

UNC Tomorrow Response Phase Planning Phase II Report Template

Faculty and Staff Recruitment and Retention

[Staff Subcommittee]

This is summary of responses regarding SPA staff employment at UNC Wilmington. Many of these areas are symptomatic of a larger issue. While we can continue to try and “treat the symptoms”; we believe that the support of the President’s Task Force report on SPA employment would be more helpful for the long term benefit of the university system. This task force and their report focused on many of the same issues referenced in this UNC Tomorrow Phase II questionnaire. The final recommendation was that the university system staff employees should be governed by a different section of the State Personnel Act.

This effort was tabled in 2008 due to political reasons but we are given to understand that this will be introduced in the next legislative session.

- 1) Is your campus engaged in a thoughtful and deliberate planning process to address your campus workforce needs now and for the future?
 - Yes. As part of the well-established UNCW Strategic planning process, the UNCW Quality and Planning Council has identified specific progress measures regarding both faculty and staff employment.
 - In 2004, a benchmark study was done to provide baseline data for comparison. The findings from this study included student-staff ratios as an indicator. One of the progress measures has been to improve that ratio. This progress measure is monitored closely for the strategic plan updates. Through focused efforts and use of state and university resources, UNCW has improved this ratio.
 - At the end of each fiscal year, HR completes an annual workforce analysis and presents to cabinet. This report provides trend data of key indicators including turnover statistics, positions filled, salary competitiveness, etc.
 - Some FTE requirements are projected with the addition of new buildings
 - Each division, section and department is invited each year to request funds for FTE’s, training, and support needs as part of the budget request process. This requires reflection on current situation and projection of future needs.

Do you believe you have a thorough understanding of your current workforce and the changes that will be occurring over the next 5 years?

- Yes. UNCW grew rapidly during the 1990’s and early 2000’s. HR provides age summary reports as an indicator of potential retirement eligibility. Our highest age

population is in the 40-50 category. As a result, our workforce does not appear to face the massive Baby Boomer attrition predicted at some other campuses.

- The HR office also serves as the unit responsible for Equal Employment Opportunity (EEO). Each calendar year, HR completes an extension EEO/AA plan that includes an exhaustive workforce analysis and specific recruitment plans for the coming year. <http://www.uncw.edu/hr/employment-affirmative.html>

Have you begun to identify the staffing levels and skill sets or competencies needed over the next 5 to 10 years?

- Yes. A key struggle faced by our campus is a general level of being understaffed. It has made it difficult to focus a great deal of attention on future needs when the needs of the present are so significant.
- Our campus has just completed the transition to the “Banding” classification system for its approximately 1000 SPA staff positions. This system provided for an individual analysis of each position, the respective competencies required for the job, and the competencies of the individuals filling the positions.
- UNCW takes its workforce planning seriously. Each Vice Chancellor projects staffing needs within their respective divisions as a means of future planning.
- HR has begun the mapping of skill needs to training and developmental opportunities for staff. This will provide the opportunity for individuals to improve their skill sets through campus provided educational workshops.
- The four-year plan is used as a guideline. Changes are inevitable as we implement emerging technologies and respond to the objectives outline in UNC Tomorrow. .
- IT developed a schedule of projected staffing needs from 2006-2010 to get ready for the spring/summer budget discussions, each division was requested to prepare this schedule to facilitate budget request discussions among members of the cabinet.
- We would like to develop a university-wide staffing plan and utilize the potential of the campus banding system. This objective would be influenced by budget restrictions.
- Certain units have developed specific staffing plans for example, a comprehensive consultant study was done to evaluate the staffing needs in university advancement three years ago. While the plan forecasted out from 2005 to 2010, the added staffing was intended to bring the division up to standard operational levels to execute a capital campaign.

Do you have the analytical tools you need to conduct a workforce planning process?

- We believe that we will have the necessary tools. The Office of State Personnel, in partnership with SAS, is developing the NC Workforce Outlook and Retirement Knowledge System (NC WORKS), a workforce planning data warehouse. This is expected to be operational in 2009, but we do have questions about the ability to load the appropriate faculty and staff data from Banner, PMIS, and Beacon. Therefore, this is a long term project.

Is Human Resources included in your organization's solution strategies to enable your organization to accomplish its mission, goals, and objectives?

- Yes. The Assistant to the Chancellor for Human Resources is a cabinet level position. The incumbent also serves on the Quality and Planning Council.
- 2) With respect to critical talent issues, have you begun to identify gaps and surpluses between the present and the future with respect to leader and worker shortages?
- Yes – to some degree. As noted earlier, due to a general level of being understaffed, UNCW has existing gaps. We are not aware of any surpluses.

Have you implemented or do you have plans to implement a proactive recruitment strategy designed to attract top talent and identify candidates to target hard-to-fill positions?

- In the spring of 2007, HR convened a recruitment task force to brainstorm ideas of improving the diversity of faculty candidate pools.
- A key strategy from the task force was the requirement of all search committees to identify a "List of Five" external contacts from which nominations would be sought.
- In 2006, HR implemented the PeopleAdmin online application software. This has been very successful for our applicants and a paperless transition for our campus. In FY 07-08, HR process almost 12,000 SPA applicants...an average of 80 per vacancy.
- For hard-to-fill positions, UNCW has looked for ways to be flexible within the parameters set by general statute. For example, we utilize continuous recruitment for our public safety officer vacancies to enable us to accept applications without the restrictions of a deadline. In addition, we hire trainee positions from pools with no qualified individuals and use targeted recruitment to notify instructors at community colleges with Basic Law Enforcement Training programs. We also place newspaper advertisements in outlying counties with higher unemployment rates than our own.

Have you developed or do you have plans to develop a strategy to retrain, redeploy or reduce-in-force employees where functions are not needed in the future?

- Our policy in this area is to avoid RIF by reassigning an individual whenever possible. This is impacted by the level of understaffing that exists now. UNCW has not focused attention on the redeployment of employees who potentially may not be needed in the future. However, we do have a reduction-in-force policy that would be followed for any such changes.
- 3) With respect to the aging workforce and attrition, have you evaluated the percentage of employees who will be eligible for retirement over the next 5, 10, 15, 20 year period and the impact this will have on your campus workforce?

- Yes. HR has provided reports (in aggregate) of age as an indicator of retirement eligibility. We also know that retirement eligibility does not necessarily mean that individuals will choose to do so.
- As noted above, UNCW grew rapidly during the 1990's and early 2000's. Our highest age population is in the 40-50 category. As a result, our workforce does not appear to face the massive Baby Boomer attrition predicted at some other campuses.

Have you addressed how you can improve recruitment and retention of employees and reduce turnover in your organization?

- Yes. As noted above, UNCW has regularly sought to improve recruitment and retention.
- In January of 2008, HR began a two full day new employee orientation program. The purpose is to provide the best baseline possible for new employees to be successful. Program segments include benefits enrollment, history of UNCW, diversity appreciation, and safety.
- We continue to provide training and development opportunities to provide staff with the tools and skills to be successful in their work. Examples include the HR training and development catalog provided each semester, and a new Finance Certificate Training Program developed by Business Affairs.
- Many divisions provide extra coordination beyond the central HR role. For example, in Student Affairs, they have centralized recruitment of their positions, defined a division check list, and have ensured that they are very inclusive in interview process.
- Managers can design jobs that build advancement potential as employees develop. For example, one manager has noted trying to build some "junior" management levels into a department. This gives people the ability to obtain some skills, while still being supervised and "mentored". These are generic types of skills such as personnel management, project management and strategic planning that make the employee much more marketable when it is time for them to move to higher level jobs. While it does not help retention, it does make positions attractive for recruiting purposes and also makes the department attractive by providing either the skills or a position that help individuals to advance whether internally or externally.
- UNCW has a sliding scale for parking fees. This results in lower paid positions having a cheaper rate to pay for parking.
- UNCW provides free use of textbooks for staff you take university courses for credit.
- The university Wellness committee continues to promote ideas for employees to improve their health.
- UNCW provides Teleworking and Flex time policies so that units can provide has much flexibility for their work force as reasonably possible.
- Managers should identify future business needs and incorporate training plans to develop current staff. Employees engaged in a career development plan where they can reach defined milestones and be compensated for advancing their competency level will have the opportunity to set personal goals and become

vested in their career development; this may increase retention rates. This process requires funding for training and compensation.

- Identify and plan for specific funding to address staff salary compression as supervisors note demonstrated and documented competencies, as an example, progression through Business Affairs Finance Certificate Program.

Are there policies or programs that General Administration should consider implementing that would help to improve your campus recruitment and retention efforts?

- We do not believe that additional policies at the system level would be necessary.
- Instead, we believe that UNC G.A. should continue to focus on system-wide benefits improvement. Examples of benefit improvements would include:
 - Tuition reimbursement for children of employees
 - Improved health insurance cost
 - Investigate the implementation of a Deferred Retirement Option Program (DROP) for individuals in the Teachers' and State Employees' Retirement System. This well-established option in other states allows individuals to work longer, and is allows the university to know with certainty specific retirement dates.
- The change in state law two years ago that requires a 6 month break before TSERS retirees can return to work has been a negative for the university. Continued efforts by G.A. to reverse this for the university would be helpful.

Has the availability of phased retirement been helpful in addressing faculty recruitment, retention, and retirement issues? Given the increasing numbers of non-tenured and non-tenure track faculty on UNC campuses, should phased retirement be extended to these faculty?

- (N/A to our committee-faculty employees only).
- 4) With respect to worldwide demographic shifts in age and ethnicity/race, what challenges have you identified for your university at the present time, or within the next 5 years, as a result of demographic shifts?
- UNCW has identified recruiting, retaining and inclusion needs within our EEO/AA plan.
 - Wilmington is a growing community and expected to continue growth. However, much of the growth is in retirees. We may receive on average 82 applications per position, but many recent positions are supplied with 6 or less qualified applicants. It is difficult to attract candidates for specialized functions who are coming from other economies, because our salaries and benefits are not competitive and our cost of living is high.
 - Turnover by individuals leaving relatively early in their university employment.

- Some individuals early in their careers come to this area and often leave after a few years because they cannot afford a house or they cannot find a job for a spouse or partner. Their discretionary income is severely limited.
 - The cost of living issue is exacerbated by transportation challenges. Since folks have to move further away to afford a home, then transportation, or lack/inconvenience of public transportation is another issue that affects their budget.
 - Retirement plans do not address the needs of a younger, more mobile workforce. There needs to be more tax deferred savings incentives or portable options for all employees and not just EPA.
 - While UNCW provides flexible work schedules and promotes balance in personal lives, enhanced family friendly workplace practices would be attractive to some of the shifting demographics.
 - With an increasing focus on community engagement and the increase in the Hispanic population in North Carolina, bilingual employees in positions with a community outreach component is a value-added skill.
- 5) What are some of the barriers that your university is facing with respect to recruiting and retaining high potential talent? What additional resource/flexibilities would be helpful to help you address these challenges, e.g., policies, programs, compensation, benefits, etc?
- Space – square footage
 - Funding-Having available money to recruit nationally as well as regionally (UNCW has some flexibility to increase salaries, but as the lowest funded institution, we still have funding shortages)
 - SPA workforce salaries are still approximately \$3 million below market
 - Health insurance issues
 - Salary compression and equity
 - Since the university has a deficit of available square footage, some employees have to work in off-campus locations. This causes some transportation challenges.
 - The fact that employees have to pay for parking is a barrier since most area employers do not have this requirement. UNCW tries to mitigate this with parking rates tiered by salary, and will soon be adding zip cars and other green transportation initiatives to help employees with costs of commuting. This contributes to the cost of living that individuals face when trying to buy a home.
 - The state prohibits rewarding SPA employees for performance. This is non-intuitive when a manager is trying to reward or retain an employee.
- 6) With respect to managing a diverse multi-generational workforce, how are you defining diversity in your university?
- In the pursuit of excellence, UNC Wilmington actively fosters, encourages, and promotes inclusiveness, mutual respect, acceptance, and open-mindedness among students, faculty, staff, and the broader community. Diversity is an educational

benefit that enhances the academic experience and fosters free exchange of ideas from multiple perspectives. Diversity includes, but is not limited to race, sex, age, color, national origin (including ethnicity), creed, religion, disability, sexual orientation, political affiliation, veteran's status, gender, educational disadvantage, socio-economic circumstances, language, and history of overcoming adversity.

Are you setting goals for achieving increased diversity among faculty and staff?

- Yes. UNCW has a complete EEO/AA Plan.
- <http://www.uncw.edu/hr/employment-affirmative.html>

Have you implemented programs, policies and activities to support diversity in your university? If so, describe those diversity initiatives? Have you found them to be effective, and if so, how do you measure effectiveness?

- UNCW has conducted a campus Diversity Climate Survey to identify needed improvements.
- Campus Compact-was implemented as a result of the survey. We will be conducting another survey next year to assess improvement.
 - <http://www.uncw.edu/stuaff/pdc/documents/SeahawkRespectCompact.pdf>
- UNCW created an Assistant Provost for Diversity and Inclusion.
- Many divisions and units have formulated diversity plans. For example, the Information Technology Systems Division (ITSD) has a division-wide diversity plan.
- HR provides a “Respecting our Differences” (Diversity Awareness) workshop and includes the module in all new employee orientations.
- We have had over one third (650) people who have attended our harassment awareness mini-conference
- HR has provided a webinar on “Engaging employees across generations”
- There are several pages of good faith efforts that we have outlined in our EEO/AA plan. They can be accessed at the following link:
<http://www.uncw.edu/hr/employment-affirmative.html>
- Human Resources provides instruction to all search committees regarding diversity and inclusion strategies.

7) With respect to succession planning, has your campus engaged in a systematic process to identify key employees and the critical competencies that these employees possess to prepare for their replacement? What level of professional management and leadership development programs are available for your senior and mid-level managers? Please describe.

- Link to article (succession planning)
- UNCW has not focused on succession planning as a specific strategy. We believe that it is important to continue our commitment to diversity and EEO by openly recruiting for vacancies. We also are keenly aware of the state prohibition of pre-selection as dictated by G.S. 126-7.1. In order for internal candidates to be competitive for given vacancies, we are providing development opportunities.

LEAD UNCW is a year long series of workshops designed for administrators in order to provide them the tools to be successful at UNCW. The first year has focused on existing and recently hired administrators/leaders (Directors, Chairs, etc). This program however, is planned to be open to aspiring administrators in the coming years.

- We have worked with the Ernst & Young consultants to help identify key competencies for financial and other high risk areas.
 - Individuals are encouraged to participate in their respective professional associations as a means of career enhancement.
 - The Certified Public Manager Program, coordinated by the Office of State Personnel, is made available.
 - The Business Affairs Division has recently begun a “Finance Certificate” program. Individuals who work with the campus system and have any contact with billing, budgeting, etc. will be provided a series of workshops designed to ensure their mastery of the rules, regulations, and systems used to accomplish this work.
 - When we advertise positions, we specify competencies and skill sets required for the position.
- 8) Beyond what you may have already identified in Questions 1-7 above, are there any other significant issues relating to recruitment and retention of high-quality faculty and staff that you wish to highlight? If so, please provide a brief description of the issue, how you would propose the issue be addressed, and any related policy, regulatory, or other administrative changes needed.
- We believe that continued professional development of faculty and staff is an important component of both retention and skill development.
 - The challenge of UNCW being understaffed manifests in many ways. For example, retention can be related to the historic gaps in staffing that many areas of the university have experienced. There is currently a lack of formal training/cross training for many positions within the university. Many projects and processes experience a work stoppage when an individual leaves a position. This causes a couple of problems (1) The new employee does not have a resource to train them in their new position, so many times it is a painful process of learning as you go and trial and error. (2) In some cases when the vacating employee stays within the university, they are charged with “bridging” the new employee into their new position. This puts an unfair strain on the vacating employee who is now performing double duty, learning a new position and training a new employee on their old duties. (3) The new employee in many cases is at a disadvantage, due to the fact that there is frequently a backlog of work that exists due to the gap in rehiring. In some cases a new employee is completely overwhelmed with the backlog and struggles to overcome this. In worst case scenarios, the employee does not overcome it and leaves the position, and starts a cycle of turnover in a specific position.