

ATTACHMENT 3 (1 of 3)
2017 – 2018 Human Capital Services Employee Relations and Engagement

August 2018

To: Faculty Senate

From: Employee Relations and Engagement
 Charlotte Self – Director
 William Johnson – Associate Director
 Gina Lowe – Specialist

Re: 2017-2018 Annual Reports

This report represents the activities of Human Capital Service, Employee Relations and Engagement team from July 1, 2017 through June 30, 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 428 new concerns addressed by the Employee Relations and Engagement team in the 2017-2018 timeframe. A summary of the concerns is provided below.

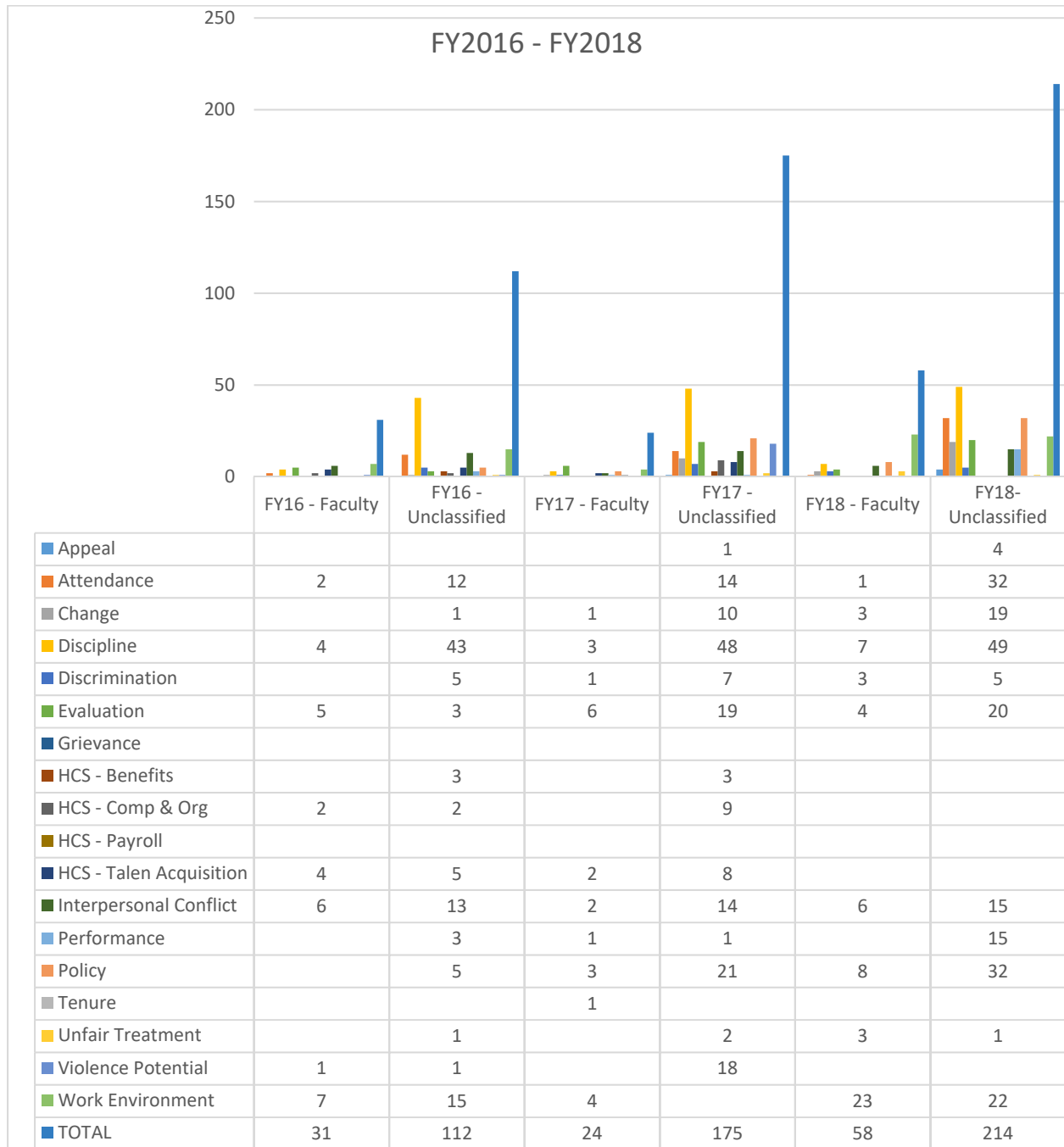
Classification of Clients:

Classification	Faculty	Unclassified	USS
Clients	58	216	152

Nature of Concerns*

Concern	Number	Concern	Number
USS Appeal/PRC	4/3	HCS – Organizational Development	15
Attendance	36	HCS – Payroll	3
Change	26	HCS – Talent Acquisition	17
Discipline	67	Interpersonal Conflict	34
Discrimination/Harassment	8	Performance	20
Evaluation	24	Policy	66
Hearing/Grievance (Inquiry)	1	Promotion/Tenure	0
HCS – Benefits	11	Unfair Treatment	5
HCS – Compensation	3	Work Environment	86

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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. Employee Relations and Engagement conducted two Team Engagements this fiscal year. Training is another aspect of Employee Relations and Engagement. In FY18 Employee Relations conducted 45 trainings with a total of 706 employees in attendance.

In response to the 2017 recommendations from the Ombudspersons; Employee Relations and Engagement respectfully submits the following updates.

1. **Recommendation:** We strongly encourage a standardized onboarding process after appointment to include information on training, record keeping expectation, and common university processes.
Update: Human Capital Services has holistic onboarding as one of its 2018 goals.
2. **Recommendation:** We recommend that any Unclassified Faculty or Staff with supervisory duties receive training on Performance Evaluation and Corrective Action processes.
Update: Employee Relations and Engagement has provided best practices training to departments when requested.

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