1. Support Services Report Template

Report Info

Name of the person completing this report: Andre Johnson
Title of the person completing this report: Director, Human Resources
Supervisor/dean reviewing report: Brad Wells
Service: Administer staff collective bargaining agreements and Management Personnel Plan
Division/College: Administration & Finance

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

- State Law: Government Code, esp. Sections 3560 - 3599, HEERA
- Title 5: Article 2.2 (Sections 42720 - 42729) re: MPP
- Campus Policy: UED 11-07, re: MPP, UED 12-01 re: Special Consultant, UED 11-09 re: Criminal Records
- Any other: CSU Technical Letters, Collective Bargaining Agreements and HR Guidelines

Provide a brief explanation, if necessary, in < 60 words.

The Human Resources Department provides consultation, develops and monitors programs governing working conditions and employer-employee and management relations. The California Higher Education Employer-Employee Relations Act (HEERA) stipulates the nature of employer-employee relations within the CSU. The CSU Collective Bargaining Agreements (CBA) and the Management Personnel Plan (MPP) implement HEERA. CSU and Campus policy operationalize the CBA and MPP.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

The purpose of the service (consultation) is to ensure that campus human resource practices are in compliance with collective bargaining agreements, CSU policy, state and federal regulations. Human Resources staff and management collaborate with Chancellor’s Office and campus administrators to maintain effective working conditions, resolve employee and labor relations issues efficiently and coordinate corrective action and grievance processes on a timely basis. The approach is consultative and resolution-oriented and a variety of communication strategies and written guidelines are used to encourage a clear understanding and adherence to collective bargaining provisions by all managers. For managers, Human Resources concentrates in the development and administration of programs and guidelines that promote effective management judgment, discretion and leadership.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

- Administrators/staff: 70%
- Colleges/departments: 30%
- Total: 100%

Link to Scoring Rubric
2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th></th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th></th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Since human resource consulting services are designed for campus employees and pre-college students are not covered by collective bargaining agreements, services outlined here are not applicable</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Human Resources consulting services indirectly assist students by creating and facilitating campus employment opportunities for students. Our plan for the future is to provide consulting services on job descriptions, hiring procedures, compensation, work schedules, and pay. Provide students the opportunity to experience work life and prepare for their careers.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Human Resources consulting services in student employment help prepare students for their careers and enhance their ability to make better career choices.</td>
</tr>
</tbody>
</table>

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th></th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
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Provide a brief narrative (<60 words each) explaining your choice.

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<th></th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>The services outlined here indirectly impact students</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>The services outlined here indirectly impact students</td>
</tr>
</tbody>
</table>
After college (helping students establish meaningful lifework and be socially responsible contributors to society)

The services outlined here indirectly impact students.

2.4 Alignment with Shared Strategic Commitments

How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?

<table>
<thead>
<tr>
<th>SSC Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>The model for Human Resources consultation services is based on an assessment of the impact, implications and consequences of decisions and actions in hiring, classification and compensation, disciplinary actions, work schedules, performance assessments, benefits, complaints and grievances. The ability to make and implement decisions in compliance with regulations, require inquiry, conceptual understanding, and practical application.</td>
</tr>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>The effectiveness of Human Resources consultation services depends on employees' perception that human resources decisions and actions are responsive to their needs, and are equitable, fair, and timely. Effective academic and student programming requires strategic planning and assessment obtained through highly skilled employees. Human Resources consultation services facilitate, recognize and reward the acquisition and application of knowledge and skills.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student's educational experience and prospects for success as a graduate and life-long learner</td>
<td>Human Resources consulting services indirectly enhance the student educational experience through student employment. Through student employment, students transfer learning and gain practical initial career experience.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Human Resources consultation services indirectly contribute to student services, student life and student engagement and learning through opportunities for campus student employment. HR fosters a vibrant community by recruiting and hiring staff to interact and serve students' needs.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Human Resources consulting services initiate, direct and monitor staff and management hiring and assignments, working conditions, performance assessment and professional development. Services focus on strategies for individual and organizational development that meet department and university goals. Examples include career development plans, department, job and performance reviews and in-service training.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>While Human Resources staff ensure that decisions and actions comply with internal and external regulations, effectiveness of services depends on a consultative approach based on mutual respect, responsiveness and collaboration. Human Resources services rely on a model prescribing a team assessment and communication strategies that promote understanding and encourage adherence to policy guidelines.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td>Partnerships between human resources functions and professional development, risk management and environmental health and safety provide enhanced educational opportunities and community involvement.</td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td>Human Resource consulting services facilitate smooth administrative operations that are in compliance with current regulations. Regular programs and systems assessments are conducted to determine opportunities to expedite and streamline operations. The Human Resources On-Boarding project implemented last year is an example.</td>
</tr>
</tbody>
</table>

2.5 How might the demand for this service change over the next five years? (Please choose one category below).
Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

The culture of the campus encourages interaction, feedback, mutual respect and understanding; all prerequisites for a stable and harmonious labor and employee relations environment for staff and a consistent environment for effective leadership. There are established models shared by Human Resources managers to identify, develop, implement and assess new collective bargaining provisions, management personnel plan programs and changes in state and federal employment law. The interests of staff, unions and management continually evolve and Human Resources staff and managers are poised to respond immediately and consistently. On-line applications/technology will allow HR to provide enhanced learning and skills-building opportunities, as well as on-boarding and off-boarding processes.

5. Quality of Service

3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

The effectiveness of the consultative services is measured in several ways including: 1) meeting timelines established in the collective bargaining agreements, 2) timeliness of response to campus inquiries, 3) feedback regarding services, 4) number of complaints and/or grievances filed, 5) campus manager’s capacity to comply with contract provisions, 6) campus manager’s ability to resolve employee relations problems at the source, 7) campus manager’s knowledge of collective bargaining contract provisions and their judgment in applying knowledge, 8) number of Unfair Labor Practice charges for HEERA violations, 9) capacity of Human Resources staff to assess changes in program requirements, prepare or revise procedures and implement changes on a timely basis, 10) creation of new programs or procedures that enable and empower.

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

The quality of service has been enhanced through various means: 1) the creation of University Executive Directives, 2) written guidelines and power-point presentations in the areas of employee relations, collective bargaining administration, performance management and progressive discipline, 3) new reporting formats and system enhancements designed to promote communication with campus clients and ensure compliance with contract provisions, e.g. a monitoring tool was created this past year that remind managers of the timelines for completion of performance evaluations for probationary staff, 4) creating ad-hoc committees to bring managers together from different departments to problem-solve, e.g., employee leaves and accommodations 5) scheduling monthly meetings with deans and division heads to discuss emerging human resource issues.

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in <120 words.

A customer satisfaction survey regarding all human resources services is currently under development in collaboration with the Chancellor’s Office. The survey, scheduled for campus roll-out during 2013-14, will assist in developing new program enhancements. Management skills training and written practice directives in areas such as performance management are scheduled for completion; a staff probationary guide will be prepared to assist staff and their supervisors in performance coaching and
assessment during the probationary period and a payroll services guide will cover transactions pertaining to work schedules, compensation and leaves. Information system enhancements are planned to provide reminders and updates to campus managers concerning actions necessary for HR program compliance. Additional ad-hoc committees will be formed to promote collaboration on specific services.

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Additional resources would allow Human Resources managers to collaborate with and engage external consultants in providing specialized training in key employer/employee relations areas, conflict resolution, personal coaching and team building. Resources would provide for additional consulting to facilitate the development of an Off-Boarding program designed to expedite and streamline the separation process and provide an exit interview process. A comprehensive Off-Boarding program would provide tools by which Human Resources can analyze turnover and create more effective succession plans.

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

Human Resources managers rely on one-on-one inquiries with administrators and staff to determine satisfaction levels. Human Resources managers are assigned campus divisions in order to provide a one-stop shop for campus clients. The HR department recently refined the organizational structure by assigning an HR technician/administrative support analyst to each manager and relieve the manager of administrative detail, thereby allowing the manager to spend more time consulting with campus administrators. Ad-hoc committees are also established when requests are received for additional service. For example, last year, an ad-hoc Leave Management Committee was established to bring together key department managers to identify, assess and resolve issues pertaining to excessive leaves of absence.

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

Customer satisfaction surveying is valuable in guiding the creation of new programs or enhancing existing programs. Surveys provide varying perspectives that facilitate a more effective response to individual needs. While the survey provided only general data with regard to human resources and payroll services, data indicated that the services are deemed important, i.e.73% faculty and 83% staff. While quality was rated in the mid to high 50% range, it is difficult to make conclusions based upon the low participation rate. Enhancing quality with a strategic organizational structure, written guidelines, training and mentoring continue to be a focus within Human Resources and Payroll.

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain

The Human Resources Department provides customer service training, mentoring, and personal coaching concerning customer service and techniques for interacting with clients. Weekly management meetings are held with a focus on the identification, assessment and development of customer service and communication techniques. At the weekly meeting each manager is
expected to provide an assessment of serious employee relations issues within the departments for which s/he is assigned along with strategies to resolve the issue. Discussion focuses on conflict resolution, recommendations for the campus clients and strategies regarding approaching and influencing the client about the issue. In this way, the Human Resources office employs both a One-Stop-Shop approach in providing services and a team approach.

Link to Scoring Rubric

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Each year, following collective bargaining contract negotiations, Human Resources management reviews and revises Human Resources programs and procedures for compliance with collective bargaining provisions. The review includes an assessment of relevant systems applications to enhance access and utilization of services. Programs and procedures are revised and new programs are designed (or scheduled for design) as appropriate. Recent examples include DOMA, Affordable Health Care Act. Consultation strategies are then determined in order to communicate the changes. Strategies include campus communiques, website revisions, training modules, and meetings with administrators. The goal is compliance and the target is the design and timely implementation of the procedures and appropriate consultation to achieve compliance.

Link to Scoring Rubric

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

Yes

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Consultation services are measured in terms of quality and feedback rather than quantity. Specifically, the number of inquiries received, requests for assistance and consultation are not measured. The Payroll Services function measures the number of transactions processed as well as processing time, accuracy and error rates. The Benefits Services and Recruiting functions measure the number of transactions initiated as well as the number of hires and separations. Comprehensive grievance records are maintained to measure timeliness as well as subject matter and resolution.

6. Efficiency of Service (cost effectiveness)

Link to Scoring Rubric

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

518236

Attach your allocated spreadsheet here.

Salaries Expenses.xlsx

Link to Scoring Rubric

4.2 Using the spreadsheet provided, please distribute your department’s annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

54921
4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

267.10

Attach your allocated spreadsheet here.

Space allocation.xlsx

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

Eliminated two management positions and reassigned responsibilities; assigned one staff member to each manager for three purposes: 1) training and coaching, 2) free the managers of administrative detail in order to enhance consultation services, and 3) prevent the necessity to replace the 2 vacant management positions due to retirement. On-line written Human Resources practices for MPP-management and special consultants have resulted in greater consistency and equity in recruiting and compensation.

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

Create additional opportunities to collaborate with other departments on campus on strategic issues including leadership development with faculty, communication and recruiting strategies with University Advancement. Restructure/reorganize existing functions may result in greater program effectiveness and efficiency. For example, centralizing all direct and indirect professional development functions (EAP, Performance Evaluation, Fee Waiver) under the LEEP umbrella will result in a consistent unified vision, strategy and message and will allow for more consulting services in the areas of employee and labor relations in Human Resources by relieving HR managers and staff of administrative operations. Reduce costs by promoting and maintaining partnerships with other campuses on key initiatives including collective bargaining training, on-line human resources guidelines.

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Additional resources would provide necessary technology consulting services to create a comprehensive off-boarding system with mechanisms to conduct exit interviews, analyze turnover rates and facilitate effective succession planning. Centralizing functions may also reduce duplication of consulting services and facilitate greater consistency and uniformity in information-sharing. For example, establishing a standing committee of Human Resources, Faculty Affairs and Risk Management that will meet regularly to discuss emerging issues especially in additional pay, grievances and disciplinary matters, and/or centralizing faculty and staff recruiting and hiring as well as faculty and staff collective bargaining administration may facilitate more consistency and timeliness in communications, problem resolution and reporting as well as decision making and accountability.

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing...
costs, increasing productivity, etc.)?
Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

The creation, development and implementation of on-line self service applications and on-line service guides and orientation programs will reduce the demand for individual contacts.

Link to Scoring Rubric

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

The output for consulting services is based on the number of contacts and interactions held for advice, clarification of policy and procedure, and problem resolution particularly in working conditions and conditions of employment, organizational design and development, position review, performance review and performance management, progressive discipline and corrective action, employee/employer relations and grievance/complaint handling, and collective bargaining interpretation, effective recruiting and benefits plan administration. An estimate of the number of contacts and interactions is based on various forms of written and verbal communication with faculty, staff and administrators primarily on campus and with other campuses in the CSU. An estimate number of consultations ranges from 19,000 to 30,000 per year.

7. Other

Link to Scoring Rubric

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?
Yes

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

The office of Faculty Affairs administers human resources consulting services for faculty including hiring, tenure and promotion and the collective bargaining agreement for faculty, unit 3 and Instruction Student Assistants, Graduate Assistants and Teaching Associates, Unit 11.

Link to Scoring Rubric

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

The dual consulting approach of providing a One-Stop Shop for campus clients and a team approach to address program changes and problem resolution; the open collaboration with union representatives, that is, the joint meetings between Human Resources managers and union representatives and the resolution-orientation; the commitment to consultation as the primary service, the ability, capacity and willingness of department managers to comply with collective bargaining provisions, human resources policy and procedures; the collaborations with other campus departments on various issues.

Link to Scoring Rubric

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.
No..