

Lock Haven University
of Pennsylvania

Human Resource Plan



2007-2008

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Vision

Provide Human Resource leadership to establish, implement, and improve human resource management policies and practices at Lock Haven University of PA.

Mission

- *Guide Lock Haven University of Pa in its human resource decisions*
- *Identify and promote best HR practices*
- *Successfully administer AFSCME, SPFPA, and SCUPA Collective Bargaining Agreements and Memorandums of Understanding*
- *Serve as the focal point for aligning organizational and employee needs*
- *Collaborate and share resources across the University; with other PASSHE schools; and with external agencies*

Action Plan Summary

Goal	Title
ONE	<i>Investments In Human Capital:</i> Actively promote investment in LHUP’s most important resource – its workforce – to enable the University to recruit and retain a talented and diverse workforce.
TWO	<i>Workforce Planning:</i> Conduct workforce planning to ensure competencies and skills are in place to meet organizational goals and future workforce needs.
THREE	<i>Effective Hiring:</i> Develop and implement hiring strategies, techniques, and tools to ensure LHUP has the right people in the right positions at the right time. Assess employment and separation procedures.
FOUR	<i>Learning And Development:</i> Enhance continuous learning of the Lock Haven University of PA workforce.
FIVE	<i>Application of Technology:</i> Continue to implement all phases of the Human Resources SAP module and other technological advances.
SIX	<i>Confidentiality:</i> Implement policies and procedures to protect the confidentiality of employee information.
SEVEN	<i>Labor Relations:</i> <i>Collaborate with the Office of Social Equity on internal/external investigation and administer the grievances processes of the AFSCME, SCUPA, and SPFPA Collective Bargaining Agreements.</i>

ACTION PLAN

GOAL 1: INVESTMENTS IN HUMAN CAPITAL

Actively promote investment in Lock Haven University of PA's important resource -- its workforce -- to enable the University to recruit and retain a talented and diverse workforce.

Strategy 1: *Recruit and retain a talented and diverse workforce.*

- Continue to collaborate with the Office of Social Equity to develop the staff search manual for prospective managers and supervisors, and other individuals involved in recruiting, hiring, and retention of a diverse workforce.
- Monitor the hiring process of underrepresented groups, women, and persons with disabilities, and the use of special hiring authorities to increase their representation in the University.

Strategy 2: *Enhance communication among LHUP employees to improve the work environment.*

- Provide accessible, timely, and accurate information on human resource programs, services, worker's compensation program, and benefit entitlements to employees and other stakeholders. (see attached)
- Share HR best practices and lessons learned throughout the University.
- Enhance the Department Website to serve as a focal point for all HR policies, information, and news updates.

Strategy 3: *Provide strategic leadership in labor relations that enhances relationships and balances traditional and nontraditional approaches to meet the needs of stakeholders.*

- Continue to promote collaborative labor relations and employee involvement.

- Foster collaboration and professional effectiveness through regular meetings/communications with representatives from AFSCME, APSCUF, ASPFUC Non-faculty coaches, SCUPA, SPFPA, and management.

Strategy 4:

Promote and enhance Human Resource programs that increase LHUP's ability to attract and retain a talented and diverse workforce.

- Leverage use of Internet and Intranet capabilities to provide a one-stop location for LHUP Human Resource information, with links to related internal and external resources.
- Develop an LHUP recruiting orientation pamphlet to showcase programs.
- Identify and evaluate new and/or innovative programs.

Strategy 5:

Measure Departmental employee feedback to understand and respond to workforce needs.

- Establish formal and informal mechanisms for employee feedback regarding policies, practices, and areas for improvement.
- Identify University-wide challenge areas that offer intervention opportunities.
- Share best practices, lessons learned, and opportunities for improvement throughout the University.

GOAL 2: WORKFORCE PLANNING

Conduct workforce planning to ensure competencies and skills are in place to meet organizational goals and future workforce needs.

- Strategy 1:** *Develop the Department's workforce planning process.*
- Identify critical success factors and lessons learned.
 - Identify recommendations for improving process based on internal evaluations.
- Strategy 2:** *Integrate model workforce planning efforts to determine common Departmental workforce issues.*
- Develop reports on workforce planning efforts.
 - Annually select a percentage (10%) of positions for classification audits.
- Strategy 3:** *Ensure the application of the Classification System is uniform and fair in order to recognize the efforts and talents of individual staff members in an equitable manner.*
- Assess LHUP employee classification in accordance with Office of Administration job specifications.
 - Develop individual position descriptions for each employee.
 - Audit position descriptions upon request.
 - Provide guidance to management in the development, analysis, and evaluation of positions.
- Strategy 4:** *Ensure the LHUP Human Resources workforce has the competencies and skills necessary to meet future organizational needs.*
- Assess LHUP HR workforce needs gaps.
 - Provide adequate resources to HR staff for training, career development, continuing education, and professional certification.
 - Explore opportunities for joint training and cross-servicing.

GOAL 3: EFFECTIVE HIRING

Develop and implement hiring strategies, techniques, and tools to ensure LHUP has the right people in the right positions at the right time. Assess employment and separation procedures.

Strategy 1: ***Develop recruitment strategies.***

- Work with the Office of Social Equity to develop staff search guidelines for use by all search committees to include strategies for identifying barriers to, and targeting opportunities for, increased employment of underrepresented groups.
- Provide search committee training with the Office of Social Equity.

Strategy 2: ***Advocate streamlining of the hiring process at LHUP.***

- Identify areas of opportunity for changes LHUP administrative hiring process bring them to the attention of LHUP administration.

Strategy 3: ***Manage complement through collaborative planning with LHUP administration.***

- Participate in planning efforts for student enrollment/recruitment efforts as related to staffing needs.
- Monitor hiring process to ensure hires are in-line with complement plan.
- Implement complement reduction plan. (see attachment II)
- Identify and target areas of opportunity for staff reallocation.

Strategy 4: ***Assess employment and separation process and procedures.***

- Assess employment procedures for weaknesses and develop corrective action plan.
- Assess employee separation process for weaknesses and develop corrective action plan.

GOAL 4: LEARNING AND DEVELOPMENT

Enhance continuous learning of the LHUP workforce.

Strategy 1: ***Assess and identify organizational/occupational competencies.***

- Identify best practices and lessons learned from internal and external constituents that have identified organizational/occupational competencies.
- Establish a clearinghouse of organizational/occupational competency assessment methods and models.
- Implement organizational/occupational competency assessments. Examples of such assessments include an "Inventory Skills Test" and "Adaptive Physical Skills Test" administered to prospective employees.

Strategy 2: ***Bridge competency gaps through effective use of learning solutions.***

- Identify best practices and lessons learned from internal and external partners that have implemented and applied learning solutions to bridge competency gaps.
- Establish a clearinghouse of methods and strategies used to apply learning solutions to bridge competency gaps.
- Implement appropriate learning solutions to bridge competency gaps.
- Continue specialized training for supervisors.
- Collaborate with West Branch Technology Center and other agencies to provide professional and personal development opportunities for all LHUP staff.
- Provide on-going training on HR/SAP for timekeepers and other interested parties.
- Develop and implement specialized training for Management employees.
- Support staff development initiatives.

- Develop and implement "Walk at Work" Program and other wellness programs.

Strategy 5: *Evaluate impact of learning on individual performance.*

- Evaluate learning activities using appropriate evaluation methods.

GOAL 5: TECHNOLOGY

Continue to implement all phases of HR SAP and other technology enhancements

Strategy 1: *Gain consensus with stakeholders*

- Develop, in consultation with SyTec personnel, enhancements for current system
- Solicit input from stakeholders to develop enhancement concepts and obtain commitment

Strategy 2: *Develop an Employee Self Service (ESS) deployment strategy*

- Consider and select deployment strategy.

Options include:
 - Implement pilot of ESS for one or more departments
 - Implement ESS simultaneously across all university departments
- Implement training process as appropriate.

Strategy 3: *Use technology to foster employee communication.*

- Develop web page into focal point of information for Human Resources information.

GOAL 6: CONFIDENTIALITY

Develop and implement policies and practices which protect employee confidential information in accordance with best HR practices and applicable laws.

Strategy 1:

Develop and implement policies and practices to protect employee information

- Protect the identity of LHUP employee information: SSN, medical information, performance evaluations, and other pertinent information in accordance with best HR practices and applicable laws.

GOAL 6: LABOR RELATIONS

Develop and implement processes to effectively investigate and respond to internal and external complaints and grievances

Strategy 1:

Develop and implement processes to investigate internal and external grievances and complaints

- Collaborate with the Office of Social Equity to effectively initiate the investigation process to include assisting with fact-finding and dispensation of recommended outcomes in accordance with best HR practices and applicable laws.
- Ensure that fact-findings are procedurally accurate.
- Ensure that outcomes are administratively and legally accurate.
- Investigate informal and formal grievances in accordance with the applicable CBA guidelines.
- Respond to grievances at all levels.
- Attempt to reach grievance resolutions on-campus

September 1, 2005 anticipated FTE complement **2005-06 Proposed Complement Reduction**

Institutionally Funded Complement	Total	% of Univ Total	Institutionally Funded		2004-2005		Annualized		FTE Positions 2%
			Permanent FTE	Annualized Temporary FTE	Overload	Staff	OT FTE		
Vice Presidential Area	Total	Univ Total							
Academic Affairs	368.763	59.98%	315.97	32.553	19.64	0.6	7.38		
Finance, Admin, Tech	173.92	28.29%	139	25.75		9.17	3.48		
Advancement	30.68	4.99%	30	0.5		0.18	0.61		
Student Affairs	34.41	5.60%	30.75	2.5		1.16	0.69		
President's Office	7	1.14%	7	0			0.14		
University Total	614.773	100.00%	522.72	61.303	19.64	11.11	12.30		

Data does not include grant funded positions

Faculty Overload:

24 undg contract hours = 1 FTE

18 grad contract hours = 1 FTE

Staff Overtime:

1950 hours = 1 FTE