

ATTACHMENT 3 (1 of 3)
Human Capital Services Employee Relations and Engagement

August 2019

To: Faculty Senate

From: Employee Relations and Engagement
 Charlotte Self – Director
 Paul Volino – Senior Specialist
 LaVerne Williamson– Specialist

Re: 2018 Annual Report

This report represents the activities of Human Capital Service, Employee Relations and Engagement team from January 1, 2018 – December 31, 2018. Our unit provide guidance, coaching, intervention, mediation for various dispute/conflicts that occur in the workplace. Our activities have been combined to provide an aggregate view of our work, to protect confidentiality, and to maintain the anonymity of those with whom we work. All conversations, actions and outcomes are privileged information. No specific information about any individual(s) or their status is provided.

There were a total of 443 new concerns addressed by the Employee Relations and Engagement team in the 2018 timeframe. A summary of the concerns is provided below.

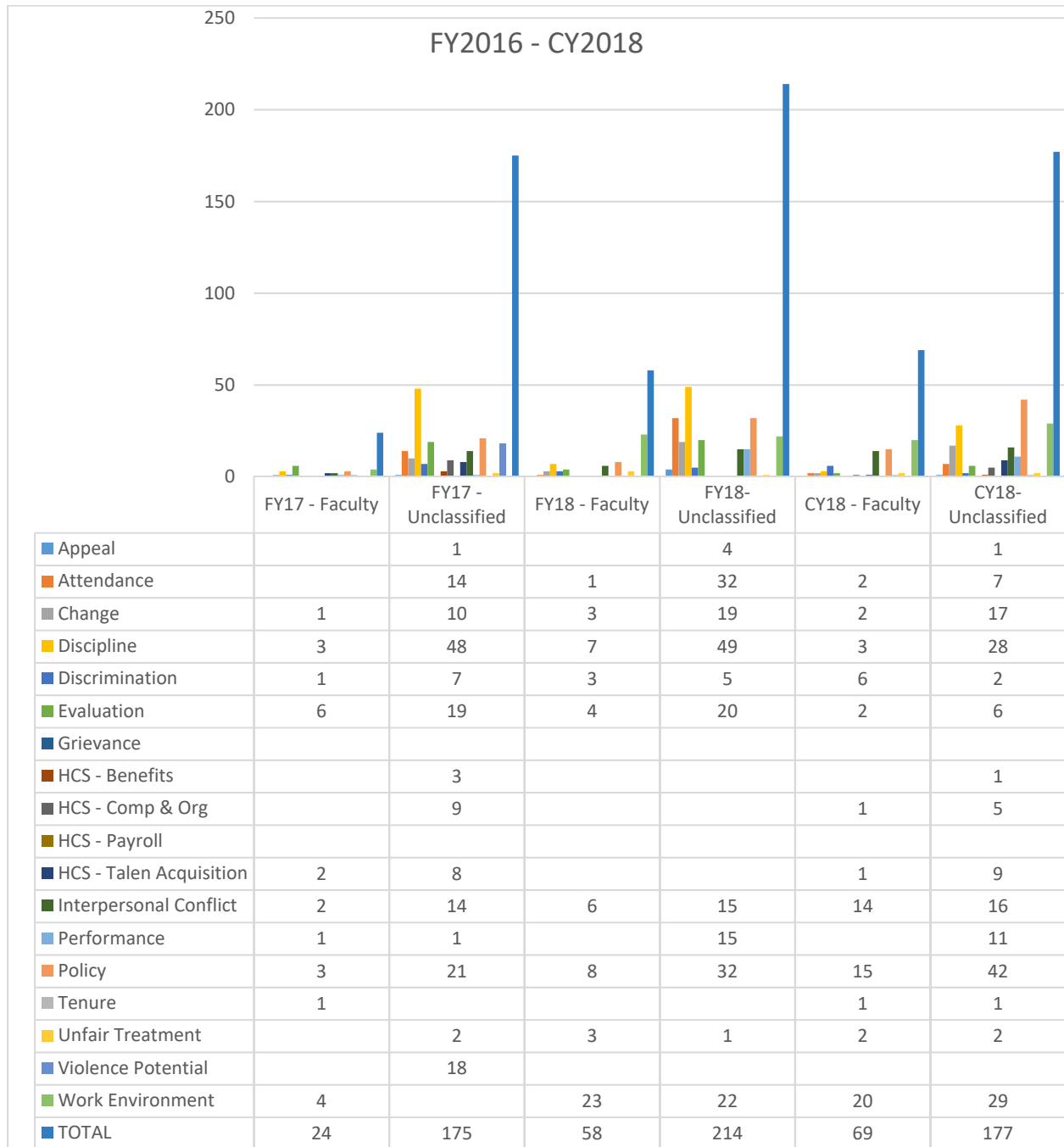
Classification of Clients:

Classification	Faculty	Unclassified	USS
Clients	69	177	197

Nature of Concerns*

Concern	Number	Concern	Number
USS Appeal/PRC	1/3	HCS – Payroll	1
Attendance	35	HCS – Talent Acquisition	12
Change	26	Interpersonal Conflict	41
Discipline	75	Performance	29
Discrimination/Harassment	14	Policy	85
Evaluation	16	Promotion/Tenure	2
Hearing/Grievance (Inquiry)	4	Unfair Treatment	4
HCS – Benefits	8	Violence Potential	0
HCS – Comp & Org	13	Work Environment	74

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2017 – 2018 Human Capital Services Employee Relations and Engagement

Not included in the above data are training opportunities and Team Engagements. A Team Engagement is different from a team building in that it prepares a fractured team for team building. Team Engagements include a one-on-one deep structured interview with each team employee, followed by synthesis and diagnostic of data follow by engagement activities to strengthen the team. Training is another aspect of Employee Relations and Engagement. In 2018 Employee Relations & Engagement conducted 31 trainings with a total of 556 employees in attendance.

In response to the 2018 recommendations from the Ombudspersons; Employee Relations and Engagement respectfully submits the following updates.

1. **Recommendation:** We encourage a standardized onboarding process after appointment to include information on training, record keeping expectations, and common university processes.
Update: Human Capital Services has completed this goal and launched a holistic onboarding process.
2. **Recommendation:** We recommend that any Unclassified Faculty or Staff with supervisory duties receive training on Performance Evaluation and Corrective Action processes.
Update: Human Capital Services has completed this goal and provided best practices training to departments on request. In addition, the training is included in the Supervisory Foundation training.

Concern Definitions

Appeal – USS employees requesting a hearing through one of the hearing bodies

Attendance – concerns about employees not attending work as expected (tardiness, excessive absences)

Change – concerns about changes to work hours, job duties, structure

Discipline – concerns about disciplinary actions and either imposing or receiving an action

Discrimination/Harassment – concerns about being treated differently based on PPM 3010 (referred to OIE)

Evaluation – concerns about how to conduct an evaluation or from an individual who has questions about an evaluation they have received.

Hearing and/or Grievance: Unclassified employees requesting information about an administrative appeal and/or grievance hearing.

HCS – Benefits – concerns about different kinds of leave, tuition assistance or other benefits

HCS – Compensation – concerns about pay

HCS – Organizational Development – concerns about changes in organizational structure, working out of one's classification

HCS – Payroll – concerns about paychecks and/or deductions from paychecks

HCS – Talent Acquisition – concerns about recruitments or applications

Interpersonal Conflict – concerns about getting along with another person or group

Performance – concerns about performance coaching and feedback and consequences of poor performance

Policy – questions about policies i.e. is there a policy, where is it located, what is the appropriate interpretation and application

PRC – USS employees appeal disciplinary actions to this body

Promotion & Tenure – concerns about the tenure clock, denial of promotion and/or tenure

Unfair Treatment – concerns about being treated differently or unfairly based on something not covered in PPM 3010

Work Environment – concerns about the work environment being uncomfortable either physically or emotionally