



2005 Long Range Plan



OHIO
UNIVERSITY

Human Resources

The Mission of Human Resources

Human Resources is dedicated to being a strategic partner in supporting Ohio University's educational programs, research projects, and public services.

Human Resources provides quality human resource services which are relevant, innovative, prompt, accurate, and courteous in nature.

Human Resources promotes policies and programs which support a healthy, productive, and diverse workforce. In pursuit of this mission, above all else, the Human Resources team will:

Treat all people with dignity and respect;

Be fair and consistent in all actions;

Work closely with all departments to ensure the effective and efficient use of human resources;

Contribute to employee development and creativity;

Be accessible and make every effort to assist people;

Seek professional and personal growth and enjoyment from projects, programs, and services provided;

Have fun.

Introduction & Executive Summary

The primary purpose of this working document is to give Human Resources focus and direction. The goal of this document is to encourage Human Resources to be proactive and meet the needs of a rapidly changing environment and culture. Ohio University will continue to experience change due to new leadership, different management styles, new demographic mix and a different environment in which to work. Additionally, this planning process allows others, the department's customers, to participate in planning our future.

This plan will continue to serve as an ongoing, living process that incorporates monitoring, reviewing, revising and updating human resources plans and activities. It is a process that is fact-based and trend-directed way of developing directions and expectations for the future. It is a process that assures the Human Resource Office will remain in support of the University's shared vision and its mission. This plan will be reviewed and updated annually. This plan will continue to hold individuals and the department accountable while allowing Human Resources to assess its effectiveness.

The following pages contain the actual Long Range Plan for Human Resources, our purpose, vision and historical perspective, as well as the departmental approach to customer service including input from our customers.

The Purpose of Human Resources

To help assure that Ohio University's faculty and staff are equipped to effectively and efficiently carry out their responsibilities of serving the students by providing human resource services to the Athens and regional campuses. Human Resources is considered a strategic partner with the President and other campus administrators.

Vision for Human Resources July 2005

It is important that all services provided by Human Resources support the ultimate mission of Ohio University. The spirit and intent of this mission will permeate our plans, activities, programs and all new initiatives. Human Resources will be the recognized administrative leader for supporting the academic mission.

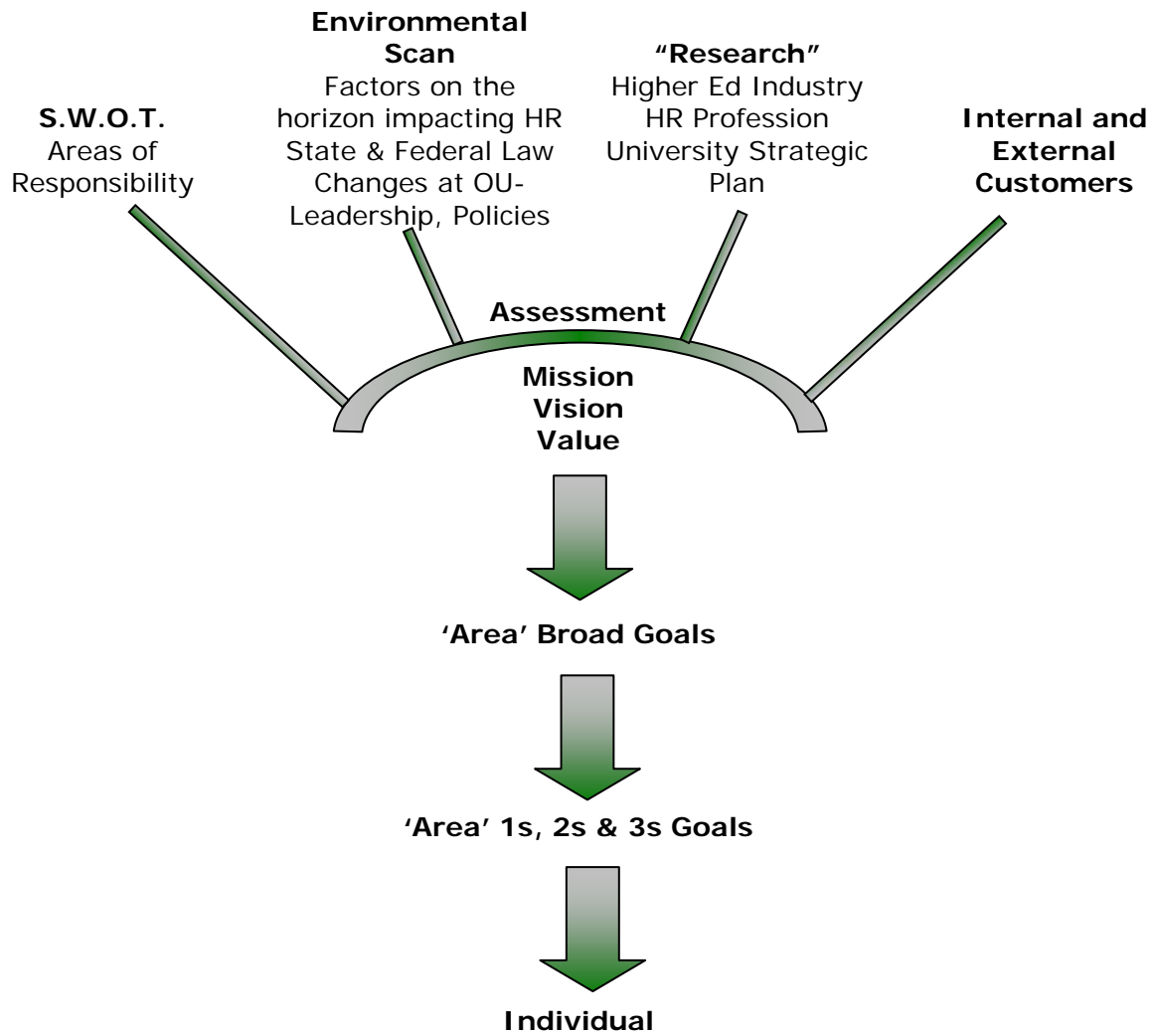
In all the initiatives, the staff of Human Resources will act with the highest levels of integrity as we deal with sensitive issues. We will be a respected and trusted department. Individually and collectively, the staff will be proactive and use all available means to develop and implement creative and innovative human resource solutions to the issues that challenge Ohio University, while maintaining professionalism inside and outside of the office. Each staff member will provide excellent customer service with courteous and prompt attention to phone calls, emails and other correspondence and on-site visits. The staff of Human Resources will be experienced professionals who are experts in their respective disciplines.

Human Resources will be a department of influence, prestige and highly reputable. State and national recognition will be evident from many perspectives. Human Resource's advice and counsel will be sought by other universities on a variety of methods, programs, issues and activities. The office will be considered a model.

Additionally, Human Resources will strive to attract and retain a diverse work force that will bring the brightest and best faculty and staff to this great university. We are strategic partners with the President and other campus administrators when planning for current and future needs and changes of the university.

Our goal is not only to foster effective partnerships throughout the university, but also to create a work environment that is productive and rewarding. Our strength is generated from the expertise of our staff and our commitment to our President, Faculty, Administrators and Staff.

Long Range Planning Process



Human Resources *S.W.O.T.* Analysis

Matching Mission to Strengths

Once an external (environmental) and internal (SWOT) analysis has been completed, it is important to begin focusing on the future and how best to plan for more effective operations. In this section, we begin matching the department's mission to its strengths.

Please refer to **Table 1** for definition of quality, centrality, comparative advantage and growth.

Table 2 describes each of the primary services offered by Human Resources. Each service is then ranked as being low, sustaining, or high in the areas of quality, centrality and growth. Please refer back to Table 1 for necessary definitions.

Table 3 is included to show how and where this Plan fits into the broader vision of Human Resource's role within the university and, how performance is measured.

Human Resources *S.W.O.T.* Analysis Definitions

Table 1

Criteria for matching mission to strengths:

- Quality- measure of the skills of the staff, the available resources, reputation of the university, the administration and the office, excellence of service or program
 - Centrality- extent to which a service or program is central to the purpose and mission of the institution and the office
 - Growth- evaluation of the number of constituents who seek or need a service, whether it is increasing, remaining stable or decreasing, contributing to growth of clientele
-

Three categories for evaluation of programs or services:

- Expanding role: expectations are to increase attention or resources devoted to this area
 - Maintenance: maintain status quo
 - Declining role: expectations are to lessen the attention or resources devoted to this area
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Each of the above categories will be used to define the criteria listed at the top of the page; this is accomplished on Table 2 following this page.

Adapted from Peter and Julie Rea's article *Strategic Market Planning: A Useful Tool for Career Services and Recruiting Offices*, CPC Journal, Fall 1990.

Human Resources *S.W.O.T.* Analysis Service Analysis

SERVICE	QUALITY	CENTRALITY	GROWTH	INTERPRETATION
Benefits	Expanding	Expanding	Expanding	<ul style="list-style-type: none"> • Collaboration with the President's Health Benefits Committee
Compensation	Expanding	Expanding	Expanding	<ul style="list-style-type: none"> • Prepare for executive comp. • Prepare for new A&P Pay plan • Prepare for offering assistance with faculty compensation matters
Employee & Labor Relations	Maintenance	Maintenance	Expanding	<ul style="list-style-type: none"> • Maintain good relations • Prepare for next set of negotiations • Introduce 'exit interview' strategy
○ HR Staffing <ul style="list-style-type: none"> • Classified • Administrator 	Maintenance	Maintenance	Maintenance	<ul style="list-style-type: none"> • Implement applicant tracking successfully • Enhance recruiting and retention efforts for administrators
	Expanding	Expanding	Expanding	
Records	Maintenance	Maintenance	Maintenance	<ul style="list-style-type: none"> • Continue to focus on office efficiencies including PIM
OD	Expanding	Expanding	Expanding	<ul style="list-style-type: none"> • The university community is seeking this service but unable to articulate it • Prepare for this to be in high demand
HRIT	Expanding	Expanding	Expanding	<ul style="list-style-type: none"> • Develop data/reporting that supports Vision OHIO

Note: providing a moderate level of enforcement and a high level of perceived customer service is extremely important for Human Resources' future.

Ohio University

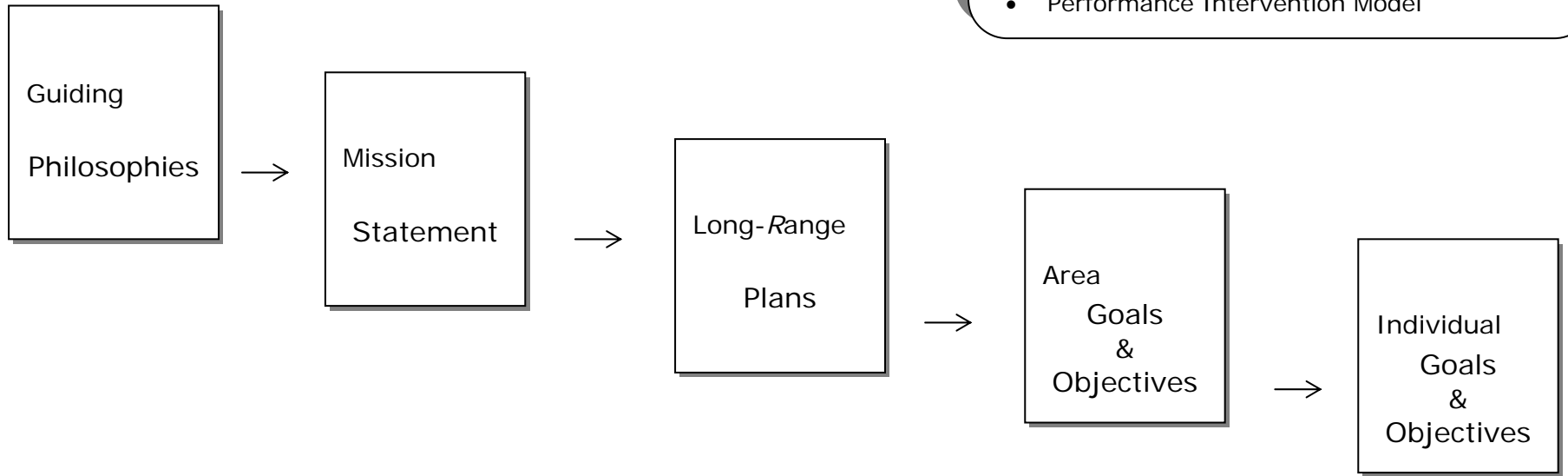
University Human Resources Performance Management System

University

- 'Vision OHIO'
- IUC-HR Committee
- OBOR Guidance (Ohio Board of Regents report on "High Performance Campus")
- BOT Guidance (Board of Trustees accountability/ responsibility charge)
- President (State of the University address – Direction)
- Executive Officers direction
- VP Finance and Administration- direction/ expectations/ evaluation
- University constituency feedback (Senates, individuals, etc.)

- Policies of University (See 40.005, 40.036, 40.042 & appropriate contracts for union language.)
- JIQ Review
- End-of-Year Appraisal
- Frequent Check Points
- Performance Intervention Model

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Human Resources *S.W.O.T.* Analysis

Strengths, Weaknesses, Opportunities & Threats

Once an external (environmental) and internal (SWOT Analysis) has been completed, it is important to begin focusing on the future and how best to plan for more effective operations.

STRENGTHS	OPPORTUNITIES
<p>Staff</p> <ul style="list-style-type: none"> + knowledge + skills + work ethic + integrity + customer service + flexibility when facing change + willing to learn, expand, develop <p>Good Relationships</p> <ul style="list-style-type: none"> + within the department + university-wide departments + external to the university <p>Each area's staff works cohesively and supportively</p>	<ul style="list-style-type: none"> ○ Upcoming Self-service abilities/functions ○ Changes in the university ○ HR department organizational structure <ul style="list-style-type: none"> - combining Compensation and Benefits ○ Departmental staff development opportunities ○ New website ○ Diversity initiative ○ Cross training across areas ○ Develop relationships with new senior staff
WEAKNESSES	THREATS
<ul style="list-style-type: none"> ▪ Budget cuts/concerns ▪ Staff turnover and changes in the HR department organizational structure <ul style="list-style-type: none"> - spreading HR 'thin' - loss of institutional memory - cuts in student employees ▪ Changes in the university organizational structure <ul style="list-style-type: none"> - new senior leadership - contract non-renewals ▪ Internal technology <ul style="list-style-type: none"> - lacking 'everyday functional' types of knowledge - lacking equipment updates and maintenance ▪ Cross training across areas 	<ul style="list-style-type: none"> • Shift in OU culture • Budget cuts <ul style="list-style-type: none"> - increasing demands on HR without resources • Federal and State Legislation

Trends in Higher Education and at OHIO University

Trends (for the future of Human Resources)

- The employment deal has changed/is changing (no more “job for life” from either the employer or the employee)
- Older workers working longer and/or returning to the workforce
- Migration away from the annual base salary increase “entitlement” to a bonus when performance is good
- Outsourcing
- “Re-engaging employees in the drive for sustained high performance – and winning their hearts and minds on a continued basis.”
- Concerns over leadership pipeline (dry pipeline) and the global sourcing of talent.
- Ninety percent (90%) of top 20 companies have in place a formal succession-planning process.
- E-learning
- Healthcare costs
- Cost effectiveness of HR program

Trends (at Ohio University)

- Rapid ascent to be a \$100 million research institution (currently at or near \$55 million)
- Metrics and measures
- Individual accountability
- “the edge” – less alternative dispute resolutions, no longer erring in favor of the employee, “lean and mean” all seem to be the preferred filters through which decisions are processed
- Plethora of re-organizations

Top Ten Strategies for the Office of Human Resources

to aid the university in achieving its mission:

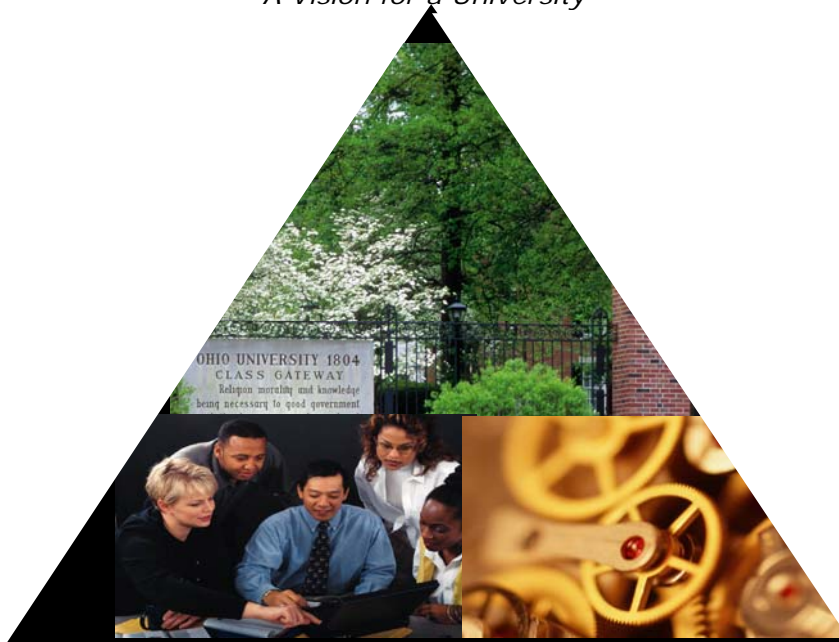
'A Vision for a University: mission, vision, values'

1. to enhance the diversity of faculty and staff;
2. to aid the efforts of the university to achieve national prominence;
3. to benchmark human resource practices, programs, and policies of the nine(9) peer aspiration institutions;
4. to re-organize University Human Resources to enable the department to contribute to strategic initiatives and to meet budgetary constraints;
5. to positively impact faculty and employee relations matters;
6. to continue to develop the University Human Resources staff members to be impact contributions at the university;
7. to partner with vice presidents and deans on mutually beneficial issues;
8. to define and develop tools for measuring human resource contributions;
9. to create human resource related policies, programs, and practices that support the research efforts of the faculty;
10. to develop an appropriate initiative that meets the spirit and intent of a collaborative external partnership.

OHIO University's People Strategy

Connecting the university's strategy with the human resource component of the university

OHIO University's Strategy
'A Vision for a University'



People

Faculty & Staff

Process/operations

Policies, practices and protocols

Vision OHIO, the President and Provost's recently released strategic plan, has outlined very clearly the broad direction of Ohio University. The plan, or blueprint for the future, is at times specific:

"We will become a nationally prominent research university. We will increase the diversity of our students, faculty, administrators, and staff."

And, at other times general in its guidance:

"Accountability is essential to effective management and requires commitments to assessment, planning, decision making, and continual improvement."

Regardless of the specificity or general nature of the plan, various human resource-related 'themes' emerge from the verbiage. What causes us to see these particular themes? We know that a 'plan' never accomplishes any level of work—it is always the 'people' behind the plan that changes the direction of the university and accomplishes the necessary work that is underpinning to the strategies. To accomplish the 'work' set forth in the *Vision OHIO* document, we believe the following general human resource-related themes encapsulate the contents of the current document:

- *Support the development of top-shelf, high caliber faculty*
- *Be a partner in creating a diverse faculty and staff workforce*
- *Assist in building a performance culture with and underpinning of accountability*
- *Encourage the evolution of OHIO University's culture into an exciting, supportive, and collegial environment*
- *Assist in creating an environment that encourages and fosters leadership and supervisory capability and capacity*

Customer Service Statement

Human Resources supports primarily 1,762 Faculty, 1,455 Administrators, 1,453 Classified, AFSCME and FOP staff and ultimately over 26,000 students.

Human Resources definition of effective customer service:

After every form of contact with the Human Resources Office, our customer should feel well served.

They should feel as though we:

- *value them and genuinely care about their issue;*
- *provide them above and beyond service;*
- *provide them with a variety of alternatives to resolve their issue;*
- *provide prompt, courteous service (mission statement);*
- *treat them fairly, consistently and with dignity.*

People should look forward to contacting us!

Who is our customer?

Virtually anyone and everyone we connect with; the faculty or staff member, students, co-workers (including student employees), vendors and even the person on the phone who has the wrong number. It also includes any form of contact whether it is in person, writing, email, phone, etc. It is important to remember that the primary customer of the university, and consequently, Human Resources, is the student.

Customer Input

Members of the Long Range Planning committee gathered input randomly, by survey, to approximately 200 faculty, staff and administrators including the following departments and planning units:

- Payroll
- Institutional Research
- Institutional Equity
- Library HR liaisons
- College of Medicine HR liaisons
- Five Regional Campuses

- Classified and Administrative Senates
- AFSCME and FOP
- Campus Safety
- Deans from the various colleges

Such comments heard were "HR is one of the best departments to work with you. They always do an excellent job and go the extra mile." "Very helpful in placing me in a job I now love." Comments were generally positive and complimentary of the department as a whole. The responses have been generalized and common themes are represented below.

Customer Input Synopsis

Human Resource Services

Based on input from our customers the most frequently utilized services in the department are, assistance with:

personnel issues, understanding benefit plans, grievance procedures, staff management, compensation processes including position reclassification, salary issues and job audits, educational benefits, the Family and Medical Leave Act (FMLA), mediation services, addressing performance issues, employee and labor relations, policy interpretation and records management, navigating the human resource website, the employee assistance program, the return to work program and disability.

Customer Service

Customers indicated the following as specific areas in which Human Resources assisted in meeting departmental goals:

supplying up-to-date information on benefits, providing guidance and sharing expertise, providing a liaison for the regional campuses, providing information in a timely manner, the new employee orientation program and by dealing with personnel issues and the employment process.

It was suggested that service could be improved by:

revising the process for evaluating administrative positions, developing better guidelines for job audits, revising the compensation policy for classified staff, making sure that phone calls are returned as promptly as possible, cross training Human Resources staff, simplifying the Performance Management forms and process, offering training sessions for new chairs, directors and those in leadership roles highlighting skill development and supervision, getting information out as early as possible so that there are no misunderstandings, lessening the amount of paperwork in regard to Performance Management.

Human Resources Historical Perspective

2005 Assistant Vice President for Human Resources expands the university's outreach to international HR professions in South Africa, Australia and England by serving as a keynote, consultant, and speaker.

Established Regional Higher Education agreement to provide enhanced customer service

Implemented Online Benefits Enrollment for all faculty and staff

Developed an HR Diagnostic Tool

Installed Data-on-Demand from CUPA-HR to conduct salary studies

Maintained a veteran's support group and agency connection

Lead the adoption of a Market-based Pay Philosophy

Provided oversight to the creation of the HRIT Position Information Management and the Benefits Management Initiatives.

Designed, created, and implemented Domestic Partner Benefits Program

Support of WorkForce, Self Service

Updated 59 job specifications in conjunction with AFSCME, for the Facilities Management area

Developed a pilot mentoring program for following up with new employees after

hire

2004 Assistant Vice President for Human Resources: chaired the statewide Initiative on Civil Service Reform, the committee for establishing HR Measures, was elected Chair of Midwest CUPA-HR and began three year term on the National CUPA-HR Board of Directors

Early Retirement Incentive Plan Termination date for OPERS employees

Implementation of Position Information Management

Retirement of Dr. Robert Glidden, President

Ohio University welcomes Dr. Roderick J. McDavis as its 20th president

Introduction of domestic partner benefits

Re-negotiation of Fraternal Order of Police (FOP) Contract

Re-negotiation of American, Federation of State, County and Municipal Employees (AFSCME) Contract

2003 Early Retirement Incentive Plan opened for eligible members of OPERS

Initiated and served on Policy Task Force and creation of standing University Policy Committee

Benefits Advisory Committee reviewed benefit plans and proposed changes(changes were not implemented)

Managed the approach to the privatization of the University Osteopathic Medical Center, and successfully avoided layoffs for over 100 employees

Participated in the design and management of the University Hiring Freeze

Worked closely with Classified Senate to revise the classification plan for c classified employees

Assisted the President and his staff in development of an Action Plan for Change

2002

Merged Human Resource areas of Employment and Records

Moved from McKee House to the newly constructed Human Resources and Training Center

Served as SHRM advisor to local student chapter

Completed review of over 40 human resources related policies

Implemented a Performance Management Plan for classified and IT staff

Implemented a new approach to employment (less testing, more consulting)

2001

Placed health benefits package out for bid; Awarded to Medical Mutual of Ohio

Implemented the Oracle HR/Payroll System

Executive Officers approved Market-based pay philosophy

Established the Information Technology Policy and Advisory Group

Family and Medical Leave Act Manual published in collaboration with Legal Affairs

Began posting contract vacancies on *HigherEdJobs.com*

Implemented the New Classified and IT Compensation Plan

2000

Launched the Classified and IT Compensation Project

AFSCME contract negotiations increase PPO participation from 45% to 80% and begin employee premium contributions

Start of the ORACLE HR/Payroll Project

100% Tuition Reciprocity for Hocking College and Ohio University employees implemented

FOP negotiations provide police officers with same benefit options as other staff

1999

Collaborative New Faculty and Staff Orientation program began for all employment types with 'one-stop shopping' approach (form completion, parking, ID, email account, benefits and retirement)

Benefit plan design changes included drug plan vendor and PPO network

Workers Comp Managed Care Organization changed to CareWorks

RFP awarded to Watson Wyatt Worldwide for Compensation Project

PPO network changed from Ohio Health Choice to Direct Care America

Interest based bargaining training and philosophy occurred for university and AFSCME bargaining teams

Implemented a Mediation Program with Athens Area Mediation Services

Created the Sick Leave Task Force

- 1998** First Human Resource Summer Institute held (created by Human Resources)
Pilot Pay-for-Performance program for approximately 50 classified staff
PPO Benefit Plan Offered; employee premiums charged for the first time
Human Resources Office Audit (Ray Fortunato)
Implemented Mental Health Network
Alternative Retirement Plan offered to eligible Faculty and Administrators
Compensation Advisory Committee instituted
Classified unionization attempt culminating in SERB vote indicating majority of clerical and technical employees not interested in union representation.
Employee Talent and Exhibition Showcase began; proceeds toward scholarship to benefit Ohio University employees and their dependents
Human Resources website "live"
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- 1997-1995** Assistant Vice President for Human Resources served as President of Ohio CUPA-HR (College and University Professional Association for Human Resources)
Posted all Administrative and Faculty jobs online
UNICARE services as university insurance carrier
Enhanced Return-to-Work program and implemented state mandated Managed Care Organization
Departmental Name Change from Personnel to Human Resources
McKee House renovations (two offices replaced and three added)
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- 1994-1991** Jim Kemper named Director of Personnel
Introduction of Human Resources Long Range Planning Process
Creation of Benefits Advisory Committee
Family and Medical Leave Act (FMLA) was signed into effect as a federal law
Fraternal Order of Police began representing police officer positions; split from AFSCME
John Hancock serves as university insurance carrier
Americans with Disabilities Act (ADA) was signed into effect as a federal law
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- 1990-1982** Classified Pay Plan changed to 'open-range' system
Classified Senate established, Assistant Vice President for Human Resources serves as official liaison
Lincoln National serves as university insurance carrier
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1978- 1971 AFSCME strike occurred and ended after two weeks
Administrative Senate established

1967- 1964 First AFSCME Contract
Faculty Senate established

Evolution of Interrelated Strategies, Initiatives and Activities

Element	1990	2000	2005	2010
Benefits	<ul style="list-style-type: none"> • 100% University-paid medical insurance coverage • Entitlement 	<ul style="list-style-type: none"> • Employee-shared costs 	<ul style="list-style-type: none"> • Faculty coup • Rapidly rising costs in an era of 'bottom-line' is supreme 	<ul style="list-style-type: none"> • Increased costs • Customization of benefits packages and offerings will be in high demand
Compensation	<ul style="list-style-type: none"> • Recent effects of learning the state of Ohio's 'step-rate' system; and, loss of longevity pay 	<ul style="list-style-type: none"> • Mixed perspectives on 'earning' mindset; soon after 'merit pay' sparked an organizing attempt 	<ul style="list-style-type: none"> • Need to acknowledge performance but a fear of making decisions and distinctions 	<ul style="list-style-type: none"> • Increased pay plans • Accountability for exchange of pay
Employee Relations	<ul style="list-style-type: none"> • One year after formation of Classified Senate; Senate formed due to failed organizing attempt 	<ul style="list-style-type: none"> • Higher trust of senior or central management; less trust of immediate supervisor 	<ul style="list-style-type: none"> • Heightened awareness and demand for shared governance 	<ul style="list-style-type: none"> • Stress induced issues
Labor Relations	<ul style="list-style-type: none"> • Adversarial perspective 	<ul style="list-style-type: none"> • Introduction of IBB 	<ul style="list-style-type: none"> • Perception of over-burdened and loss of status 	<ul style="list-style-type: none"> • Disconnect between workforce and union leadership
Employment/ Staffing	<ul style="list-style-type: none"> • The Personnel department managed 'temp' employment 	<ul style="list-style-type: none"> • Out-sourced 'temp' employment • UHR in role of consultant 	<ul style="list-style-type: none"> • Elimination of testing • Relaxed rules and more mature university 	<ul style="list-style-type: none"> • Strong background checks • On-line everything!
Succession Planning	<ul style="list-style-type: none"> • Non-existent; not part of vernacular 	<ul style="list-style-type: none"> • Occasionally discussed 	<ul style="list-style-type: none"> • Frequent requests for this type of assistance or discussion 	<ul style="list-style-type: none"> • Heightened demand for the process and programs
Records Management	<ul style="list-style-type: none"> • Slow and paper intensive 	<ul style="list-style-type: none"> • Transitioning into a new system (Oracle) and a new 'paradigm', e.g., open access and immediate response to requests 	<ul style="list-style-type: none"> • FMLA a problem • Oracle has altered way of thinking and availability of information 	<ul style="list-style-type: none"> • FMLA controlled by Workforce • Sophisticated position management capabilities
Technology	<ul style="list-style-type: none"> • The HRMS (written in cobol) controlled by computer center; slow and cumbersome 	<ul style="list-style-type: none"> • Recognize a serious need for change 	<ul style="list-style-type: none"> • Self-service 	<ul style="list-style-type: none"> • Strong data reporting particularly for executive officers, e.g., data used for forecasting
Organizational Development	<ul style="list-style-type: none"> • Non-existent; not part of vernacular 	<ul style="list-style-type: none"> • Routinely discussed 	<ul style="list-style-type: none"> • Frequent requests and part of UHR job description; where UPD desires 	<ul style="list-style-type: none"> • Will be a commonly used and requested HR tool
Talent Development	<ul style="list-style-type: none"> • Non-existent 	<ul style="list-style-type: none"> • Non-existent 	<ul style="list-style-type: none"> • Discussed as leadership development 	<ul style="list-style-type: none"> • Fully implemented – matching current high impact leadership and skills training with future needs of the university; complementary to succession planning initiatives
Organizational Culture	<ul style="list-style-type: none"> • Highly paternalistic and very 'academic' 	<ul style="list-style-type: none"> • Less paternalistic but employee commitment index is still high 	<ul style="list-style-type: none"> • Trust and loyalty is in question • Results-driven and 'people' are less part of the discussion (unless the tool through which the result is achieved) 	<ul style="list-style-type: none"> • The workforce will have a different 'attitude' toward work – a significantly different concept of the 'employment deal'

Assistant Vice President for Human Resources

Goals for 2005/06

Submitted to the Long-Range Planning Committee

It is the primary desired goal of University Human Resources (UHR) to align the department's Long-Range Plan with the recently released strategic planning initiatives developed by the Presidential Task Force. The department has been formally planning since 1994 and this is the first opportunity to create a departmental plan that is purposefully aligned with the President and Provost's directives.

After careful and considered review of the 'Vision OHIO', the following are long-range initiatives noted in the plan that intersect with direct University Human Resource capabilities:

Diversity of faculty and staff

President McDavis has stated¹: "Diversity is not an initiative; it is a conviction that produces action." University Human Resources has taken a bold step of conviction to propose an Opportunity Hire.

University Human Resources has prepared and delivered to the Provost a proposal for an Opportunity Hire to be supported for a two-year period; this position is titled '**Director of HR Diversity Programming**' and the incumbent would be responsible for developing relationships, funding streams, and programs that support the recruitment—and retention—of underrepresented individuals; the efforts of this individual would be innovative and creative and heretofore not attempted nor acted upon

In addition to the proposed job description, the individual would help achieve the specific goals noted in Vision OHIO on pages 7, 22, 38, 43

National Prominence

The Vision OHIO document refers often to the contributions of faculty and staff bringing the university national prominence. We believe this directly translates to the recruiting and retention of world-class or rising star faculty and staff. University Human Resources will assist by:

Recruiting and retention of world-class, rising star faculty and staff

Implement an electronic applicant tracking system that supports the primarily aids in the selection of academics and aids the diversity recruiting process and helps add efficiencies to the selection process (it is expected that a higher volume of research faculty and support staff will need to be hired)

Design a Position Control process that supports the implementation of Vision OHIO (see p. 9 of Vision OHIO); a proposed process has been submitted to the Executive Officer Employment Committee (aka Hiring Freeze or Position Review Committee)

Assess faculty and staff compensation levels (see p. 9 of Vision OHIO) Evaluate an American Council on Education report titled: '**An Agenda for Excellence: creating flexibility in tenure-track faculty careers**' for inclusion into Human Resource initiatives

¹ See *The Vision of a University*

Other ways for University Human Resources to impact the recruiting and retention of world-class, rising star faculty and staff:

Develop non-traditional approaches to traditional Human Resource services that **help achieve the university's Research agenda** e.g., rapid hires, rapid exits, modified employment types, a pool of available people with pre-determined skill sets, etc.

Creative utilization of the **Dual Career Network**

Completion of the **Peer Institution Review** of Human Resource practices, programs, and policies

Collaboration with the President's 'Health Benefits Committee' to design and fund a **benefits strategy and program** that significantly contributes to the recruiting and retention efforts toward faculty and staff

Communicate the need for changes in **retirement program initiatives** especially concerns surrounding the states Alternative Retirement Plan (i.e., healthcare at time of retirement) and early retirement incentives

Continued collaboration between **Human Resources and Institutional Research**

Other miscellaneous, yet innovative, Human Resource initiatives to help achieve Vision OHIO

Health & Wellness graduate research—charge the Benefits department to raise the level of collaboration with WellWorks (see ppg. 21 & 31 of Vision OHIO)

Develop a Human Resource Management Program for the state of Ohio's K-12 educational practitioners (follow the model used by University Human Resources in the 'Human Resource Summer Institute') (see p. 8 of Vision OHIO)

Shared governance—strengthen the already outstanding relationship with the Classified Senate

Develop and implement the **'HR Balanced Scorecard'** (see p. 23 of Vision OHIO)

Develop Human Resource practices that **assist in the enabling of 'institutes' and 'centers'** at the university

The above noted programs and initiative will be the Assistant Vice President's primary goals for the coming year—to see positive movement to achievement.

The Assistant Vice President's other specific goals for the coming three years follow. The Assistant Vice President's goals for the coming three years (the 1s, 2s, and 3s):

Year One

1. to **align the University Human Resource 'Long-Range Plan' with 'Vision OHIO'** (the activities note above)
2. to effectively and efficiently **re-organize UHR to sustain a budget reduction** going into FY '05/'06 and again in FY '06/'07
3. to collaborate with the division of Finance to **transfer appointment processing for faculty and administrators** from that division to UHR
4. to **successfully implement the PeopleAdmin applicant tracking system**
5. to **enhance the UHR web site**
6. to **re-establish a broad-based Human Resource Management Group**

7. to complete the nine (9) **Peer Aspiration Universities benchmarking study**
8. to utilize the skills, knowledge, and contacts made as Chair of CUPA-HR's '**Think Tank**' to benefit UHR and Ohio University e.g., national prominence
9. to **re-evaluate UHR administrator's positions**
10. to **positively impact faculty relations matters**
11. to **monitor and influence Civil Service Law reform** (HB 187 and the current Budget Bill)
12. to develop 'white papers' on recurring HR-related themes that arise around the university e.g., Background Checks, Succession Planning, Leadership Development
13. to require **Professional Development Plans** from each UHR staff member
14. to **manage the department budget** to remain 'in the black'

Year Two

1. to refine and continue implementing the programs and initiatives noted above
2. to **more effectively report HR data**, e.g., trends, faculty salaries, to senior management
3. to **further develop the Administrative and Professional Pay Plan 'Bridge Project'**
4. to develop and submit a proposal for university-wide '**Background Checks**'
5. to market and utilize the 'HR Diagnostic Tool'
6. to develop strategic goals for 'Succession Planning'
7. to develop strategic goals for 'Leadership Planning'
8. to develop strategic goals for addressing the university's 'culture shift'

Year Three

1. to refine and continue implementing the programs and initiatives noted above
2. to **develop and submit a proposal for 'Succession Planning'**
3. to **develop and submit a proposal for 'Leadership Planning'**
4. to **develop and submit a proposal for addressing the university's 'c**

Prospective Plans (2005-2006)

Given the previous document information (Guiding Philosophy and Purpose, UHR Vision and Mission Statement and Overall Goals) the following is a recommended course of action for Ohio University's Office of Human Resources.

BENEFITS & COMPENSATION	BENEFITS & COMPENSATION CONTINUED	STAFFING & RECORDS SERVICES
<p>Benefits</p> <ul style="list-style-type: none"> 1- Alternative Retirement Plan for Classified 1- Implement Ohio University Policy on Retirement 1- UHR web page re-design 1- Update Summary Plan Description (SPD); make available online 1- Benefits update for departments only to inform on importance of communicating terminations to UHR. 1- Enhance Online enrollment for benefits 1- Pursue opportunities to add supplemental employee paid benefits to benefits package 1- Create educational piece regarding how benefits work at Ohio University 1- Increase retirement plan communication efforts 1- Streamline reporting processes for Educational Benefits Fall, 2005/2006 1- Pursue EAP opportunities for outsourcing 1- Cross-training within Benefits and Compensation 1- Research streamlining COBRA Processes 2- Benefits/Health Plan RFP 2- Pursue benefits/health plan options that could impact costs (additional networks, quality driven options, employee communications, etc.) 2- Pursue Flexible Spending Account improvements 2- Online enrollment for educational benefits o- Training/Educational seminars for employees regarding benefits o- Design/implement targeted health management programs o- Maintain Drug Free Workplace compliance o- Topic/timing driven communication pieces (Benefits Update) o- Change customer service hours during open enrollment o- Orientation program 	<p>Compensation</p> <ul style="list-style-type: none"> 1- Compensation policies audit and update 1- Performance Management (analyze and audit results) 1- Continue to communicate new compensation philosophy, managing base pay to market and how to link pay to performance 1- Develop database creation & management skills 1- Identify "pockets" of similar administrative positions, equity studies, pay grades, EEOC codes (required by Institutional Equity) 1- Set up market database for Classified, Administrative and IT Positions 1- IT Jobs Online 1- Employee Recognition Policy 1- Cross-training Compensation and Benefits Staff 2- Develop internal consistency 2- Current emphasis on Total Rewards & Strategic Communication 2- Create more automated/user friendly PDQ & JIQ 2- Program Oracle to store performance results; develop reporting methods 2- Professional/Administrative Compensation o- Professional Development o- Market intelligence and data integrity o- Interaction with Senates 	<p>Staffing</p> <ul style="list-style-type: none"> 1- Support Diversity initiative 1- Support OES and SA award program 1- Implement on-line application process 1- Manage Administrative Postings 1- Support Internal Audit of hiring and termination process 1- Implement Rapid Hiring and termination process 2- Cross train within dept and outside 2- Assist with Preparation for Administrative Hiring 3- Prepare for Background Checks 3- Resume normal hiring routines 3- Assist in developing flexible scheduling for civil service <p>Records</p> <ul style="list-style-type: none"> 1- Continue Transitioning FMLA responsibilities back to departments 1- Assist Workforce go live 1- Proactive unemployment claims 1- Implement/Support Self-Service 1- Support People Admin applicant tracking system implementation 1- Support Internal Audit of hiring and termination process 2- Cross train within dept 2- Train outside depts. (Oracle) Records needs 2- Maintain/enhance position management (PIM) 2- Assist Budget Unit Managers 2- Prepare for Contract Hiring/Recordkeeping 2- Provide ReLaX reports to departments 3- Provide PIM vacancy reports to BUM's <p>Administrative Hiring Initiatives</p> <ul style="list-style-type: none"> 1- Dual Career 1- Diversity Initiative 2- Contract Hiring Process <p>Other</p> <ul style="list-style-type: none"> 1- Maintain/enhance TW/AW programs 1- Maintain the OPERS and Reliance Disability programs 1- Proactive networking 1- Actively work with Regional Campuses in HR matters 3- Prepare for Worker's Comp

1= to complete investigation or project within 1 year (12 months)
 2= to complete investigation or project within 2 years (24 months)
 3= to complete investigation or project within 3 years (36 months)
 O= ongoing

Prospective Plans (2005-2006) continued

HRIT	EMPLOYEE AND LABOR RELATIONS
<p>1- Staffing HRIT adequately 1- Create HRIT staff training and development plan 1- Improve communication exchange between HRIT, Enterprise Team and Facilities/Campus Services 1- Define/refine/refocus the mission and purpose of the HR/Payroll User's Group 1- Craft collaborative marketing plan jointly with all HR areas 1- Complete and implement our data quality audit process for HR/Payroll 1- Document, organize, catalog existing queries, tools, resources and procedures 1- Retire the two aging HR web services 1- Build HR business expertise 1- Complete next phase of HR Self Service and related tools (if funded) 1- Develop and fund equipment replacement plan for UHR 1- Work cooperatively with Campus Services as our service "insourcer" to transition UHR to full Windows XP environment 1- Increase internal communication 1- Increase external communication</p> <p>2- Create an HR technology and Services plan" with HR functional areas 2- Formalize a suite of standardized HR reporting and information products 2- Formalize and standardized a suite of options for HR information/report and content delivery 2- Complete next state of multi-incident position implementation 2- Move the hosting of the HRSS server/software to a centrally supported server</p>	<p>1- Initiate a professional development program in collaboration with Institutional Equity, Ombuds, Legal Affairs for chairs, deans, directors regarding legal issues, hiring practices, ethics, discipline, conflict resolution and federal and state laws 1- Train bargaining unit supervisors 1- Enhance ER&LR webpage 1- Support and assist the Assistant Vice President with development of HR Advisory Committee, specifically train HRAC member in ER&LR matters for effective liasions. 1- Evaluate and develop ER&LR staff for cross-training purposes, including other HR staff as appropriate 1- Continue to work on updating job specifications (AFSCME: Facilities and Aux.)</p> <p>2- Investigate and develop potential work-life options related to employee and labor relations 2- Work with professional development to further enhance supervisory skills training offerings with "nuts and bolts" sessions</p> <p>3- Provide assistance to planning units regarding strategic planning and managing the workforce. 3- Develop a privacy rights manual</p> <p>o- Support, encourage, respect, civility and understanding of diverse groups in the work place o- continue to build relationships o- assist with Apprentice Program o- maintain and enhance expertise in labor and employment laws o- Serve as a FMLA resource o- Administer AFSCME and FOP contracts o- Promote IBB model o- Continue Labor/Management meetings o- IBB & strategic planning with labor management group</p>

1= to complete investigation or project within 1 year (12 months)

2= to complete investigation or project within 2 years (24 months)

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O= ongoing

Human Resources Staff Listing

James Kemper, Assistant Vice President of Administration for Human Resources

Benefits & Compensation

- * Krista Antle, Assistant Director, Ancillary Benefits
- Leah Buck, Assistant Director, Benefits & Compensation
- Greg Fialko, Director, Benefits & Compensation
- Connie Garrett, Employee Benefits Specialist
- Jennifer Jordan, Communication Manager
- Carolyn Sinclair, Employee Benefits Specialist
- Terri Whitlatch, Registered Nurse
- * Chy Wooten, Associate Compensation Analyst
- Vacant, Assistant Director, Benefits & Compensation

Labor and Employee Relations

- * Alexis Cline, Employee and Labor Relations Specialist
- Linda Lonsinger, Director, Employee and Labor Relations
- Carol May, Manager, Employee and Labor Relations
- Vickie Wortman, Manager, Employee and Labor Relations

Staffing and Records Services

- Gwen Brooks, Manager, Staffing and Outreach Services
- Tammy Hawk, Employment Coordinator
- Peggy Jameson, Director, Staffing and Records Services, Regional Campus Liaison
- Diana Jarvis, Human Resources Records Specialist/ Position Information Manager
- * Susan Sheppard, Employment Coordinator
- Cheryl Sickels, Human Resources Records Specialist

Systems and Information Services

- Mark Kesler, Director, Human Resources Systems and Information Services
- Steve Madden, Human Resources Analyst
- Akos Csete, HR Oracle/Payroll Services Developer

Support Staff

- * Jan Mittleman, Administrative Associate
- Betty Rex, Administrative Assistant
- Marlene Russell, Administrative Associate

** 2005-06 Long Range Planning Committee*



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