participants

Deferred to 2007-08:

*Implement programs in accordance with needs assessment plan.

*Developed preliminary outline of programming in November, 2006 to provide foundation of knowledge regarding FGCU management practices. Program content completion deferred to 2007-08.

Describe the progress you have made toward attaining this goal including the anticipated completion date.

Successful implementation of actions as outlined above within designated timeframes.

Describe how the results of assessments have been used to improve student learning or your department's activities.

Services designed to provide opportunities for employees to increase job-related knowledge and skills.

Section C

Program or Service Specific Assessments

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

HR Comment Cards implemented January 2006 to assess perceptions of HR customer service.

In February 2006 a needs assessment was distributed to FGCU leadership to gain feedback regarding professional development needs.

Exit Interview format developed and implemented for consolidation of data and development of recommendations based on identified trends.

Implemented evaluation of 2006 Benefits Fair and general HR survey; continued Benefits Fair Passport concept.

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

Feedback received via HR Comment Cards shared with relevant HR staff members for internal coaching purposes.

Results of leadership needs assessment utilized in developing recommendations for enhanced Leadership Academy as well as executive level discussion of professional development needs.

Annual Benefits Fair evaluation survey results utilized as basis for comparison in subsequent year(s):

- *2006 Fair generated a 20% increase in employee participation rate as compared to previous year.

- *In 2005, 98% survey respondents agreed that overall the Benefits Fair was informative and beneficial. In 2006, this percentage increased to 99.9%.

Section D

Unit Contribution or President's Performance Measures

Please review the [President's Performance Measures for 2006-2007](#). 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.)

Successful completion of initiatives as outlined in Sections A - C.

Part 2

Section A

Unit Goals for Coming Year (2007-2008)

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

GOAL 4: Talented and Dedicated Faculty and Staff

Unit Goal

Goal for 2007-2008

Attract highly-qualified, diverse faculty and staff with the required mix of education, skills and experience to fulfill University objectives in a timely fashion and in accordance with legal and professional standards.

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

- *Refine and create reports from SOAR database for recruiting file applicant pool tracking
- *Attend annual PeopleAdmin conference in April, 2008 to build awareness of new technology and best practices. Within 60 days of conference attendance, will develop plan for utilization of new best practices.
- *Contingent upon funds to purchase PeopleAdmin position description module, complete purchase and develop implementation schedule.
- *Work with OIEC to create reports which fulfill requirements for University-wide EEO reporting.

By what means will you assess goal achievement?

- # reports generated
- # best practices identified
- PeopleAdmin implementation schedule developed

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

Successful implementation of actions as outlined above

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

Process automation and implementation of management reporting to track effectiveness of recruiting practices will provide the foundation for ongoing tracking of measurable improvements.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

GOAL 4: Talented and Dedicated Faculty and Staff

Unit Goal

Goal for 2007-2008

Research, evaluate and recommend A&P and USPS compensation plans to help ensure University staff are compensated competitively within the higher education and recruitment markets.

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

- *Finalize USPS and A&P classifications by June 2008
- *Finalize USPS paygrades by June 2008
- *Contingent upon funds to purchase PeopleAdmin position description module, complete purchase and develop implementation schedule.
- *Finalize AMTS and Administrative Computing Services position classifications and determine appropriate pay grades for new classification specifications by 12/31/07.

By what means will you assess goal achievement?

- *USPS and A&P classifications finalized by June 2008
- *USPS paygrades finalized by June 2008
- *PeopleAdmin position description module implementation schedule developed
- *AMTS and Administrative Computing Services position classifications and pay grades finalized by 12/31/07.

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

Successful implementation of actions as outlined above

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

Services designed to achieve competitive compensation plans are in support of recruitment and retention of employees qualified and motivated to meet University objectives for growth. Continue to work toward participation in regional and national surveys to provide accessibility to regional and national data, and work toward completing FGCU-specific classifications.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

Unit Goal

Goal for 2007-2008

GOAL 8: Ongoing quality improvement

Utilize technology to enhance the productivity and effectiveness of the Human Resources department in providing services to FGCU management, faculty, staff, students and applicants.

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

- *Eliminate paper Payroll Action Forms, and subsequent data entry by HR records representative, to process OPS terminations by 12/31/07 and to process OPS pay changes by 6/30/08.
- *Develop a work plan to identify and develop internal reports necessary to review the department's operations. Attend "Sungard Summit" conference; within 60 days of conference attendance, develop plan for utilization of new best practices.
- *Work with AMTS to ensure that the HR website is user-friendly and up-to-date by 6/30/08, with semi-annual updates thereafter.
- *Continue to work with Information Systems regarding ODS modifications which will provide HR capability to respond to ad-hoc report requests.
- *Decentralize time approvals from departmental Payroll Custodians to direct supervisors; two additional departments to be implemented by 6/30/08.
- *Ensure compliance of biweekly payroll certifications as recommended by State of Florida fiscal 2005/06 operational audit report.

By what means will you assess goal achievement?

- *Implement Electronic Payroll Action Form (EPAF) to process OPS terminations by 12/31/07 and to process OPS pay changes by 6/30/08.
- *HR website updated by 06/30/08.
- *Programs implemented as outlined above

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

Successful implementation of actions as outlined above

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

Supervisory approval of timesheets eliminates time spent by Payroll Custodian and data entry by HR records representative related to this process and shortens cycle time. Up-to-date HR website enhances communication of critical HR information to all University employees, enhances management and employee relations, and minimizes potential conflict related to misinformation. Implementation of management reporting to track effectiveness of departmental operations will provide the foundation for ongoing tracking of measurable improvements in service.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

Unit Goal

Goal for 2007-2008

GOAL 4: Talented and Dedicated Faculty and Staff

Create, enhance and/or administer Human Resources programs, regulations, processes and procedures that promote, encourage, and enhance effectiveness, efficiency, and accountability.

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

- *Provide consulting/conflict resolution services to individuals and departments regarding HR issues on an as-needed basis.
- *Review and draft human resources regulations and policies to reflect current FGCU management practices and to meet the requirements of current legislation. Submit for approval by 6/30/08.
- *Participate on the management team to negotiate the FGCU/UFF collective bargaining agreement reopens for 2007-2008.
- *Develop team goals/implementation plan by 7/31/07 for "FGCU Management Practices" program with online viewing capability to provide foundation of knowledge for incoming managers or new supervisors by 06/30/08.
- *Finalize development and implement use of "Welcome to FGCU" CD to provide basic FGCU information to new employees (pending development of timeline with AMTS)
- *Attend HR Florida conference; within 60 days of conference attendance, develop plan for utilization of new best practices.

By what means will you assess goal achievement?

- *% conflicts handled through informal procedures.
- *Tentative agreement reached on bargained articles.
- *Policy revision pending finalization of regulation update; UBOT and/or Presidential approval of regulations/policies submitted
- *# policy revisions completed

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

Successful implementation of actions as outlined above

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

Updated regulations and policies enhance communication of critical HR information to all University employees, enhance management and employee relations, and minimize potential conflicts related to misinformation. Contract ratification contributes to retention and satisfaction of qualified faculty.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2007-2008 goal best align?

Unit Goal

Goal for 2007-2008

GOAL 4: Talented and Dedicated Faculty and Staff

Broaden professional development opportunities for FGCU employees to acquire skills and knowledge to perform their role and encourage personal development

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

*In accordance with needs assessment results, expand professional development options via blended learning approach to include self-paced learning, top-tier distance learning (ex: Center for Creative Leadership), in addition to traditional instructor-led learning.

*Build upon introduction of CCL Leadership Effectiveness Webinar Series in March 2007 by expanding opportunities for FGCU leaders to continuously hone their leadership skills and competencies through this learning approach

*Assess effectiveness of Business Training Library to provide access to self-paced learning method for University staff personal development needs

*Pending determination of interest in and support for FGCU Leadership Academy, develop next cohort group(s) and commence program with fall semester, 2007.

*Implement programs in accordance with needs assessment plan.

By what means will you assess goal achievement?

*Build upon concept of "results-based" evaluation and encourage participants to develop means to assess outcomes of program participation.

* # Professional development modules per year

* # New modules introduced

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

Successful implementation of actions as outlined above

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

Services designed to provide opportunities for employees to increase job-related knowledge and skills.

Section B Resources

What additional resources have you requested and received a commitment for during 2007-2008 from your area VP or the President that is based on your analysis of assessment data for 2006-2007?

In support of the 2007-08 goals as outlined above, the following resources are requested.

6100 Salaries & Benefits Pool

This pool covers all salaries and benefits for the existing A&P and USPS staff in the Human Resources Department (HR). Expenditures for the 6100 pool are calculated and submitted by the University Budget Office for the following established and filled positions; therefore the budget dollars are not included in this request.

Director
Associate Director
Assistant Director, Classification & Employment
Assistant Director, Benefits & Payroll
Administrative Assistant
Coordinator, HR (Manager, Employee Relations & Staff Development)
Coordinator, Accounting (Payroll Manager)
Payroll Accountant
Senior Personnel Representatives (4)
Personnel Representatives (2)

Consistent with the HR Annual Report submitted in April, we are requesting six (6) additional full-time positions. They are listed in order of critical need.

\$315,520.00

- Systems Analyst/Report Writer (Coordinator) to perform Banner/ PeopleAdmin/ODS/Cognos reporting; Crystal Report Writing for PPB data access; External Reporting; Security; HR Web Site Management - \$42,000 + benefit costs

- Payroll Assistant Manager (Coordinator) to perform tax reporting & remission of monthly and quarterly tax payments; redistributions; training for departments; departmental compliance audits; vendor payments; garnishments - \$42,000 + benefit costs
- Leave Administrator (Senior Personnel Representative) to perform FMLA compliance; Sick Leave Pool administration; leave of absences; leave policy interpretation and training; employee leave donation policy administration; worker's compensation - \$40,000 + benefit costs
- Staff Development (Senior Personnel Representative) to perform new employee orientation training; leave & other departmental training; HR Updates & website updates; employee relations intake; assist with planning benefits fair & other HR related events - \$38,000 + benefit costs
- Benefit Specialist (Personnel Representative) to perform one-on-one orientation with new employees; resolve benefit coverage issues with Convergys and related tasks - \$35,000 + benefit costs
- Employment Specialist (Personnel Representative) to recruit positions for departments campus-wide; assist applicants in the recruiting process and related tasks - \$35,000 + benefit costs

6200 Temporary Employment (OPS) Pool

\$25,000.00

(This figure consolidates the OPS expense in the 200400 account and the Advertising Account.)

7300T Travel Pool

\$13,500.00

This proposed amount is based on an allocation by position and function for staff within HR considering the business-necessary conferences such as Sungard Summit and the College & University Human Resources Executives meetings (CUHRE) and various professional development opportunities. Allocations were determined by considering that the cost to attend a regional conference is typically \$700; the cost to attend a national conference is typically \$1500-\$2000 including registration, accommodations, airfare/car rental, and per diem.

Breakdown

Sungard Summit – 3 participants	\$5,600.00
CUHRE Meetings – 2 participants semi-annually	\$1,800.00
HR Florida – 2 participants	\$1,400.00
Florida CUPA-HR – 4 participants	\$2,000.00
PeopleAdmin Annual Conference – 1 participant	\$1,500.00
PeopleAdmin Florida Round Table	\$500.00
HRMA Tri-County Conference – 5 participants	\$500.00
Henderson-Franklin Employment Law Seminar 6 participants	\$200.00

PeopleAdmin Systems

Existing

SOAR Applicant Tracking Module maintenance agreement
(covers FY 07/08 and 08/09)

\$29,400.00

New

Position Description & Performance Management Modules

Implementation (non-recurring)

\$6,000.00

Maintenance (covers FY07/08 and 08/09)

\$29,400.00

Section C

Assessment Plans

What assessments are you planning to conduct during 2007-2008?

HR Comment Cards will be utilized to assess perceptions of HR customer service.

Data developed via consolidation of Exit Interview form feedback will be utilized to assess reasons for turnover and develop recommendations based on identified trends.

Assessment of 2007 Benefits Fair feedback will be conducted; data to be utilized in support of continuous improvement for subsequent events.

Section D

Coming Year - Strategic Plan Contributions

Successful completion of initiatives as outlined in Sections A - C.