Chapter 7.5: Maximizing Human Capital

Objectives and Goals

Objective: Develop and maintain a workforce that supports the mission of the college and furthers the goals of our land-grant institution and Carnegie Research university.

The maximizing human capital plan is guided by four principles: recruit, review, reward, and retain.

Goal: **Recruit** - Design jobs that attract qualified, diverse employees who fit our organizational needs

Goal: **Review** – Examine CSU and college Human Resource policies and procedures and advance ones that increase efficiency, productivity, and customer service.

Goal: **Reward** – Recognize excellent employees through various techniques and systems

Goal: **Retain** – Identify and support opportunities to enhance work/life balance

Strategies

Routinely verify fit of permanent positions in the college organizational structure

- Determine appropriate employee type as dictated by federal, state and university policy. Establish correct employee classification and hiring protocols through coordination with central Human Resource Services, Equal Opportunity and/or the Provost Office
- Design each position description so it clearly reflects criteria such as minimum educational background, necessary experience, desirable assets, and general duties/expectations
- Review existing position descriptions for accuracy; facilitate updates, reversions, or reclassifications/promotions as appropriate and in accordance with incumbent and/or peer employee(s) status
- Provide typical salary ranges and general benefit options to the appointing authority so s/he may craft an informed, competitive offer packet
- Develop a matrix of comparable data for similar positions including: education level(s), date of degree(s), years of college experience and/or experience in similar positions, and salary. Use as the basis for salary comparators and as an assessment tool for the annual salary raise exercise
- Develop a college philosophy that helps guide the establishment of new positions and, at the same time, demonstrates the value of current employees

Identify resources to best orient new employees

- Encourage participation in the mandatory University Employee Orientation (UEO) for benefit-eligible employees as well as completion of the online Sexual Harassment Awareness Training
- Recommend department/units utilize Human Resource Service’s new employee “checklist” and development of their own “on-boarding” model

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1 Author: Joanna Holliday
• Through college facility coordination and subsequent department allocation, ensure that all employees have an adequate and functional physical work space
• Create and maintain college Human Resource web pages for employee reference

Ensure compliance with existing HR policies/procedures; implement college-based initiatives
• Routinely review and confirm college adherence to federal and state law as well as university policies and procedures through HR-related contacts such as the Provost Office, Human Resource Services, Employee Relations, Ombuds, Training & Organizational Development, General Counsel and Equal Opportunity among others
• Identify and promote supervisor trainings and leadership tools
• Target supervisors to attend university-sponsored trainings for State Classified Performance Management and evaluation
• Improve the college’s internal Administrative Professional performance management and evaluation process and form; assign a special working-group to revamp for endorsement by the college’s Executive Committee
• Require that annual reviews of employees with supervisory responsibilities include a section that evaluates his/her supervisory competence
• Recommend supervisors solicit input on his/her employees from “customers” or constituents, peers and direct reports for evaluation feedback and performance planning processes
• Partner with Organizational Training & Consulting to develop college trainings on specific topics
• Improve supervisory functions; create a re-occurring forum for supervisors to meet to share common concerns, interests, and best practices for potential adoption by others
• Establish and sustain an engineering staff council that examines common issues, concerns and interests impacting employees and that also provides a conduit for input on college operations
• Assign responsibility to a central college administrator to serve as an ad-hoc member of the council and to help liaise council issues and initiatives with the college’s Executive Committee
• Establish as needed ad-hoc committees to address specific employee interests or concerns
• Routinely review college HR policies and procedures; revise tools, modify forms for user-friendly formats, and engage in multiple communication and dissemination methodologies
• Convene special working-groups to formulate pro-active strategies to generate policy or to respond to policy impacting our employees
• Seek cohort networks and identify communication channels within the college and across the university to help administration determine workable solutions to chronic, problematic issues

Advocate both traditional/non-traditional reward and retention mechanisms for stellar staff
• Require supervisors to utilize traditional mechanisms to recognize outstanding employees such as; job description maintenance, annual evaluation and performance planning; recommendation for formal promotion along recognized career ladders; salary raise requests; and nomination for college awards and/or university awards
• Promote use of non-traditional rewards repertoire like those found under “Commitment to Campus” (i.e., employee study credit privilege) as well as privileges such as Flexible Work Arrangements (FWA) on a case-by-case basis. Job sharing as a practice also should be explored
• Raise supervisor awareness of career-growth opportunities. Routinely consider possible internal candidates for hire and/or promotion as organizational structures evolve/change or positions open due to factors such as growth, reorganization, attrition and/or retirement. Explore options such as: PDQ upgrades, alternative appointment requests, and internal or limited recruitment searches
• Communicate to the university administration a college philosophy to develop strategies that allow us to mentor and promote our current employees without violating relevant HR laws or policies
• Encourage supervisors to support employee volunteerism and service on committees and task forces within the university community that are venues for promoting and addressing employee interests. This includes but is not limited to Faculty Council, Administrative Professional Council (APC), Classified Personnel Council (CPC), University Benefits Committee, CSU Employee Appreciation Board, Grievance Panel, and University Sexual Harassment Panel.

• Encourage supervisors to provide administrative leave, use of flex-time, compensation time, and/or funding for professional development opportunities, Business & Financial Services training, Computer Applications Training, attendance at the Professional Development Institute, and/or engagement in personal enrichment and effectiveness workshops.

• Include professional development goals as required criteria in annual employee performance plans.

Increase job satisfaction and enhance work/life balance

• Find ways to thank employees and celebrate job-related success on a routine basis in addition to the competitive awards sponsored by the college and/or university.

• Communicate and demonstrate professional behavior expectations and interpersonal skills at all levels of the college; build metrics into performance planning and evaluation processes.

• Create opportunities for social interactions to celebrate successes, demonstrate collegiality and enhance the esprit de corps.

• Empower supervisors to proactively confront employee performance deficiencies and/or behavioral problems and to communicate and support strategies to help him/her improve.

• Refer and allow employees to access benefits, resources, privileges, discounts and opportunities such as “Commitment to Campus”, “Family Friendly Policies and Resources”, Employee Assistance Program (EAP), and Life & Wellness workshops.

Metrics

• Record the number of successful vs. failed searches in a FY.

• Record the number of approved vs. denied alternative appointments requests in a FY.

• Record the number of successful vs. unsuccessful promotions by dept. or unit in a FY.

• Record the number of successful vs. unsuccessful “pre-emptive” and “post” retention actions.

• Record the number of employees who complete Equal Opportunity Search training in a FY.

• Record the number of employees who registered for one or more PDI sessions in a FY.

• Record the number of employees who registered for one or more Training & Organizational Development offerings in a FY.

• Complete Oracle data fields on education level(s) and date of hire/experience for permanent employees.

• Complete Oracle field on supervisor name for permanent employees.

• Existence of a viable COE Staff Council that meets on a routine basis.