

Human Resources Out Report

August 2006

Norwich University's most valuable asset is its people: the faculty and staff who provide the academic, administrative, and support services that constitute the University. This plan outlines the means by which the University seeks to support its faculty and staff and facilitate their contributions to the University's overall mission and goals.

Goal 1 - Maintain Equitable Compensation

Objective 1 - Regularly update the salary equity information for faculty and staff to identify whether the University's salary practices are consistent with the external market and provide internal equity. For faculty, an annual national survey of faculty salaries by discipline and rank provides the primary market information. For staff, annual national and regional surveys provide information about benchmark jobs. Using an outside consultant, update a market based salary schedule for all staff positions every three years using the benchmark survey information. In the intervening years, apply an adjustment factor to the salary schedule to reflect average changes in market rates.

Objective 2 - Regularly implement general salary increases, and market adjustments indicated by the salary surveys to maintain internally equitable and externally competitive salary rates, to the extent possible within the constraints of the budget. Estimated cost: \$1,250,000 annually. Provide an updated estimate to the University Budget Committee annually, no later than November 15.

Objective 3 - Improve the participation and contribution rates for the University's Defined Contribution Retirement Plan. Conduct informational seminars and workshops on retirement planning twice a year. Evaluate the feasibility of increased University contributions to the plan as needed to maintain a competitive compensation package. Provide a report and recommendation to the University Budget Committee on November 1, 2007.

Objective 4 - Monitor the effectiveness of the staff Merit Awards in recognizing and encouraging outstanding performance; evaluate the feasibility and value of similar awards for faculty in recognition of results that exceed expectations. No later than November 1, 2006, develop a proposal for recognition of long term outstanding performance.

Goal 2 - Improve Professional Development and Training Programs

Objective 1 - Develop methods to identify professional development needs for faculty and staff. This could include a combination of anonymous surveys, focus group discussions, and individual interviews, and could include the assistance of a consultant. Based on the needs assessment, recommend a program to provide professional development and training opportunities. Estimated cost: \$5,000 for consulting services. Submit a funding proposal for this effort to the University Budget Committee by November 1, 2006.

Objective 2 - Fund and implement a professional development and training program for faculty and staff, based on the consultant recommendations from Objective 1. Explore the inclusion of funding for extended time off to attend courses and seminars, along the lines of the Independent Study Leave and other professional development activities now available to faculty, that would include staff as well as faculty. Provide resources for this after the goals for market based compensation have been met, using funds that had previously been budgeted for that purpose.

Goal 3 - Improve Quality of Work Life

Objective 1 - Engage employees in improving the quality and efficiency of operations, through cross functional teams such as the Institutional Effectiveness Team, faculty and staff participation in developing outcome-based performance assessments, Faculty Senate and Staff Council input on policy issues, and collaborative or mediated problem solving.

Objective 2 - Provide information and education to promote safe work practices, particularly in the area of ergonomics, to reduce the potential for repetitive stress injuries and promote safe practices for lifting and carrying.

Objective 3 - Adopt policies that anticipate and address the issues raised by flexible work schedules, part time or part year employment, and telecommuting, to provide "family friendly" employment opportunities for faculty and staff when such arrangements are in the mutual interest of both the University and the individual. Incorporate appropriate proposals for such policies for inclusion in an updated Staff Handbook by January 31, 2007.

Objective 4 - Under the leadership of the University Wellness Committee, provide events, education and incentives to promote healthy life styles.

Objective 5 - Build a sense of university community through social events and group activities for faculty and staff.

Goal 4 - Attract and Retain Excellent Faculty and Staff Members

Objective 1 - Develop employee recruiting strategies which take advantage of new technologies and the job search methods preferred by applicants, in order to identify the best available candidates for employment opportunities and control recruiting expense.

Objective 2 - Ensure that recruiting materials and methods support the University priorities of academic excellence and internationalizing the campus, and affirm the University's continuing commitment to diversity, equal opportunity, and fair and respectful treatment of all people.

Objective 3 - Develop an informational guide for search committee chairs and hiring managers on the conduct of applicant assessment. In addition to general information on procedure, the guide must emphasize the importance of hiring talented people who can

further our institutional priorities. Complete the first version of this guide by December 15, 2006.

Goal 5 - Improve Performance Feedback

Objective 1 - Review current performance appraisal methods to assure that they support the University's institutional priorities and emphasize the achievement of measurable outcomes aligned with University and departmental missions, goals, and objectives. Position requirements and individual faculty and staff expectations should relate directly to the outcomes defined in such documents as the University's 2019 Plan and NEASC self study report. Complete a first draft of a revised appraisal process by September 15, 2006.

Objective 2 – Provide annual training for managers and supervisors in the effective and consistent use of performance appraisals, so that overall evaluations are comparable across departments.

Goal 6 - Assure Compliance with Employment Laws and University Policies

Objective 1 - Provide regular training for managers on employment laws, University policies, and the obligations of managers as representatives or agents of the University. This training will be designed to support our progress toward a diverse work force that complements the increased diversity of our student population.

Objective 2 - Assure that constructive discipline and performance interventions are conducted in an effective and timely way, to maximize the success of such interventions and to minimize any legal challenges to the corrective actions taken.

Objective 3 - Monitor the completion of scheduled performance appraisals for all faculty and staff, and follow up with department heads and managers as needed to assure that this critical process is followed.

Objective 4 – Monitor the completion and effectiveness of the new employee orientation checklist, and provide training to the managers and supervisors who are responsible for orienting new hires.