

Lock Haven University  
of Pennsylvania

# Human Resource Plan



2008-2010

LHU Office of Human Resources  
2<sup>nd</sup> Floor, East Campus  
Lock Haven University

# ***CONTENT***

I. Organization .....	1
II. Accomplishments, 2006-07.....	3
III. Goals, 2007-08 .....	4
IV. Goals, 2008-09.....	4
V. Complement Planning.....	5

## **I. Organization**

The following individuals staff the LHUP Office of Human Resources:

Director of Human Resources, Mr. Alan Anderson, M.A.  
Assistant Director of Human Resources, Ms. Deana Hill, M.Ed.  
Benefits Coordinator, Ms. Kimberly Powell  
Administrative Assistant II, Ms. Lynn Gray  
Administrative Assistant I, Ms. Gayle Welshans  
Fiscal Assistant, Ms. Judy Saxon  
Clerk Typist II, Vacant

The office is formally organized into the following functional areas:

### **1. Recruitment and Selection**

In collaboration with the President, Vice Presidents, Assistant to the President and Director of Social Equity, and the Deans, the director and assistant director develop and implement hiring strategies, techniques, advertising, and tools to enable an equitable hiring process for faculty and staff. University restructuring in 2006 formally aligned the administrative functions of the faculty hiring process under the HR Department. Pre-employment, post-offer background investigations are completed for all employees hired after January 1, 2007. Pre-employment, post-offer physical skills tests are administered for positions in the Facilities department while physicals are required for all non-faculty hires.

### **2. Labor Relations**

Seven Collective Bargaining Agreements at LHUP represent approximately 600 employees. Those agreements are as follows: American Federation of State, County, Municipal Employees (AFSCME) Master Agreement; AFSCME Memorandum of Understanding; Association of Pennsylvania State College and University Faculty (APSCUF); APSCUF Non-Faculty Athletic Coaches; State College and University Professional Association (SCUPA); International Union, Security, Police, and Fire Professionals of America (SPFPA); and SPFPA First Level Supervisors Security Unit. Contracts were ratified for AFSCME, APSCUF, and SPFPA unions in 2007. Negotiations with the SCUPA union are on-going.

The Director and Assistant Director attend or conduct monthly Meet and Discuss sessions with APSCUF and AFSCME to address issues of mutual concern. Other units meet on an as needed basis.

The Director and Assistant Director manage the grievance and classification processes for all bargaining units and members of management. Investigations into employee complaints are conducted on an as needed basis in cooperation with the Assistant to the President and Director of Social Equity.

### **3. Faculty, Staff, and Student Payroll**

The Payroll division at Lock Haven University of PA serves approximately 1,334 faculty, staff, and students. Management of local, state, and federal pay regulations falls under the jurisdiction of this division. Coordination of the Employee Self Service system (ESS) and E-time (student payroll) are also a function of this area.

### **4. Benefits**

The Benefits Manager primarily staffs this division. All aspects of employee benefit enrollment, maintenance, and management are the responsibility of the Benefits Manager. In addition, this division is responsible for management of the following programs: Worker's Compensation, SEAP, and the recently instituted background investigation requirement for all new hires.

### **5. Training and Development**

The Director and Assistant Director developed a series of training opportunities for all faculty and staff. The University Days program was instituted several years ago to provide training for faculty and staff. This program continues to expand and develop in response to employee feedback. A formal supervisor-training program was developed in 2005 and is in its second class of participants. Staff training is provided in cooperation with the West Branch Technology Center, the LHUP Small Business Development Center, Bloomsburg University of PA, as well as other outside entities. A formal Management training program is in the early stages of development.

## 6. Leave Management

Management of employee leave is divided among several employees. Leave balances are monitored to ensure maximum benefits are afforded to the employees. Leave accounts are reconciled on a quarterly basis.

## II. Accomplishments 2006-2007

### A. Recruitment and Selection

1. Conducted search briefing for faculty searches;
2. Collaborated with the Office of Social Equity to develop the staff search manual for prospective managers and supervisors, and other individuals involved in the search processes;
3. Developed the complement reduction plan for 2007-08;
4. Identified areas of opportunity for staff reallocation;
5. Streamlined the HR web page for all employment postings.

### B. Labor Relations

1. Coordinated APSCUF, AFSCME, SCUPA, and SPFPA Labor Relations;
2. Implemented revised FLSA guidelines for SUA and Coaches;
3. Implemented process to arm University Police;
4. Updated Strike Plan
5. Successfully represented LHUP at AFSCME Accelerated Grievance Process;
6. Collaborated with the Office of the Provost to respond to APSCUF grievances;
7. Completed classification reviews for selected AFSCME positions;
8. Prepared the Strike Plan;
9. Implemented standardized Management review and reward compensation formula;
10. Administered Human Resource plan during electrical shutdown;
11. Implemented Use of Force Policy for SPFPA employees.

- C. Faculty, Staff, and Student Payroll
  - 1. Conducted training on E-time program for student employees;
  - 2. Implemented Employee Self Service (ESS) system and training programs;
  - 3. Provided timekeeper training for E-time;
  - 4. Completed annual payroll audit.
  
- D. Benefits
  - 1. Enhanced quarterly Benefits Newsletter;
  - 2. Enhanced the Benefits web-site for greater efficiency;
  - 3. Increased the vendor and employee participation in LHUP Health Fair;
  - 4. Managed Employee Recognition program;
  - 5. Completed open enrollment process.
  
- E. Training and Development
  - 1. Completed second class of supervisory training;
  - 2. Implemented management-training program;
  - 3. Conducted ESS training for all faculty and staff;
  - 4. Enhanced University Days 2007 and Winter Intercession programs.
  
- F. Leave Management
  - 1. Developed a leave reconciliation process;
  - 2. Implemented a Leave reconciliation process.

### **III. Planned Accomplishments 2007-2008**

- A. Completely integrate revised Management Performance Evaluation Process and provide training for Managers;
- B. Develop a formal exit process for employees who are separating service;
- C. Expand and Improve search processes for both faculty and staff in support of the President's goal (#4) to foster a more diverse community;
- D. Continue to work with Senior Staff to develop a comprehensive Complement Plan;
- E. Continue to assist the Provost with APSCUF Labor Relations;

- F. Complete Assessment of HR office;
- G. Redesign and enhance Human Resources Website;
- H. Work with APSCUF on conversion of Physician Assistant faculty to 12 month contracts;
- I. Refine the FMLA process for all employees;
- J. Implement SPF (Sick, Parental, Family) leave provisions for AFSCME employees;

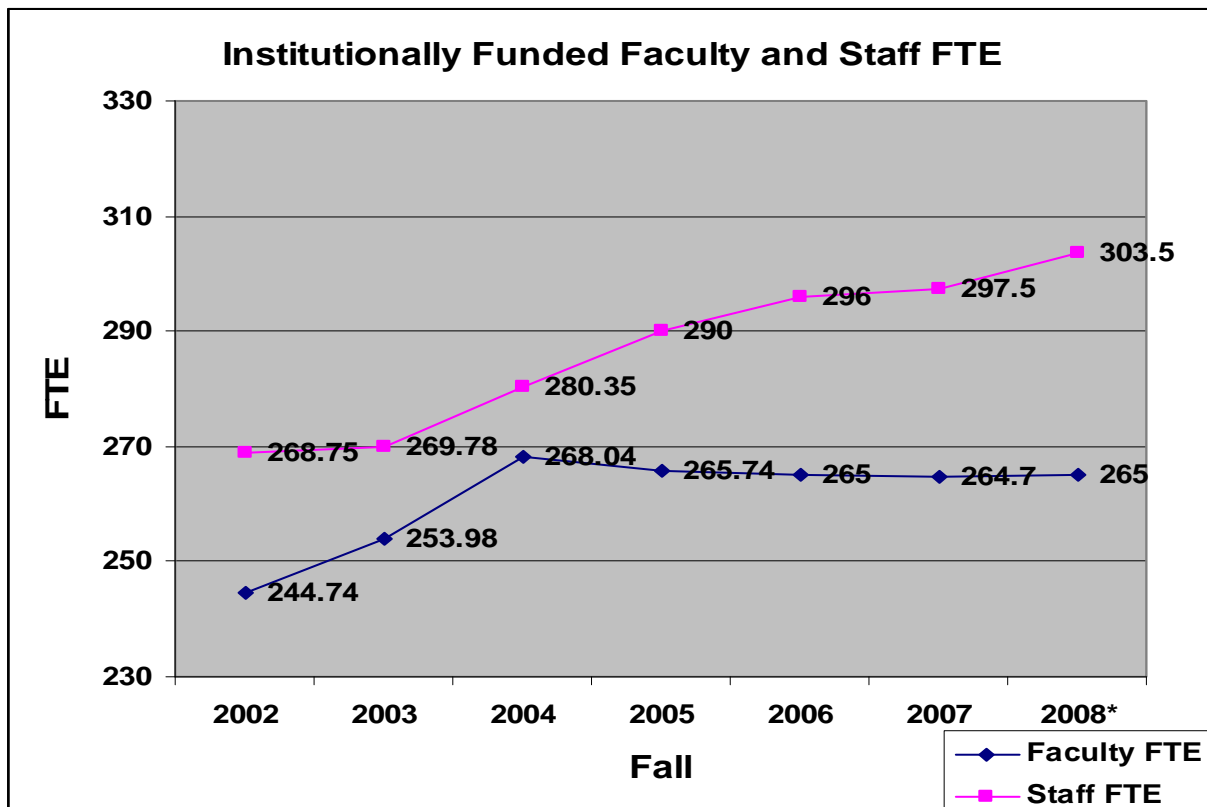
**IV. Planned Accomplishments 2008-09**

- A. Complete Pandemic Planning efforts;
- B. Review and update Faculty and Staff Search Procedures Manuals;

**V. Complement Planning**

Chart 1 provides a snapshot of fall, institutionally funded complement data since 2002. These data exclude grant funded positions and positions funded by other revenue sources.

Chart 1

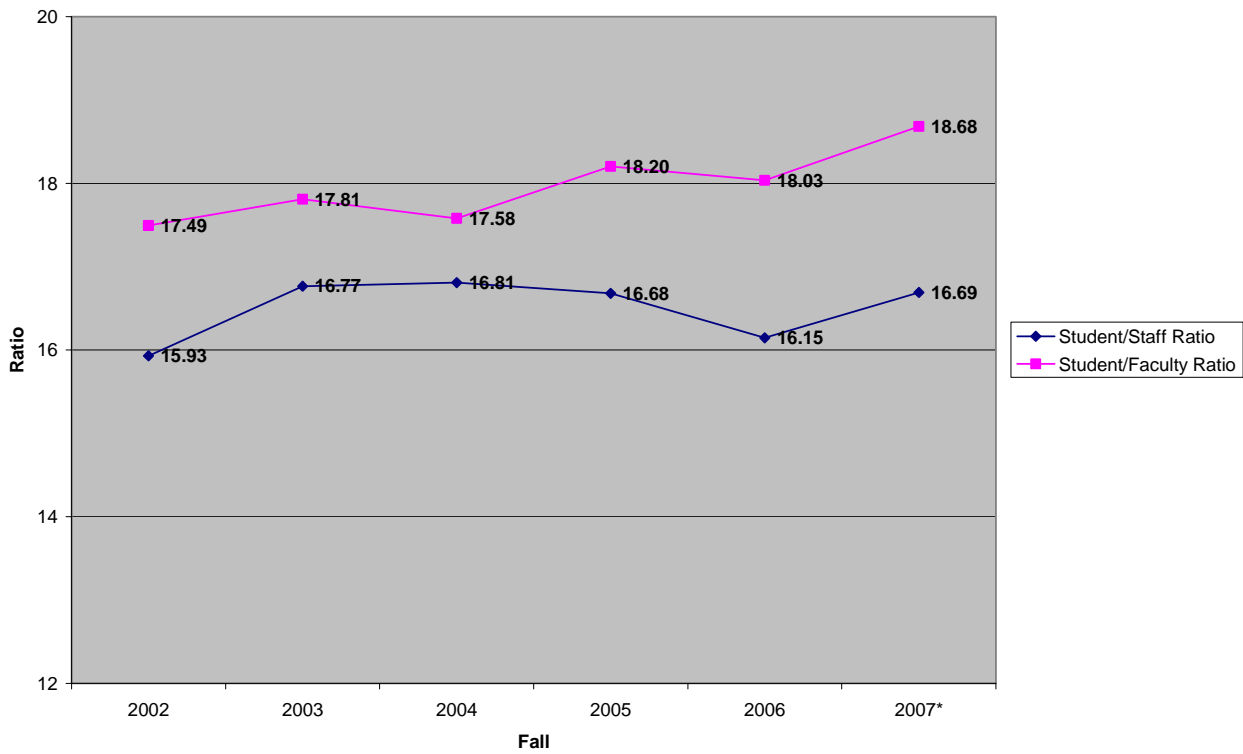


It is important to note that these data provide complement information as of October 30 each fall and are not annualized data. Fall 2008 data reflect a modest overall increase in personnel spending from Fall 2007.

Chart 2 provides the institutionally funded student/faculty and student/staff ratios for Fall 2002 through Fall 2007. These data exclude grant funded positions and positions funded by other revenue sources. Both ratios have increased slightly overall during this six year period. An enrollment decrease in Fall 2006 resulted in a Fall 2007 complement plan that provided a 2.5% personnel spending reduction target for Fall 2007.

**Chart 2**

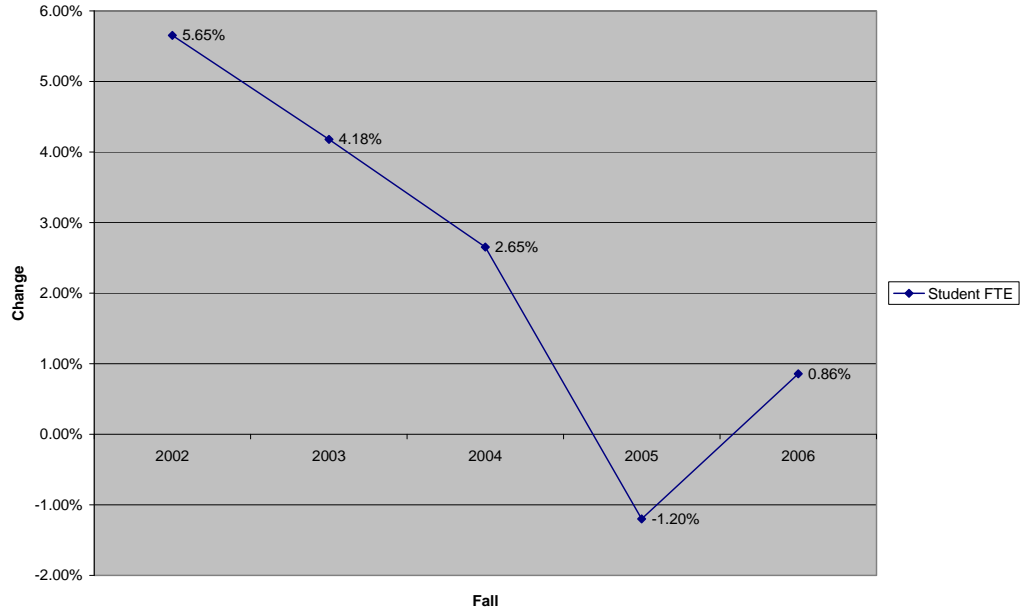
**Institutionally Funded Student/Employee Ratio**



Charts 3 and 4 provide information on the percentage change in student FTE and faculty and staff FTE during this same period. All categories have seen an overall decrease.

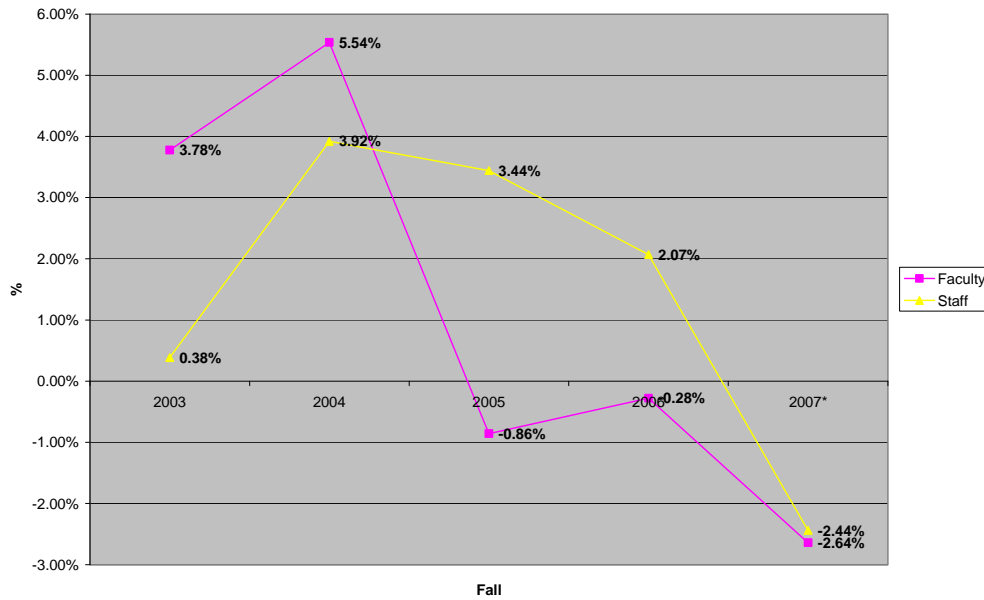
### Chart 3

#### % Change Student FTE



### Chart 4

#### % FTE change by Employee Category



While complement savings may be gained as opportunities arise through attrition, it is important to note that programmatic changes will necessitate the reallocation of human capital over time.

A **Return on Physical Assets (ROPA<sup>SM</sup>)** model was developed by **Sightlines**, a consultant whose mission is to provide campus leadership with the ability to link facilities operating strategy and financial capacity. **Sightlines** provides independent facilities advisory services by helping campuses measure, monitor and benchmark the facilities management function. This model, used at Kutztown University, provides a benchmark for facilities staffing.

The chart below notes average maintenance and custodial personnel/gross square footage (GSF) ratios provided in the model.

	<b>Maintenance</b>	<b>Custodial</b>
Recommended Average (GSF/FTE)	75,531	32,137
LHUP	78,563	33,079

LHUP is currently above the recommended average service area for facility personnel. As additional space is brought online and renovations occur, LHUP will need to closely monitor the coverage ratios to find an appropriate staffing level to meet the daily needs of the University and the mission. New structures requiring additional facilities and maintenance personnel are noted in the table below.

Programmatic changes will also result in changes to the University staff complement during the 2008 - 2010 complement planning period as anticipated below.

<b>Building/Program Change</b>	<b>Semester</b>	<b>Complement</b>
Alumni Center (new structure)	Fall 2008	.5 FTE Custodial 1 FTE Mechanic
Clearfield	Spring 2009	1 FTE Grounds .5 FTE Custodial 1 FTE Mechanic 1 FTE AFSCME Supervisor
Academic Affairs	Spring 2008	2 FTE Associate Deans
International Studies	Spring 2008	1 FTE International Student Advisor
Facilities	Spring 2008	1 FTE Grounds Supervisor (Small University Funding Initiative)
Student Financial Services	Spring 2008	1 FTE Student Success Counselor (Small University Funding Initiative)
University Advancement	Spring 2008	1 FTE Director of Marketing (Small University Funding Initiative)