

# 2006 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.*



# Table of Contents

<b>The Mission of Human Resources</b> .....	inside front cover
<b>Executive Summary</b>	
Introduction .....	1
The Purpose and Vision of Human Resources.....	2
<b>Plan Components and Influences</b>	
Customer Service Statement .....	3
Customer Input: the Survey .....	3
Table 1: Matching Mission to Strength and Definitions .....	5
Human Resources S.W.O.T Analysis.....	6
Table 2: Service Analysis .....	7
Table 3 .....	8
Transformational Goals.....	9
<b>Prospective Plans &amp; Metrics 2006-2008</b>	
Associate Vice President for Finance and Administration for Human Resources .....	11
Benefits .....	12
Compensation .....	13
Staffing & Records Services.....	14
Employee & Labor Relations.....	15
Center for Organizational Development & Effectiveness .....	16
HRIT .....	17
<b>Human Resources Historical Perspective</b> .....	18
<b>Human Resources Staff Listing</b> .....	inside back cover



## **Executive Summary: Introduction**

---

The primary purpose of this working document is to provide focus and direction to University Human Resources. The goal of this document is to encourage the departments of Human Resources to be proactive and meet the needs of a rapidly changing environment and culture. Ohio University will continue to experience change related to new leadership, different management styles, varying demographic influences and a different environment in which to work. This planning process has included the department's customers and colleagues in the planning of our future.

This plan will continue 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 towards developing directions and expectations for the future. It is a process that assures the Human Resource Office will continue to be supportive 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.



---

## Executive Summary: Purpose and Vision

### **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 executive leadership.

### **Vision for Human Resources July 2006**

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 a 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 strive to 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 high reputation. 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 executive leadership 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.



## Plan Components and Influences: Customer Service Statement

Human Resources primarily supports 1,762 Faculty, 1,455 Administrators, 1,453 Classified, AFSCME and FOP staff and ultimately over 28,700 students.

### Human Resources definition of effective customer service:

After each 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 service that goes above and beyond expectations;*
- *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!

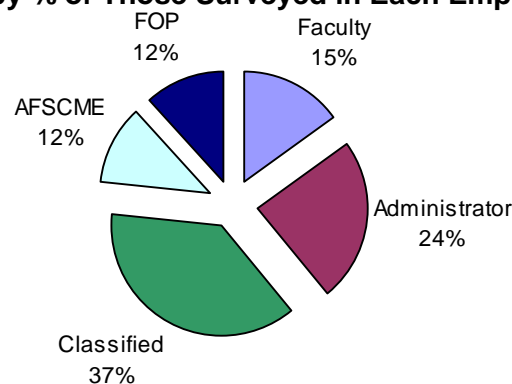
### Who is our customer?

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: The Survey

Members of the Long Range Planning committee gathered input randomly, by survey. The survey was sent to 558 employees on the Athens and regional campuses. A random sample, by proportion of each employee group (administrator, faculty, AFSCME, FOP and Classified NBU) were selected to be surveyed. In addition, the Deans, Directors and Department Heads were surveyed. An online surveying tool, Survey Monkey, was used to compile the survey, distribute it and tally the results. We received 177 responses for a 32% response rate. Those surveyed were asked to rate both their satisfaction with and the importance of the item.

### Respondents by % of Those Surveyed in Each Employment Group





## Plan Components and Influences: Survey

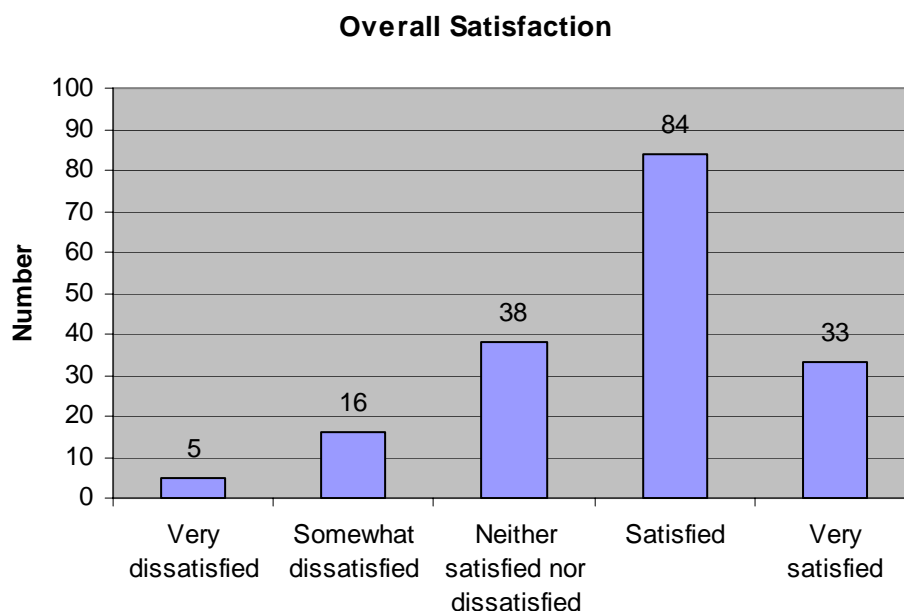
### Strengths (majority responded Satisfied or Very Satisfied)

- New faculty and staff orientation program
- Dependable and accurate information is distributed (emails, flyers, newsletters, memos)
- \*Human Resource website is user friendly
- Departmental assistance with benefit programs (insurance and educational)
- Availability of Online Self Service Programs (Benefits enrollment, Campus Directory and Home Address)
- Overall customer service (staff are courteous and helpful, listen and make an effort to understand customer needs, have appropriate knowledge and skills to meet needs and handle information with discretion and preserve confidentiality)
- Human Resource services provided
- Professional Development training sessions and programs

### Areas for Improvement

- Revisit navigation to online employment website
- Incorporate Professional Development programs into the Human Resource website
- Review performance management forms and process
- Investigate retirement planning programs
- Position audit process

\*additional suggestions provided in Areas for Improvement





## Plan Components and Influences: Table 1

### 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. 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.

### Definitions

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

**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

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.



## Plan Components and Influences: Human Resources S.W.O.T. Analysis

*Strengths, Weaknesses, Opportunities & Threats (Challenges)*

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<p><b>Staff</b></p> <ul style="list-style-type: none"> <li>+ Knowledge, skills, work ethic, integrity and professionalism</li> <li>+ Customer service</li> <li>+ Flexibility when facing change</li> <li>+ Willingness to learn, expand and develop</li> </ul> <p><b>Good Relationships</b></p> <ul style="list-style-type: none"> <li>+ within the department</li> <li>+ university-wide departments</li> <li>+ external to the university</li> <li>+ increased contact with Institutional Equity and Legal Affairs</li> </ul> <p><b>Each area's staff works cohesively and supportively</b></p> <p><b>Consolidation of two dynamic departments</b> (Human Resources and Professional Development)</p> <p><b>Leadership of new Vice President</b></p> <p><b>Human Resource and Training Center Facility</b></p> <p><b>Visibility of department</b> (website, self service, etc.)</p>	<ul style="list-style-type: none"> <li>o Departmental consolidation, re-structuring and realignment of duties</li> <li>o Development of the Center for Organizational Development and Effectiveness</li> <li>o Availability of Self-Service; expand programs</li> <li>o AFSCME &amp; FOP Negotiations</li> <li>o New EAP &amp; Work/Life Program</li> <li>o Simplify online employment process</li> <li>o Website development</li> <li>o Faculty interaction and support</li> <li>o Assist with University wide changes</li> <li>o Align with Vision OHIO</li> <li>o New executive leadership</li> </ul>
<b>WEAKNESSES</b>	<b>THREATS- Challenges</b>
<ul style="list-style-type: none"> <li>▪ Retirement of four senior staff members and the loss of institutional memory</li> <li>▪ Low staffing level; No Leave Manager</li> <li>▪ Support for Self-Service initiatives</li> <li>▪ Technical Support</li> <li>▪ Budget concerns</li> <li>▪ Online Employment Process</li> </ul>	<ul style="list-style-type: none"> <li>• State funding and uncertain political influences</li> <li>• Budget cuts and potential for increased demands on HR without resources</li> <li>• Shift in university culture and processes</li> <li>• Negotiation of two union contracts in one year</li> <li>• Relationships of employee groups with university; university morale</li> <li>• Providing good customer service with low staffing level</li> <li>• Transition of HRIT position into a different role within Human Resources</li> <li>• Not defining and differentiating our services quickly enough</li> </ul>



## Plan Components and Influences: Table 2

### Service Analysis

**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 2**

SERVICE	QUALITY	CENTRALITY	GROWTH	INTERPRETATION
<b>Benefits</b>	Maintenance	Maintenance	Expanding	<ul style="list-style-type: none"> <li>Provider change, plan design and wellness collaboration</li> </ul>
<b>Compensation</b>	Expanding	Expanding	Expanding	<ul style="list-style-type: none"> <li>Prepare for executive comp.</li> <li>Prepare for new A&amp;P Pay Plan.</li> <li>Prepare for offering assistance with faculty compensation matters.</li> <li>Performance Management</li> </ul>
<b>Employee &amp; Labor Relations</b>	Maintenance	Expanding	Expanding	<ul style="list-style-type: none"> <li>AFSCME and FOP contract negotiations</li> </ul>
<b>HR Staffing</b>				
<ul style="list-style-type: none"> <li>Classified</li> </ul>	Expanding	Maintenance	Expanding	<ul style="list-style-type: none"> <li>Increase direct contact with internal &amp; external constituents</li> </ul>
<ul style="list-style-type: none"> <li>Administrator</li> </ul>	Expanding	Maintenance	Expanding	
<b>Records</b>	Maintenance (Avoidance of Decline)	Maintenance	Expanding	<ul style="list-style-type: none"> <li>Concern due to loss of FTE; work load</li> </ul>
<b>The Center for Organizational Development &amp; Effectiveness</b>	Expanding	Expanding	Expanding	<ul style="list-style-type: none"> <li>The Center is a new creation and must be successful</li> </ul>
<b>HRIT</b>	Expanding	Expanding	Expanding	<ul style="list-style-type: none"> <li>Work collaboratively with central IT</li> </ul>
<b>Support Staff</b>	Maintenance	Expanding	Expanding	<ul style="list-style-type: none"> <li>Realign duties and streamline processes</li> </ul>

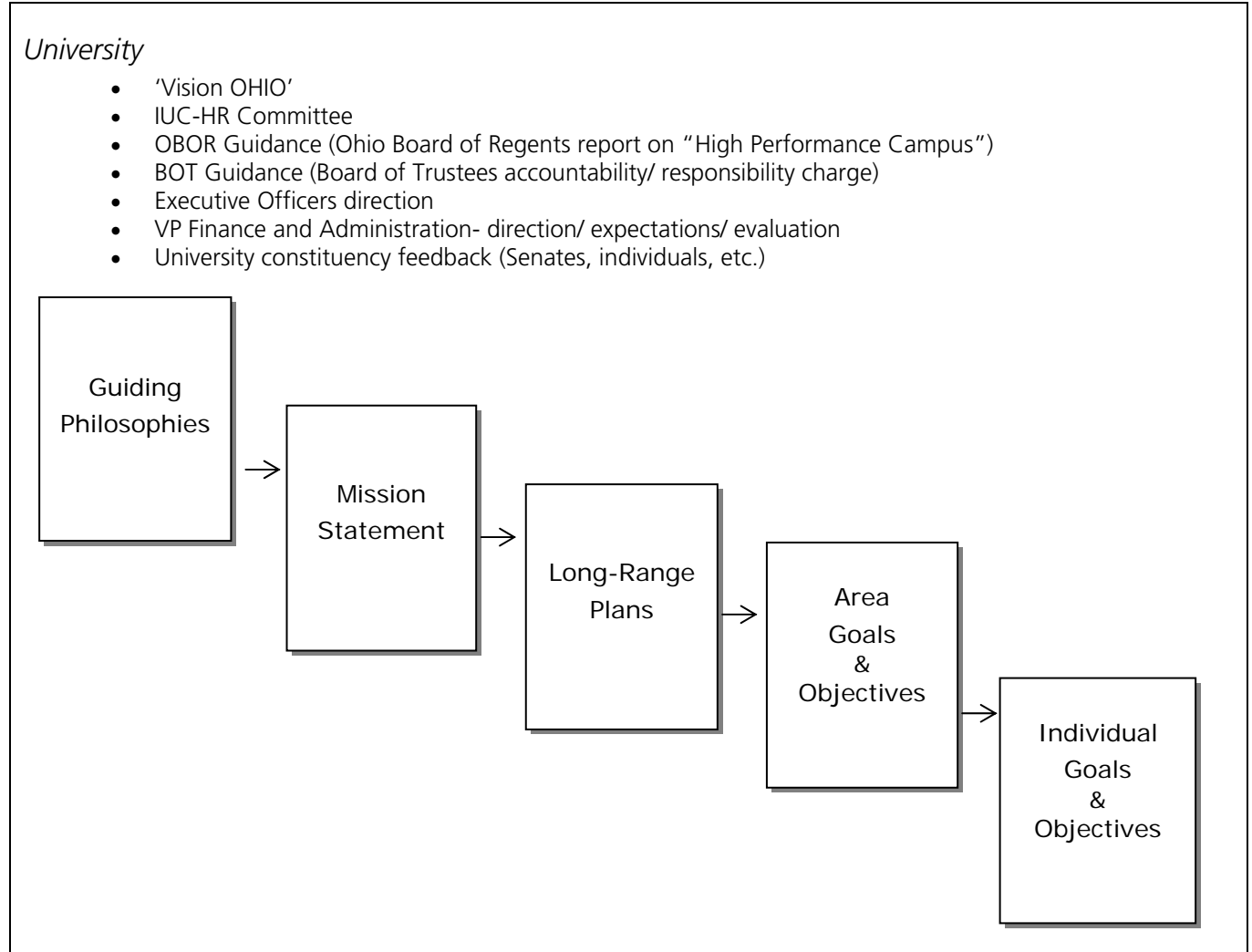
Note: providing a moderate level of enforcement and a high level of perceived customer service is extremely important for Human Resources' future.



## Plan Components and Influences: Table 3

**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.

**TABLE 3**



### **Performance Management**

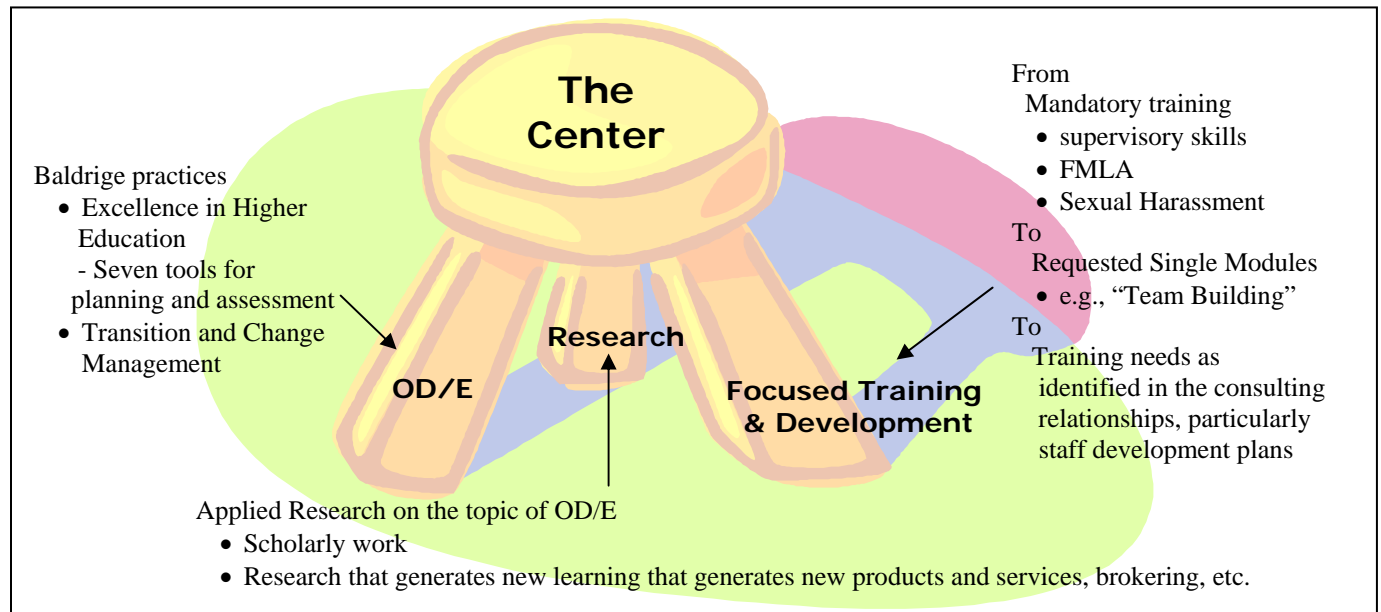
- Policies of University (See 40.005, 40.036, 40.042 & appropriate contracts for union language.)
- JIQ Review
- End-of-Year Appraisal
- Frequent Check Points
- Performance Intervention Model

## Plan Components and Influences: Transformational Goals

### 1. To create The Center for Organizational Development and Effectiveness that would assist university senior leadership achieve their missions and help achieve the spirit and intent of Vision OHIO

For years, University Human Resources and University Professional Development have offered consulting services aimed at assisting campus departments with change and effectiveness issues. As of March of 2006, the two departments have merged. The result of this merger will be a reinvented platform for delivering comprehensive and coordinated organizational development consulting services. This platform will be known as "The Center for Organizational Development and Effectiveness".

The following diagram depicts the three areas that will comprise "The Center": OD/E Organizational Development and Effectiveness, Research and Focused Training & Development. Refer to page 16 for proposed offerings for staff education and development.



#### Resources:

1. GA appointment: \$10,000
2. R&D budget: \$15,000
3. The Center's physical structure:
  - a. signage: \$1,500
  - b. business cards, letterhead, etc.: \$350
  - c. open house and marketing material: \$1,250
4. Other:
  - Consulting services to serve OD/OE clients and run the professional development and staff training operations.
  - Provide business and metrics analysis to assist clients with establishing, tracking data and measuring effectiveness.
  - An exceptional meeting facility.

#### Timeframe and milestones:

- Officially open: September 22, 2006
- Open House/Grand Opening: Spring Quarter '07
- Fully functional Center: Fall '07

**Measures of success:** All groups involved in Training /Professional Development efforts will develop a common set of outcome measures to be used consistently across campus. We would also have a list of internal measures such as: How many units have we approached to give presentations, overviews? How many units invited us to give presentations? How many units enter the pre-work phase? How many units start formal engagements with us? How many units complete related projects, etc.? Additionally, we would establish internal measures based on specific classes, sequences or sequence offerings.



## Plan Components and Influences: Transformational Goals

### 2. To complete a business process re-engineering for the employment process at Ohio University, particularly addressing issues related to administrators and faculty

*Resources:* printing of complete hiring guide along with a "quick guide to hiring" and training materials: \$15,000, facilitation materials for The Center, Career Connections fee to assist with Oracle/PeopleAdmin implementation, Regional Campus travel and materials, etc.

*Timeframe and milestones:*

- Committee formed by October 15, 2006
- Bi-Weekly Meetings December 1, 2006
- Planning Unit and Senate meetings January 1, 2007 to March 15, 2007
- Committee review input through May 1, 2007
- Finalize process by June 15, 2007
- Update PeopleAdmin electronic system by August 15, 2007
- Testing of electronic system October 1, 2007
- User Training on system by October 30, 2007
- Review and update policies by October 30, 2007 and hiring guides by November 15, 2007
- Implementation effective January 1, 2008

*Measures of success:* Before and after survey of hiring managers, Deans, and Directors.

### 3. To conduct an assessment and needs analysis of the direct compensation program at Ohio University in the following priority order:

- a. faculty,
- b. administrative/professionals
- c. executive staff;
- d. the classified staff (hourly) and IT pay plans will also be updated as necessary

*Resources:* One-Time: \$75-100,000 for Consulting Contract; Annual: \$25-40,000 for Compensation Management Software (Automate position descriptions, performance management, market/equity analysis, pay structure analysis, etc.); Annual: Unknown base funds needed for salary adjustments.

*Timeframe and milestones:*

- Creation of cross-functional oversight team: Fall 2006
- RFP for Consultant: Fall 2006
- Consultant/OU Team conduct analysis: Winter-Spring 2007
- Formal Recommendation: Summer 2007
- Implementation: Spring 2008

*Measures of success:* This project will be assessed via an annual analysis of pay plans, including comparison of pay levels to established benchmarks, as well as via internal survey or interviews with key employee groups (Deans, Directors, Department Heads, Senates) regarding impact of compensation plan and practices.



## Prospective Plans & Metrics 2006- 2008

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.

<b>ASSOCIATE VP FOR FINANCE AND ADMINISTRATION FOR HUMAN RESOURCES</b>	
PLANS	METRICS
<b>FIRST YEAR</b>	
I. <b>Re-organization:</b> a successful re-organization of the department – to assure success of The Center for Organizational Development & Effectiveness; and, to appropriately adjust to the departmental ERIPs.; and, the ongoing assessment of the July 1, 2006 budget reduction (approximately \$145,000).	<ul style="list-style-type: none"> <li>- Define roles and responsibilities of departments and individual contributors</li> <li>- Adjust job descriptions and reporting lines of responsibility if necessary</li> </ul>
II. <b>Diversity:</b> a.) to hire a Graduate Assistant (utilizing the funds provided by Graystone Advertising) to implement the programs and activities noted in the Diversity Programming document; and, b.) to focus the December 'Provost One-Day Educational Seminar' on the topic of 'diversity'.	<ul style="list-style-type: none"> <li>- Hire a Graduate Assistant by September 1, 2006, working with Office of Graduate Studies</li> <li>- GA will have a calendar of planned programs and activities by Mid-Fall Quarter</li> <li>- Programs and activities for Diversity Programming beginning Winter Quarter</li> <li>- Work with Provost's office from August to November to plan One Day Seminar for content and logistics</li> <li>- Facilitate One Day Seminar</li> <li>- Seek feedback from attendees, presenters and other stakeholders regarding one day seminar effectiveness</li> </ul>
III. <b>Union Relations:</b> to appropriately prepare the university community for the upcoming AFSCME and FOP negotiations	<ul style="list-style-type: none"> <li>- Coordinate communication and tasks with relevant groups and offices regarding the progress and implications of negotiating beginning in the Fall of 2006</li> </ul>
IV. <b>Client Survey:</b> to utilize a more sophisticated approach to gathering client data during this year's Planning Process (quantitative AND qualitative data)	<ul style="list-style-type: none"> <li>-Formulate survey for stakeholders and random sampling of university community regarding satisfaction and effectiveness of HR departments</li> <li>-Complete by June 30 for use in planning 2006-07</li> </ul>
V. <b>Health Benefits Committee:</b> to effectively chair the committee and plan appropriately for the future	<ul style="list-style-type: none"> <li>- Prepare needed materials for committee's information; those requested and those that might serve as the basis for their decision making</li> <li>- Attend all meetings and present agendas for advancing the purpose of the committee</li> </ul>
VI. <b>Align the UHR Long-Range Plan with the plan developed by the Vice President and with Vision OHIO</b>	<ul style="list-style-type: none"> <li>- Respond appropriately and proactively to the division and university goals by taking primary responsibility for goals that involve Human Resources functions and by serving as a resource and assistant for others' goals as they arise</li> </ul>
<b>SECOND YEAR</b>	
<ul style="list-style-type: none"> <li>I. A partially-to-mostly functional Center for Organizational Development &amp; Effectiveness</li> <li>II. Faculty Relations: to assist the Provost office in enhancing a positive faculty relations environment</li> <li>III. Health and Wellness: to create a more proactive approach to improving the overall health and wellness of faculty and staff at Ohio University e.g., collaborate more aggressively with WellWorks; investigate childcare options and ideas; consider a department or initiative titled 'Quality of Work/Life Balance', etc.</li> </ul>	
<b>THIRD YEAR AND BEYOND</b>	
<ul style="list-style-type: none"> <li>I. A fully functional Center for Organizational Development &amp; Effectiveness.</li> <li>II. A highly respected 'Leadership Development' program affiliated with the Center</li> <li>III. A highly respected 'Succession Planning' program affiliated with the Center.</li> </ul>	

# Prospective Plans & Metrics 2006- 2008

<b>BENEFITS</b>	
<b>PLANS</b>	<b>METRICS</b>
<b>Health Promotion/ Education</b>	
1- Update Summary Plan Description (SPD); make available online	Complete document by June 2007.
1- Educate employees on how benefits work at Ohio University	Create educational piece by June 2007.
1- Increase employee communication regarding healthcare and healthcare costs	Track number of communications provided by type of communication and employee group receiving.
1- Increase employee access to healthcare treatment and quality data	Complete by June 2007.
1- Expand campus and local partnerships/programs to improve employee health and wellness	Track number of programs.
o-Topic/timing driven communication pieces (Benefits Update)	Track number of communications provided by type of communication and employee group receiving.
o- Training/Educational seminars for employees regarding benefits	Track number of sessions presented, number of attendees by employee group.
<b>Health Plan Management</b>	
1- Enhance Online enrollment for benefits	
1- Pursue opportunities to add supplemental employee paid benefits to benefits package	Complete by June 2007.
1- Manage successful transition to Anthem, EnvisionRx, EAP	Audit and report by June 2007.
1- Assist Health Benefits Committee in accomplishing their goals/mission	Attend and participate in meetings; track requests for service by number and type.
2- Pursue benefits/health plan options with the assistance of the Health Benefits Committee (additional networks, quality driven options, employee communications, etc.)	Complete by June 2008.
o- Monitor health plan costs of	Track cost of the various health benefits offered per employee
o- Design/implement targeted health management programs	Track programs.
<b>Retirement</b>	Track number of presentations, e-mails, mailers, etc. regarding retirement plans
1- Increase retirement plan communication efforts	
1- Implement Ohio University Policy on Retirement	Complete by June 2007.
1- Healthcare for ARP participants	
<b>Educational Benefits</b>	Reduce number of steps involved in reporting educational benefits.
1- Streamline reporting processes for Educational Benefits	
2- Online enrollment for educational benefits	
<b>Miscellaneous</b>	Streamline processes and coordinate duties by June 2007.
1- Establish and implement a sufficient support staff plan for the entire department	
1- Support Union Negotiations	
o- Orientation program	Track participation and survey results.
o- Maintain Drug Free Workplace compliance	Coordinate Drug Free workplace campaign in October 2006.
o- Cross-training Compensation and Benefits Staff	

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 & Metrics 2006- 2008

COMPENSATION	
PLANS	METRICS
<b>Position Evaluation</b>	
1- Create more automated/user friendly PDQ & JIQ	Survey, completed by June 2007.
1- Measure/ Track JIQ/PDQ results	Track number of JIQ/PDQ reviews, turnaround, number of requests, results and associated costs to university. Complete by June 2007.
1- Review Classified positions/grades by planning unit and department	Compile summary document by June 2007.
1- Establish/further define differences between grades (especially B & C) in classification groups	Survey, complete by June 2007.
1- Create "Research" employment type	Complete by June 2007.
<b>Market Based Pay</b>	
1- Refine market database for Classified, Administrative and IT Positions	Perform internal and external equity analysis for positions, grades, classifications. Track financial impact resulting from analysis – pay raise, pay structure recommendations.
1- Revisit Employee Recognition Policy	Determine costs of current programs and variety of interpretations; locate and compare other types of employee recognition policies by cost and effectiveness. Complete by June 2007.
1- Implement/educate merit (performance) based annual pay increases for Classified Staff	Create and provide programs, web information to explain merit based increases; track number of programs and categories of feedback.
1- Create single document explaining compensation philosophy and plans (manage to market, etc.)	Complete by June 2007.
o- Market intelligence and data integrity	
<b>Reporting/ Pay Management</b>	
1- Solve time-in-grade reporting issue for all employee groups	Complete by June 2007.
1- Create standing reports (comp ratio, overmax, market analysis, etc.) and increase reporting to VP's, etc.	Provide overviews quarterly with projections and comparisons
1- Increase outreach and service to Deans, Directors, Department heads regarding compensation data and analysis services available	Contact all Deans, Directors and Department Heads with services; Follow-up contact
o- Interaction with Senates	
o- Develop database creation & management skills	
<b>Performance Management</b>	
1- Performance Management (analyze and audit results)	Complete by September 2006.
1- Continue to communicate philosophy of managing base pay to market and how to link pay to performance	Provide information through seminars, staff meetings, senates. Track number of presentations, number of attendees by employee type, areas of concerns raised.
1- Program Oracle to store performance results; develop reporting methods	Collaborate with HRIT to develop capacity by June 2007.
<b>Miscellaneous</b>	
1- IT job descriptions online	Complete by June 2007.
1- Compensation policies audit and update	Research and compile findings and recommendations by June 2007.
1- Support Union Negotiations	Track information requested and provided for negotiations.
o- Professional Development	
o- Cross-training Compensation and Benefits Staff	

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 & Metrics 2006- 2008

<b>STAFFING &amp; RECORDS SERVICES</b>	
PLAN	METRICS
<b>STAFFING</b>	
1- Maintain on-line application process	- Track the number of total responses to recruiting efforts
1- Assist with BRAP	
1- Take on additional New Hire data entry duties/Records transition due to ERIP	
1- Support OD/OE	
1-Prepare for transfer of Admin/Faculty Hiring from OIE	
1-Support Research Classification (rapid hire)	-Track time to fill positions (speed to hire)
1- Continue Supporting Diversity initiative (with every posting)	
1-Support AFSCME and FOP negotiations/contracts	
2- Refine and Enhance on-line employment process	
2-Support Help Desk Concept	
<b>RECORDS</b>	
1- Transition to one person department	
1- Assist with Workforce	
1- Continue Transitioning FMLA responsibilities back to departments	-Track number of FMLA cases handled and referred to depts. -Track number of training and informational sessions for depts. and supervisors re: handling FMLA
1- Transition of leave management	
1- Assist/maintain self-service	-Track change in the number or percentage of self-service updates
1- Paperless campus directory updates in conjunction with self-service	- Track change in number or percentage of directory updates
1- Proactive unemployment claims	
1- Position Information Management	
1- Train staffing to complete data entry in Oracle	
2- New hire records - assist with auto entry from People Admin	
<b>Administrative Hiring Initiatives</b>	
1- Transition Dual Career funding & requests from Provost office to DC office	
1 – Enhance online employment process by actively seeking feedback from university community	-Transitional Goal outcome survey
0- Continue to work with OIE to support and enhance Diversity Commitment	
1- Admin/Faculty Hiring Process	
<b>Other</b>	
1- Maintain/enhance TW/AW programs	
1- Maintain the OPERS and Reliance Disability programs	
1- Actively work with Regional Campuses in HR matters	
1- Create Leave Manager role	
1 – GA integration	

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 & Metrics 2006- 2008

<b>EMPLOYEE &amp; LABOR RELATIONS</b>	
PLAN	*METRICS
<p><b>1</b> – Negotiate AFSCME Collective Bargaining Agreement</p> <p><b>1-</b> Negotiate FOP Collective Bargaining Agreement</p> <p><b>1</b> – Update ELR webpage (new contracts)</p> <p><b>1-</b> Continue program for deans, directors and department heads in collaboration with Institutional Equity, Legal Affairs, Ombuds to include diversity, discrimination and harassment training and any other topics as appropriate for this group.</p> <p><b>1</b> – Continue to work on updating AFSCME job specifications</p> <p><b>1</b> – Create a military leave rights and responsibility manual</p> <p><b>2</b> – Investigate and develop potential work-life options related to Employee and Labor Relations</p> <p><b>3</b> – Develop a Privacy Rights Manual</p> <p><b>O</b> – Evaluate and develop ELR staff for cross-training purposes, including other UHR staff when appropriate</p> <p><b>O</b> – Provide guidance on employment laws, University policies, and CBA interpretation and application</p> <p><b>O</b> – Provide assistance to planning units regarding performance development and reorganization to enhance departmental and individual efficiencies</p> <p><b>O</b> – Support, encourage, respect, civility and understanding of diverse groups in the work place.</p> <p><b>O</b> – Continue to build relationships</p> <p><b>O</b> – Assist with the Apprenticeship Program</p> <p><b>O</b> – Maintain and enhance expertise in labor and employment laws</p> <p><b>O</b> – Serve as FMLA resource</p> <p><b>O</b> – Administer AFSCME and FOP Contracts</p> <p><b>O</b> – Promote IBB model</p> <p><b>O</b> – Continue Labor-Management meetings</p> <p><b>O</b> – Continue strategic planning with management roundtable group</p> <p><b>O</b> – Provide specific training for bargaining unit supervisors, as needed, regarding rights and responsibilities under the CBA</p> <p><b>O</b> – Provide generalized supervisory skills training as needed</p> <p><b>O</b> – On-point for Ethics-Point investigations</p>	<p>I. Assistance with improvement for low-performance employees</p> <p>A. 58 responded to this statement, with 48% responding satisfied or very satisfied.</p> <p>B. Analysis:</p> <ol style="list-style-type: none"> <li>1. Supervisors frequently contact Employee and Labor Relations without knowing the process of progressive discipline and expect immediate results. When they learn the process, they are disgruntled.</li> <li>2. Results take time and this is also discouraging.</li> </ol> <p>C. Action Steps:</p> <ol style="list-style-type: none"> <li>1. Better education supervisory personnel               <ol style="list-style-type: none"> <li>a. Fall Quarter 2005, a course was offered for bargaining unit supervisors. The course was approved for two hours of college credit.</li> <li>b. In December, 2005, training was held for Deans, Directors, Department Heads and Managerial personnel. Progressive discipline and performance improvement were two of the covered subjects. This can be covered again in the fall 2006 program.</li> <li>c. The UHR website will add information on both progressive discipline and performance improvement.</li> </ol> </li> <li>2. Request information from supervisors who have been assisted regarding recommendations for improvement in the process.</li> <li>3. Continue to track these interactions with outcomes noted, using the data to improve the process.</li> </ol> <p>II. Contract Interpretation and guidance</p> <p>A. 64 responded, with 73% responding satisfied or very satisfied.</p> <p>B. Analysis:</p> <ol style="list-style-type: none"> <li>1. Some aspects of the contract language need to be clarified, such as Article 12 AFSCME re layoff and recall</li> <li>2. Some supervisory personnel do not accurately follow the contract, leading to grievances</li> </ol> <p>C. Action Steps:</p> <ol style="list-style-type: none"> <li>1. Continue educational process on contract with Employee and Labor Relations staff and supervisors of bargaining unit employees</li> <li>2. Information re contract language issues is being collected from management and collated. These issues will be addressed during contract negotiations.</li> <li>3. Supervisors, managers and others will receive training on contract changes once the new agreement is ratified.</li> </ol>

\*Metrics in relation to Human Resources Customer Satisfaction Survey, May 2006.

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 & Metrics 2006- 2008

<b>CENTER FOR ORGANIZATIONAL DEVELOPMENT &amp; EFFECTIVENESS</b>	
PLAN	METRICS
<p>1- Clarify purpose and mission of the center</p> <p>1- Determine space for the center</p> <p>1- Clearly define job descriptions for all involved in the center operation</p> <p>1- Develop communication piece for the University community about the center</p> <p>1- Develop intake process for customers</p> <p>1- Research models of succession planning in Higher Education</p> <p><b>TRAINING</b></p> <p>1- Assess current UPD programs and determine continuation of programs</p> <p>1- Refine continuing programs</p> <p>1- Design assessment pieces for any continuing programs</p> <p>1- Research and design leadership development curriculum</p> <p>1- Deliver Career Development Program to Classified, Non-Bargaining Unit staff</p> <p>1- Introduce new topics like Wellness in the Career Enrichment Institute curriculum</p> <p>1- Assess Customer Satisfaction of Training Center Facility</p>	<p><i>The Center effort represents the creation of a new, joint family of services combining Training, Professional Development and an internal Organization Development consulting service. The Center will be in a developing phase between Fall of 2006 and Spring of 2007. We hope to have primary operations of the Center open by Fall of 2007.</i></p> <p><i>Please refer to page 9: Transformational Goal #1.</i></p>
<p><b>STAFF EDUCATION AND DEVELOPMENT PROPOSED OFFERINGS FOR 2006-2007</b></p> <p><b>The Change and Transition Leadership Strategies Cluster</b></p> <ol style="list-style-type: none"> <li>1. <b>Transitions-Leading Change</b> – Designed specifically for leaders at any level of the organization. This workshop guides leaders through the three critical phases of transition (Endings, Neutral zone, New beginnings). Every participant will leave the workshop having created a specific, practical roadmap for leading change based on proven human resource development principles.</li> <li>2. <b>Transitions-Personal Change</b> – Designed for any employee experiencing or participating in change, this class is designed to give participants practical hands-on skill in navigating and understanding the three critical phases of transition (Endings, Neutral Zone, New beginnings).</li> <li>3. <b>Transitions- Project-focused Teams and Change</b> – This offering is designed for groups of staff who are part of a project team. It offers practical, hands-on application drawing from the content of both the “Transitions-Leading Change” and the “Transitions-Personal Change” seminars.</li> </ol> <p><b>The Core Supervisor Series (based on S.T.A.R.T)</b></p> <ol style="list-style-type: none"> <li>1. <b>Foundations of Management and Supervision</b> – An overview of the series and an exploration of the critical issues of management and supervision with emphasis on those faced by the new supervisor or for those new to the role of supervisor.</li> <li>2. <b>Communication Basics</b> – basic communication principles, good practices, difficult conversations and organizational issues related to setting up good communication practices in a unit</li> <li>3. <b>Policies, Procedures, Codes, Law and Contract</b> – Ohio University policies and procedures relevant to supervisor’s responsibilities or areas of concern are covered as well as references to on-campus resources and ‘governing’ entities; we also cover some Ohio Revised Code and federal law sections and we do an ethics component for the application part of this segment.</li> <li>4. <b>Fundamentals of Performance Management</b> – The basic tenants of the performance management process as it is applied at Ohio University are the focus. Specific procedural requirements of the classified and administrative systems are discussed but the emphasis of the program is on the general principles of performance management - goal setting, feedback, motivation, evaluation, rewards. This class will also conclude the classified employee performance management process when there are enrolled participants who need this specific information</li> <li>5. <b>Trust, Team and Group Dynamics</b> – This course is intended to help participants build a practical knowledge of group dynamics and team formation. Participants will learn three strategies for building trust in their organizations, know how to apply and use each strategy, know how to identify and facilitate the various stages of group development, know the basic principles of group dynamics and how to apply them. They will know how to identify problem areas in group dynamics and how to apply intervention strategies – how to diagnose what is not working in teams.</li> </ol>	



## Prospective Plans & Metrics 2006- 2008

6. **Diversity and Workplace Climate** – This module is designed to build a supervisor's total awareness of the value and implications of diversity on the role of the supervisor and the climate of the workplace. Students will be able to identify the dimensions of diversity. Students will know how to identify and use effective strategies to address issues that arise in a way that promotes mutual respect and support. Students will receive accurate information about Ohio's diversity efforts. Students will be knowledgeable of the University policy on harassment.

### The Core Series – Stand Alones / Customized Versions

- We will offer stand-alone versions of our Core Series offerings and also use these stand-alone formats for customized training for specific departments as requested.

NOTE: We will also host various webinar conferences throughout the year in conjunction with CUPA-HR.

### Unique partnerships for OHIO Employees with Hocking College

- Career Enrichment Institute – CEI is a program whereby OU bargaining unit employees can pursue advancement through the Apprenticeship program as well as certificates and degrees from Hocking College.
- NEW! Career Development Program (CDP) – CDP is to be a non-bargaining program similar in many ways to CEI. Targeted to classified staff who will be pursuing job-related education through Hocking College. Likely to start with a pilot in Fall of 2007.

### Targeted for Winter 2006 – New Supervisor Orientation

- New Supervisor Orientation – a half-day orientation for new supervisors at Ohio University. Will include/cover the basics needed to insure that the new supervisor is both Safe and Effective – will also be a good feeder for the Core Supervisor Series.

HRIT	
PLAN	METRICS
1 - Increase the overall value of HR data (i.e. We track and maintain the 'right' data; we raise campus confidence in HR data; we take pro-active measures to ensure that the data is accurate).	- Quarterly, pro-active contact with past, current and prospective HR data consumers to learn about upcoming needs related to HR data.
1 - Improve service to the University's leaders and decision makers by developing ways to deliver accurate data and analysis, in a consistent fashion, along with insightful interpretation.	- 100% of all data requests are followed up with personal contact for feedback on usefulness and satisfaction. Our goal is for 80% to rate our work as "meets or exceeds"

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



## 2005-2006 Human Resources Historical Perspective

- Anthem Blue Cross & Blue Shield begin administering health plan
- EnvisionRx Options administers prescription plan
- Professional Development incorporated with Human Resources
- New website design unveiled
- Online Employment Process implemented
- Associate 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

Visit our website to view the complete historical perspective of the Human Resource Office:

<http://www.ohio.edu/hr/contact/history.cfm>

## **Human Resources Staff Listing**

James Kemper, Associate Vice President for Finance and Administration for Human Resources

### **Benefits & Compensation**

Krista Antle, Assistant Director, Benefits & Compensation

Leah Buck, Assistant Director, Benefits & Compensation

Greg Fialko, Director, Benefits & Compensation

Connie Garrett, Employee Benefits Specialist

\*Jennifer Jordan, Manager, Human Resource Services

Carolyn Sinclair, Employee Benefits Specialist

Chy Wooten, Associate Compensation Analyst

### **Center for Organizational Development and Effectiveness**

Becky Bushey-Miller, Director, Training & Development and Senior Consultant

Mark Kesler, Director, The Center for OD/E and Senior Consultant

Steve Madden, Human Resources Technical Analyst

\*Brenda Noftz, Senior Consultant, OD/E

\*Brent Patterson, Manager, Career Enrichment Programs

+Judy Radford, Administrative Associate

### **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

### **Support Staff**

Debbie Kroutel, Administrative Associate

Marilyn McVey, Administrative Associate (Part-Time effective 7/1/06)

Jan Mittleman, Administrative Associate

Betty Rex, Administrative Assistant

+Marlene Russell, Administrative Associate

*\* 2006-07 Long Range Planning Committee*

*+July 2006 Retiree*



# OHIO UNIVERSITY

**Human Resources**  
169 West Union Street  
Athens, OH 45701

[www.ohio.edu/hr](http://www.ohio.edu/hr)