HR Management meetings October 7 and 8, 2019

CU Denver HR Management meeting:
- Monday, October 7, 2019
- from 9:30 to 11:00
- CU Denver Building, Room 440

CU Anschutz HR Management meeting:
- Tuesday, October 8, 2019
- from 9:30 to 11:00
- Pharmacy Building, V20-1000 Seminar Room
AGENDA

Carolyn Brownawell, Associate Vice Chancellor and Chief Human Resources Officer (CU Denver meeting)
Doug Kasyon, Employee Relations and Performance Director, Human Resources (CU Anschutz meeting)

- Welcome / Introductions
- Employee Services Expos, at CU Denver on Oct. 16 and CU Anschutz on Oct. 17

Lisa Jensen, Hire Local Director, Community-Campus Partnership, CU Anschutz Medical Campus (20 minutes)
- What’s new in Hire Local

Doug Kasyon, Employee Relations and Performance Director, Human Resources (15 minutes)
- Alternative Work Arrangements Campus Policy (CAP 4032)

Kaylene McCrum, HR Operations Director and Doug Kasyon, Employee Relations and Performance Director, Human Resources (5 minutes)
- Refresher: Termination Processes

Kaylene McCrum, HR Operations Director, Human Resources (10 minutes)
- Working Retirees new Campus Policy

Florie Montoya, Talent Acquisition and Compensation Senior Director, Human Resources (10 minutes)
- HCM updates – HR Services Management Committee Updates
- Compensation Updates
- Policy Update – Regent Policy 11e/APS 5026 (Leave)
- OFCCP Audit

Questions & Answers
Hiring Practices
For Innovation, Equity and Health
Lisa Jensen BSN, RN, Hire Local Director

Community-Campus Partnership
UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS
DO WE NEED TO CHANGE HIRING PRACTICES?

2018 Diversity report for Anschutz/Denver faculty and staff:
- 8% Hispanic
- 3% African American
- 7% Asian

AND
This has not changed over the last 5 years

Source: www.cu.edu/diversity-report-interactive-data
Lack of diversity in faculty and staff effects success and retention of diverse students

Lack of diversity in research participants

Lack of diversity in leadership limits understanding, new ideas and innovation

What do these add up to?

- Furthering health and economic disparities
- Loss of intellectual and workforce strength
WHY AREN’T WE DOING BETTER AT DIVERSITY?

Aurora is THE most diverse city in Colorado
  ▪ And one of the most diverse in the US

Over 130 languages are spoken in Aurora Public Schools

Why aren’t more of our employees from our nearby communities?
LET’S REST A MOMENT
Community-Campus Partnership - Hire Local

• Pre-Employment Screening and Assessment
• Identify appropriate jobs that match skills and background
• Resume and Application Assistance
• Interview Practice

• Over 500 people have been served by Hire Local and over 130 have obtained jobs through our work.
Hire Local findings: Barriers

Minimum and preferred qualifications favor middle class white people

Resumes from people with backgrounds of hardship are likely to show many jobs of short duration – health disparities are real

Experience - ethnic minority folks with degrees and advanced degrees may have experience that is low prestige – racial bias is real

Immigrants and refugees often do not interview well by American standards – cultural differences are real
HIRE LOCAL BENEFITS

Immigrants, refugees and others coming from a background of hardship - are problem solvers

Strong work ethic

Cultural differences can illuminate our work and workplace

Language barriers diminish with time

Insight into communities will improve our programs, classes and services

Less job turnover
WHAT DO WE OWE OUR COMMUNITY?

Anchor institution mission – the concept that a large organization can identify untapped resources to leverage for the purpose of uplifting the community – to improve health in under-resourced communities and to promote health equity.

How can we mitigate, and reverse inequalities?

What is that structure that we can create to give access to more people?
How Can Hire Local Help You?

Lisa Jensen, BSN, RN   Director of Hire Local Program, CCP
www.com-cam.org/hirelocal  hirelocal@ucdenver.edu
Alternative Work Arrangements Campus Policy
(CAP 4032)

Presented by: Doug Kasyon, Director of Employee Relations and Performance
New CU Denver | Anschutz Campus Policy 4032

- Task Force formed in March 2019
  - Central HR, Schools (SOM, CLAS, CSPH), Provost, OIT, Legal
- Charge was to create a Campus Policy and set of guidelines to help managers/HR Directors facilitate and document alternative work arrangements
- Work was completed in August; Campus Policy was approved in September
- Policy and key points were distributed at Sept. 4th Anschutz Cabinet meeting and Sept. 9th Denver Cabinet/Deans meeting
- Emails were sent to Anschutz and Denver Senior Administrators on Sept. 5th and 10th
System Administrative Policy Statement (APS 5026)

» Permits Alternate Work Arrangements (AWA) to include:
  » Alternate work schedules
  » Compressed work weeks
  » Alternate work locations
  » Job sharing

» Decision to provide alternate work arrangements are at discretion of the Appointing Authority (classified) or Department Head
  » Terms must be discussed and documented between supervisor and employee
AWA Permitted Under APS 5026

» Regular flex schedule – same set of hours each day, which vary from the regular hours set by the office (ex: M-F 6:00 am – 3:00 pm)

» Daily flex schedule – employee allowed to set own work hours within parameters set by management (ex. 8 hours M-F anytime between 7:30 am and 5:30 pm; can vary day-to-day)

» Compressed work week – full work week is completed in fewer than 5 days by increasing the number of hours worked per day (ex: 4/10)

» 9/80 work week – 4 days worked in one week and 5 days in the next week for a total of 80 hours – workweek needs to be redefined for OT-eligible employees

» Flexplace – employees allowed to work from home or another remote work location

» Job sharing – 2 employees share the duties of one FT position with prorated salaries based on % time
Key Points

» Campus Policy intended to guide alternative work arrangements for University and Classified Staff, though principles *may* be relevant to Faculty

» Schools/Colleges/Units are to develop their own internal processes/procedures for reviews/approvals within the units

  » Only *remote* work arrangements need to be run by central HR for approval
    
    » Purpose of central HR review is to ensure terms are mutually understood, Deans have visibility into arrangements, and any performance/medical/FMLA/ADA issues are properly addressed
    
    » The Campus Policy includes new remote (“FlexPlace” approval guidelines)

» Compressed work week arrangements (9/80) that include *overtime-eligible employees* must also be reviewed by central HR

  » Purpose of central HR review is to ensure the “defined workweek” is properly adjusted in HCM to minimize unintended OT expense
What the Policy Is, and Is Not

» The Policy is a tool in the management/HR toolbox to:
  - Optimize employee productivity,
  - Balance space challenges when needed
  - Ensure the broadest possible coverage and customer service through flexible or staggered scheduling

» The Policy is **not**:  
  - A “work from home” policy

» Important note: alternative work arrangements may not be appropriate for certain jobs or functions due to work responsibilities, structure, size or priorities of the department or the job
Next Steps

» A small working group has been tasked with creating FAQs for HR staff and supervisors, and refining the “procedures and forms”

» FAQs include:
  ▪ Most frequent concerns
  ▪ Can any employee have an AWA?
  ▪ Who is responsible for associated costs?
  ▪ Does this apply to faculty?
  ▪ How can I manage an AWA successfully?
  ▪ If I want to let my employee have an AWA for one day, do I need to complete any of these forms?
Human Resources
Operations
Kaylene McCrum
Director
Terminating Employees

- **Employee Check-Out Request Form**
  - Found under “Resources for HR Business Partners” tab under “Employee Categories”:
    - [http://www.ucdenver.edu/about/departments/HR/ResourcesforHRBusinessPartners/employeecategories/Pages/employeecategories.aspx](http://www.ucdenver.edu/about/departments/HR/ResourcesforHRBusinessPartners/employeecategories/Pages/employeecategories.aspx)
  - under “Separation”
Employee Checkout Request Form

» Use your user name and password to log-in to the Employee Checkout Request Form

» Submit for ALL employee separations – including temps, student employees, and working retirees
Employee Checkout Request Form

» Form submissions are routed to the following departments

- CU Denver Auraria Library
- CU Anschutz Library
- CU Denver | CU Anschutz Contracts and Grants
- CU Denver | CU Anschutz Registrar (SIS Access)
- CU Denver | CU Anschutz Office of Information Technology (OIT)
- CU Denver | CU Anschutz Facilities Operations
- CU Denver | CU Anschutz Facilities Services
- CU Denver | CU Anschutz Finance
- CU Denver | CU Anschutz Human Resources
- CU Denver | CU Anschutz Parking and Transportation
- CU Denver | CU Anschutz Police/ID Access
- CU Denver | CU Anschutz Environmental Health and Safety
- CU Anschutz Institutional Animal Care and Use Committee
New Campus Working Retiree Policy

- System APS 5054
- Need for campus policy, processes, additional guidelines

New:

- **Required** justification for retirees to continue working in calendar year 2020
- Justifications due to [HR.staffworkingretiree@ucdenver.edu](mailto:HR.staffworkingretiree@ucdenver.edu) by November 15, 2019 for review
- Letters of offer for calendar year 2020 due to [HR.staffworkingretiree@ucdenver.edu](mailto:HR.staffworkingretiree@ucdenver.edu) by November 15, 2019
- Letters of offer for 2020 include a **required** Scope of Work section
  - new LOO templates will be added to the website soon
- **IMPORTANT**: HR must have **both** the justification and the letter of offer in order for the retiree to continue working in 2020
New Campus Working Retiree Policy

- Possibility of new job codes
  - Faculty
  - Classified
    » Tracking

- System APS 5054 will be revised
  » Classified not clear
  » New job codes
  » Other details to follow
New Campus Working Retiree Policy

Reminder:

Retirees may be hired into retiree job codes or temporary university staff or temporary classified staff positions but are limited to a 9-month (temporary), 12-month or other defined project period. All appointments are to be reviewed by the applicable human resources department at the end of each period. Appointments may be used to:

- Train, cross-train, transfer knowledge or act in a short-term mentoring role for a new incumbent;
- Fill a position that is defined as non-supervisory and part-time;
- Fill a position on a unique and non-recurring project;
- Provide specialized knowledge or fill a specialized role;
- Fill an interim vacancy; or
- To fill a role deemed necessary by the Chancellor of a campus or the President of the System.

In addition, while retirees are generally not appointed to supervisory positions for full-time staff, there may be extraordinary situations where a retiree is asked to assume supervisory responsibilities for a limited period.

HR will continue to review on a case-by-case basis.
Talent Acquisition and Compensation

Florie Montoya, Senior Director of Talent Acquisition and Compensation
HR Services Management Committee

Campus Team Members: Florie Montoya, Dan Nunez, Luana Tadolini, Megan Jorgensen

» Preferred First Name
  » Will be available for employees in Portal/HCM
  » Next step - determine how downstream systems will absorb (e-mail, directory, badges…)

» ePAR Pages will transition to Template Based Transaction Pages
  » Fall 2019 - Terminations scheduled for go-live in December, 2019
  » Spring 2020 – Pay rate changes, data change, auto term

» Continue enhancements to My.Leave

» Taleo/NPP Replacement – begin requirements gathering to prepare for RFP in 2020

» Position Changes – Add enhanced functionality including sequencing – begin project in 2020
Compensation

» Unique Comp Codes for University Staff Positions
  » Identify function of positions for better comp matches
  » Create ranges by end of 2019 to prepare for Table 1 process
  » Work closely with Budget as they implement new tool

» Professional Level (Entry/Intermediate Job Codes)
  » Working to slot entry and intermediate
  » When evaluating new positions will use specific job code/include in approval e-mails

» New FLSA Threshold Effective January 1, 2020
  » Continue to apply duties test (not changing)
  » New threshold to be considered exempt from overtime: $684/week or $35,568/year (was $455/week or $23,660/year)
Regent Policy 11e/APS 5026 (Leave)

Currently being routed for signature (Chancellors, Presidents, Regents)

» Changes:
  » When eligible for retirement ¼ of sick leave paid out. Remaining balances must be zeroed out in HCM
  » University staff or 12 month faculty - If employee returns and rescinds retirement, eligible for second leave payout based on accrual since they returned
  » Future: Review practice of reinstating sick leave balances for former CU employees (campus consistency)

» Clarify Practices:
  » If multiple appointments when retiring. Salaries will be averaged to determine rate for leave payout
  » If know that employee will be returning to work for us, must have 30 day break in service or leave will not be paid out
OFCCP Audit

» Coming Up:
  » Phone Interview with Auditor to answer questions about compensation for faculty
    ▪ First up: School of Medicine (Professor, Clinical Professor, PRAs)
  » Will reach out to other schools to schedule interviews if selected

» Next:
  » Interviews on hiring practices (justify hiring decisions)
  » Dispositioning Candidates – must be documented in Taleo
    Looking at ways to publish reports on candidates that have not been dispositioned
  » Please continue to clean this up
Talent Acquisition and Compensation

Questions?
Questions?

To view past HR Management meeting materials, and an audio file of this meeting visit:

www.ucdenver.edu/about/departments/HR

in the HOT TOPICS section