

University of South Carolina – Division of Human Resources
Blueprint for Service Excellence
April 2009

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University of South Carolina – Division of Human Resources
Blueprint for Service Excellence
April 2009

I. Executive Summary

A. Vision Statement

The vision of the Division of Human Resources is to have the resources and staff to develop and implement human resource policies, practices, and benefits that are unique to the needs of higher education faculty, staff and administrators.

B. Mission Statement

The mission of the Division of Human Resources is to support the campuses, colleges, and departments of the University through planning, implementing, and promoting human resources programs and practices that enhance the University's ability to attract, develop, reward, and retain an exceptional faculty and staff.

C. Division Goals

1. Evaluate the University's benefits package to assess the level of competitiveness with the benefits offerings of peer institutions.
2. Direct the ongoing development and improvement of the Division of Human Resources' web presence.
3. Implement an exit interview process for faculty and staff leaving the University and propose initiatives or changes suggested by the data.
4. Increase the diversity of the applicant pool for staff and administrative positions.
5. Increase the access to professional development and training by expanding the use of technology in training delivery.
6. Provide timely processing for international faculty and researchers to attract and retain high caliber scholars while maintaining compliance with federal and state government regulations.
7. Collaborate with University Technology Services to refocus efforts on maintaining and enhancing the existing Personnel/Budget/Payroll System (PBP).

8. If the Higher Education Efficiency & Administrative Policies Act passes, the work of the Division will be focused on developing and seeking Board approval for a number of Human Resource policies, procedures, and practices that will be new and different for the Carolina community. Development of a comprehensive pay plan independent from that established by the State Office of Human Resources will necessitate the hiring of an external consulting firm. It is likely that additional staff will be needed in Human Resources to implement the new policies and plans and to communicate them to the University System.

Division of Human Resources
Funding Summary for FY09
6 January 2009

	FY09 Base	Pay Package	Initiative Funding	Updated Recurring	Travel Reduction	3% State Cut	October State Cut	Total Cuts as of 12/1/08	Updated Recurring	12/30/2008 Cut	Total Cuts as of 1/31/09	Updated Recurring
62010	\$2,321,049	\$26,777	\$74,147	\$2,421,973	\$2,681	\$51,310	\$36,711	\$90,702	\$2,331,271	\$116,052	\$206,754	\$2,216,019
25200	\$279,075	\$4,011	\$67,222	\$350,308	\$1,205	\$6,169	\$5,293	\$12,667	\$337,641	\$13,954	\$26,621	\$322,887
Resp 16	\$2,600,124	\$30,788	\$141,369	\$2,772,281	\$3,886	\$57,479	\$42,004	\$103,369	\$2,668,912	\$130,006	\$233,375	\$2,538,906
					0.73% of FY07 Travel	2.22010293%	1.54943938%			5% of FY09 Base		

62010 - Human Resources

Target Reduction Number: \$116,052

Operational Reductions	Reduction Amount
1 Eliminate funding for Ethics Hotline Project [52070]	\$10,500
2 Reduce supply budget for toner for printers and fax machines, and software purchases [53004] > This will place us at what our expected expenditures are for the year	\$3,000
3 Reduce office supplies and paper supplies [53001 and 53007] > Averaging our expense to date, we'll need \$500 to \$1,700 from carry forward to balance object code, depending on purchase of copier paper	\$3,420
4 Eliminate food supplies budget [53005] > Could use carry forward to cover cost of reception for state service awards. Other expense in this category is \$600 for coffee service for Employee Relations	\$2,000
Total operational reductions	\$18,920
Personnel Reductions/Reallocations	
1 Currently this amount is unallocated in HR's unclassified personnel object code [51200] > This money represents the \$11,886 that would be realized if we transfer the Employment position to Benefits and do not fill the Benefits vacancy. > This does not include funding allocated for 2 vacancies in Salary Admn; 2 vacancies in Prof Devp (manager and initiative position; and the 1/2 time initiative position in Benefits	\$97,132
Total personnel reductions	\$97,132
Subtotal operational and personnel reductions	\$116,052
Total HR (62010) budget reduction during FY09	\$206,746

Effect on Blueprint for Service Excellence

Budget reductions during FY09 will delay HR's achievement of goals detailed in its 2008 Blueprint for Service Excellence. In addition, the institutional decision to delay and/or reengineer OneCarolina has a substantial effect on the goals of the Division's Office of Salary Administration. Salary Administration's Blueprint will be rewritten as future steps to modernize administrative processes are identified.

In anticipation of additional budget reductions, initiatives funded for the current fiscal year will be delayed in the areas of Employee Relations, Benefits, and Professional Development. Those initiatives include the development of a web-based exit interview program for faculty and staff, a part-time position in Benefits to assist with increased benefits training and communications, and the development of e-learning programs in the Office of Professional Development. These initiatives continue to be high priorities and will be pursued when possible.

62010 - Human Resources

Target Reduction Number: \$90,694

Operational Reductions	Reduction Amount
1 Reduce travel budget by \$6,681. Limit travel to required visits to USC System Campuses for benefits presentations, grievance hearings, etc.	\$6,681
2 Eliminate convenience telephones in 1600 Hampton copy & mail rooms, Thornwell conference room, as well as the Employment Office TDD line and lobby phone.	\$1,680
3 Eliminate \$30,000 from Contractual Services. This represents funds not specifically allocated within our budget that had been earmarked for a leadership development program. At present, we do not have the staff to develop or implement this program.	\$30,000
4 Eliminate \$11,000 from Telephone and Network Services. This represents the elimination of an HR file server. Instead of replacing the HR server, we are using space on UTS equipment at a cost savings. This reduction also eliminates funding to cover unexpected UTS costs associated with maintaining computer and phone service. Such costs would have to be covered by carry forward.	\$11,000
5 Eliminate \$8,000 from Printing. This will eliminate publication of the annual personalized benefits statements.	\$8,000
Total operational reductions	\$57,361
Personnel Reductions/Reallocations	
1 Professional Development - Reduce undergraduate student assistant position to work study position.	\$4,000
2 Employment Office - Eliminate HR Specialist position. Salary and fringe are represented. Transfer employee laterally to vacant benefits counselor position with no increase in salary. Savings from filling benefits counselor position at lower salary than previous occupant.	\$33,592
	\$7,627
Total personnel reductions	\$45,219
Subtotal operational and personnel reductions	\$102,580
3 Salary Administration - reallocate \$11,886 to Salary Administration. (\$11,886 is the difference between the target reduction of \$90,694 and the identified reductions of \$102,580.)	-\$11,886
Total HR (62010) budget reduction	\$90,694

Effect on Blueprint for Service Excellence

The current round of budget reductions within HR does not affect the Blueprint for Service Excellence; however, the institutional decision to delay and/or reengineer OneCarolina has a substantial effect on the goals of the Office of Salary Administration. Salary Administration's Blueprint will be rewritten as future steps to modernize administrative processes are identified.

In anticipation of additional budget reductions, initiatives funded for the current fiscal year will be delayed in the areas of Employee Relations, Benefits, and Professional Development. Those initiatives include the development of a web-based exit interview program for faculty and staff, a part-time position in Benefits to assist with increased benefits training and communications, and the development of e-learning programs in the Office of Professional Development. These initiatives continue to be high priorities and will be pursued when possible.

25200 - Human Resources, International Support for Faculty and Staff

Target Reduction Number: \$12,675 (an additional \$13,954 was cut at the end of December 2008*)

Operational Reductions	Reduction Amount
1 Eliminate travel budget by \$7,500.	\$7,500
2 Reduce printing budget by \$175.	\$175.00
Total operational reductions	\$7,675
Personnel Reductions/Reallocations	
1 Reduce salary of vacant staff position by \$5,000.	\$5,000
Total personnel reductions	\$5,000
ISFS (25200) budget reduction	\$12,675
Total ISFS (25200) budget FY09 reduction	\$26,621.00

Effect on Blueprint for Service Excellence

The reduced salary for the initiative-funded position jeopardizes ISFS' ability to recruit an individual with the desired level of expertise, which will slow the existing staff's ability to meet their FY09 goals. Carry forward funds will be used, if available, for limited professional development opportunities, offsetting the elimination of the ISFS travel budget since an important element in conducting liaison work with government agency representatives takes place at such gatherings. However, the priority carry forward expenditure continues to be funding for an outside contractor to update the current data management system used by ISFS.

*An additional reduction in recurring funding in the amount of \$13,954 was applied against the vacant staff position. This reduced the Initiative funded salary by a total of \$18,954, rendering it impossible to hire an assistant level director unless this funding is restored.

62010 - Human Resources - FY2010: Potential Options

Target Reduction Number: \$110,761 (5% of final FY09 Base Budget of \$2,215,227)

Operational Reductions	Reduction Amount
1 Eliminate funding for Employee Assistance Program	\$60,281
3 Eliminate budget for Other Supplies [53009] > This would necessitate using carry forward to purchase state service pins for employees; we currently have \$5,010 set allocated for this purpose, the amount varies each year depending on the number of employees and their years of service	\$5,010
4 Eliminate printing budget [use carry forward to fund printing needs - 52051 and 52052] > This would require the use of carry forward to fund printing needs such as stationary, envelopes, distribution of state supplied items such as benefit guides; other printing items are the Drug Free Workplace booklet, salary letters, ORP letters, etc	\$9,000
Total operational reductions	\$74,291
 Personnel Reductions/Reallocations: Potential Cuts	
1 Do not fill vacant PD manager position (fringe is included in total) > Currently have \$60,297 allocated for this position	\$78,800
2 Do not fill PD's initiative position for e-learning (fringe is included in total)	\$47,684
3 Do not fill Benefits 1/2 time initiative position (fringe is included in total)	\$18,463
4 Reduce funding and fill PD manager position (plus fringe) > This would set the salary at \$50,000 for that position, plus recoup the \$10,000 supplement being paid the interim manager	\$22,249
5 Eliminate recurring funding for temporary positions in Salary Admn and fund the temps with carry forward [51410]	\$38,205
6 Reduce the amount of recurring funds allocated for Salary Admn temp positions to \$23,984 and use carry forward to fund additional temp help	\$14,221
Total personnel reductions (using option 4 and 6)	\$36,470
Total FY2010 Cuts for 62010	\$110,761

**FY09 Initiative Funding
Status Report**

Initiative	Funding Awarded	Status
Priority #1: E-Learning Initiative		
Salary and Benefits	\$ 47,683.66	Hold in case of additional budget cuts
Training in E-Learning applications	\$ 5,000.00	
Total Funding Awarded	\$ 52,683.66	
Priority #2: Exit Interview Program		
Software	\$ 1,500.00	Hold in case of additional budget cuts
Training	\$ 1,500.00	
Total Funding Awarded	\$ 3,000.00	
Priority #5: Benefits Exception Report		
Benefits and Salary	\$ 18,463.00	Hold in case of additional budget cuts
Priority #4: Strengthen Mission Critical Infrastructure in International Support for Faculty and Staff*		
Salary	\$ 50,000.00	\$18,954 cut
Estimated Benefits	\$ 15,762.00	Hold in case of additional budget cuts
Operating Expenses (computer/phone/etc)	\$ 1,460.00	
Remaining Funding	\$ 48,268.00	
<p>ISFS cut operational costs by \$7,675 in December 2008 and cut funding for this salary by \$5,000 to accommodate a \$12,675 reduction in its recurring budget dollars. The department's operational expenditures have been reduced to only cover bare necessities. Thus, additional cuts to recurring funding made it necessary to further reduce the salary allocated to add an additional staff member at the assistant director level. This position is slated to strengthen the office's ability to comply with federal mandates and effectively respond to the needs of hiring units and the internationals they recruit.</p>		

USC Columbia Campus
Fall "A" Fund Review
For the Period Ending 10/31/2008

Unit Name and Number:

Responsibility 16 - Human Resources

A Fund Resources and Uses	Budget 10/31/2008	Actuals YTD 10/31/2008	% of Budget	Actuals 10/31/2007	Change from 10/31/2007	
					Dollar Change	% Change
Resources:						
NOTE: 3's are BUDGET only						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ (42,004)	\$ (42,004)		\$ -	\$ (42,004)	0.00%
Carryforward (31533/31534)	\$ 583,061	\$ 583,061		\$ 587,681	\$ (4,620)	-0.80%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 67,222	\$ 67,222		\$ -	\$ 67,222	0.00%
Subtotal 3's	\$ 608,279	\$ 608,279		\$ 587,681	\$ 20,598	3.50%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ 828	0.00%	\$ 3,074	\$ (2,246)	-73.10%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Total Resources	\$ 608,279	\$ 609,107	100.10%	\$ 590,755	\$ 18,352	3.10%
Preset Assessment (81150 & 81160)	\$ 2,643,694	\$ 881,232	33.30%	\$ 866,708	\$ 14,524	1.70%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 3,251,973	\$ 1,490,339	45.80%	\$ 1,457,463	\$ 32,876	2.30%
Uses:						
Personal Services - All (51XXX)	\$ 2,088,495	\$ 598,460	28.70%	\$ 580,837	\$ 17,623	3.00%
Fringe Benefits (546XX)	\$ 553,972	\$ 153,781	27.80%	\$ 151,542	\$ 2,239	1.50%
Total Personal Services and Fringe	\$ 2,642,467	\$ 752,241	28.50%	\$ 732,379	\$ 19,862	2.70%
Expenditures (50000)	\$ 313,384	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 596,350	\$ 154,386	25.90%	\$ 254,016	\$ (99,630)	-39.20%
Supplies (53XXX)	\$ 56,997	\$ 15,570	27.30%	\$ 49,353	\$ (33,783)	-68.50%
Fixed Costs (54XXX) exc. Fringe	\$ 54,587	\$ 33,592	61.50%	\$ 27,541	\$ 6,051	22.00%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IIT's (6XXXX)	\$ (411,812)	\$ (136,402)	33.10%	\$ (164,927)	\$ 28,525	-17.30%
Subtotal Other Uses	\$ 609,506	\$ 67,146	11.00%	\$ 165,983	\$ (98,837)	-59.50%
Total Uses	\$ 3,251,973	\$ 819,387	25.20%	\$ 898,362	\$ (78,975)	-8.80%
Balance	\$ -	\$ 670,952		\$ 559,101	\$ 111,851	

Notes: The unit's budget was reduced by \$57,479 for it's portion of a 3% State Appropriation budget cut and \$3,886 for a base FY09 budget travel cut. In October, the unit's budget was reduced by \$42,004 for an additional 11.9% State Appropriation cut. The unit received permanent BOT funding of \$2,684 for E Learning initiative, \$3,000 for exit interview program, and \$18,463 for a benefit exception report. The unit received permanent funds of \$50,000 from a service unit reallocation of funds also for the E Learning initiative. The unit received an increase of \$30,788 in VCM allocation for the unit's share of the 1% pay package. The unit's carryforward decreased by \$4,620 or 0.80% from the prior year.

Budget Analyst Name: Ralph B. Summer

Unit Contact: Debra Allen

Comments/Concerns:

With the year 33.3% complete, actual expenditures are 25.20% of budget. Expenditures for fixed Costs (54XXX) are at 61.50% of budget, expenditures for Supplies (53XXX) are at 67.10% of budget. The unit may need to realign their budget if spending patterns are expected to continue. The unit should review their budget to permanently reduce funding for all budget cuts.

Response:

In addition to the BOT funding noted above, the Provost Office funded a fourth initiative in the amount of \$67,222 with a transfer of permanent funding to support a new ISFS position. Also, our supply expenditures are only at 27.3 % of budget at this time. The majority of our fixed costs have been paid for the year and this area will be under budget for the FY. We are in process of allocating \$103,369 in permanent budget cuts in a fashion that allows us to protect core functions while continuing to provide improved services to the University faculty and staff.

USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 02/28/2009

Unit Name and Number: Responsibility 16 - Human Resources						
A Fund Resources and Uses	Budget 2/28/2009	Actuals YTD 2/28/2009	% of Budget	Actuals 2/29/2008	Change from 2/29/2008	
					Dollar Change	% Change
Resources:						
NOTE: 3's are BUDGET only						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ (172,010)	\$ (172,010)		\$ -	\$ (172,010)	0.00%
Carryforward (31533/31534)	\$ 583,061	\$ 583,061		\$ 587,681	\$ (4,620)	-0.80%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 67,222	\$ 67,222		\$ -	\$ 67,222	0.00%
Subtotal 3's	\$ 478,273	\$ 478,273		\$ 587,681	\$ (109,408)	-18.60%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ 3,580	0.00%	\$ 3,170	\$ 410	12.90%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Total Resources	\$ 478,273	\$ 481,853	100.70%	\$ 590,851	\$ (108,998)	-18.40%
Preset Assessment (81150 & 81160)	\$ 2,643,694	\$ 1,762,464	66.70%	\$ 1,733,416	\$ 29,048	1.70%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 3,121,967	\$ 2,244,317	71.90%	\$ 2,324,267	\$ (79,950)	-3.40%
Uses:						
Personnel Services - All (51XXX)	\$ 2,108,495	\$ 1,155,900	54.80%	\$ 1,159,263	\$ (3,363)	-0.30%
Fringe Benefits (546XX)	\$ 569,734	\$ 304,490	53.40%	\$ 305,436	\$ (946)	-0.30%
Total Personnel Services and Fringe	\$ 2,678,229	\$ 1,460,390	54.50%	\$ 1,464,699	\$ (4,309)	-0.30%
Expenditures (50000)	\$ 116,156	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 627,310	\$ 233,936	37.30%	\$ 345,712	\$ (111,776)	-32.30%
Supplies (53XXX)	\$ 56,997	\$ 23,637	41.50%	\$ 77,914	\$ (54,277)	-69.70%
Fixed Costs (54XXX) exc. Fringe	\$ 55,087	\$ 39,682	72.00%	\$ 32,365	\$ 7,317	22.60%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IIT's (6XXXX)	\$ (411,812)	\$ (214,789)	52.20%	\$ (250,258)	\$ 35,469	-14.20%
Subtotal Other Uses	\$ 443,738	\$ 82,466	18.60%	\$ 205,733	\$ (123,267)	-59.90%
Total Uses	\$ 3,121,967	\$ 1,542,856	49.40%	\$ 1,670,432	\$ (127,576)	-7.60%
Balance	\$ -	\$ 701,461		\$ 653,835	\$ 47,626	
<p>Notes: The unit's budget was reduced by \$57,479 for it's portion of a 3% State Appropriation budget cut and \$3,886 for a base FY09 budget travel cut. In September and October, the unit's budget was reduced by \$42,004 for an additional 14.9% State Appropriation cut. In December, The unit's budget was cut an additional \$130,006 for a 7% State Appropriation cut. The unit received permanent BOT funding of \$2,684 for E Learning initiative, \$3,000 for exit interview program, and \$18,463 for a benefit exception report. The unit received permanent funds of \$50,000 from a service unit reallocation of funds also for the E Learning initiative, and \$67,222 from the Provost (Rsp 02) for international staffing. The unit received an increase of \$30,788 in VCM allocation for the unit's share of the 1% pay package. The unit's carryforward decreased by \$4,620 or 0.80% from the prior year.</p>						
Budget Analyst Name: Ralph B. Summer				Unit Contact: Debra Allen		
<p>Comments/Concerns: With the year 66.67% complete, actual expenditures are 49.40% of budget. Expenditures for Fixed Costs (54XXX) are at 72.00% of budget. The unit may need to realign their budget if spending patterns are expected to continue. Actual spending has decreased by \$127,576 or 7.60% from the prior year.</p>				<p>Response: Fixed costs are over budget for 25200 A010, where carry forward funds were used to cover necessary costs associated with registration for a conference to bring staff up-to-date with changing federal regulations. Otherwise expenditures remain below budget and in-line with expectations for this point in the budget year. We continue to hold on FY09 initiative expenditures until the status of our FY10 budget is established. These funds will have to be cut if to accommodate further budget reductions without adversely impacting HR's performance of the legally mandated functions.</p>		

**Division of Human Resources
Responsibility 16
62010 A000**

Established FY2010 Recurring Allocation: \$2,216,019			This is \$206,754 less than HR's FY09 base after inclusion of the FY09 Pay Package and Initiative Funding	
Recurring Initiative Funding Awarded FY09			\$52,684	E-Learning Initiative: Funding for one position & training for that person to create e-learning tutorials of the university's internal operating procedures to ease burden on classroom facilities and allow employees to access training when needed. HR would fund operational expenses (specialized software, computer & other supplies) totalling about \$7,000 from carry forward funds.
			\$3,000	Exit Interview Program: Creation and maintenance of an online exit interview survey for use by the entire University. Software and training costs.
			\$18,463	Benefits Exception Report: Part-time position to increase efficiencies to reduce response time and processing time.
			\$74,147	Total of Recurring Initiative Funding that is on hold pending further budget cuts.
Object Code	Object Title	Budget		Description
51200	Classified Positions	\$1,284,460		Includes Initiative Funding
51300	Unclassified Administrative Position	\$180,009		
51410	Temporary Help Non-Student	\$38,205		
51420	Undergrad Stu Assistant	\$1,700		
51500	Overtime - Personal Service	\$100		
52010	Freight Express And Deliveries	\$125		
52024	USC Employee Travel Domestic	\$2,319		
52031	Telephone Toll Charges	\$1,500		
52032	Telephone and Network Services	\$12,760		UTS Service Level Agreement for division, including ISFS; Mass e-mail annual contract with UTS
52033	Voice Mail Services	\$2,500		
52035	Telephone Monthly Service	\$17,320		
52046	Data Processing Software Maint...	\$1,500		Maintenance/repair cost for printers under university's US Laser contract

**Division of Human Resources
Responsibility 16
62010 A000**

Object Code	Object Title	Budget	Description
52047	Teleserve Equip Maint Contract	\$1,800	USC group maintenance contract for equipment such as fax machines and printers not covered by US Laser
52051	Printing/USC Work	\$7,000	Carry Forward will be used for needs beyond budgeted allocation.
52052	Printing-Non USC Work	\$2,000	Drug Free Workplace booklet-printing and distribution
52070	Contractual Services Reportabl...	\$385,397	EAP contract; State Archives; Document Shredding; Urban League Summer Pgm; maintenance contracts related to Imaging Program; SLED and Applicant Insight background checks, which are reimbursed under 62080.
52091	Site License Fee	\$51,574	USC Jobs Online, PD Module, integration with Inside Higher Education, plus tax on these online systems
52100	Data Processing Services	\$540	Leasing webspace from UTS
53001	Office Supplies	\$4,000	Carry Forward will be used for needs beyond budgeted allocation.
53002	Educational Supplies	\$2,100	Updates to SC Code, educational materials, subscriptions
53003	Postage	\$4,000	
53004	Data Processing Supplies	\$7,500	Fax and printer toner, as well as new software and software updates; incudes Initiative Funding
53005	Food Supplies	\$0	Carry Forward will be used for needs beyond budgeted allocation, such as expenses related to State Service Award reception.
53007	FSI Office Products	\$2,580	
53009	Other Supplies	\$0	Carry Forward will be used to purchase State Service pins.
54012	Rents-Data Processing Equipmen...	\$28,104	Dell lease (includes lease cost for ISFS)
54013	Rents-Non Data Processing Equi...	\$11,000	Copy expense
54015	Rents-Other	\$400	Russell House rental costs for benefits-related functions
54110	Contributions And Dues	\$2,000	Professional associations such as CUPA, SHRM
54520	Tuition/Fees-Participants Non-...	\$8,600	Training/workshop tuition. Includes Initiative Funding
54600	Fringe Benefits	\$482,023	
62070	IIT Other Contractual Service...	(\$14,267)	Campuses share of EAP contract; goes to offset contract price
62080	IIT Security Contractual Service...	(\$312,830)	Reimbursement of actual background check expenses noted under object code 52070
Established FY09 Recurring Allocation:		\$2,216,019	

**Division of Human Resources
Responsibility 16
62010 A000**

Object Code	Object Title	Budget	Description
Projected FY2010 Carry Forward & Planned Uses		\$657,613	Estimated Carry Forward from 62010 A000 and A001 (Floater Pool); awarded initiative funding and unfilled positions contribute to this amount
		\$6,730	Dedicated to cover TERI payouts in 2011
		\$33,500	To hire benefits consultant and tax attorney to handle Prudential de-mutualization
		\$7,000	HR's operational cost for E-Learning Initiative (software, etc)
		\$30,000	Updates/modifications/repair to Access databases used by Employee Relations, Floater Program and Professional Devp.
		\$5,010	State Service Pins
		\$2,000	Food Service (State Service Awards & Coffee Service)
		\$6,420	Cover costs cuts to office supplies, toner, paper budgets if needed
		\$97,298	Covers salary and benefits for three temporary employees in Salary Administration
		\$8,420	Cover operating expenses cut from recurring funds
		\$70,000	For temporary employee to cover military deployment of Employee Relations Manager
		\$391,235	contingency funding

**Division of Human Resources
International Support for Faculty and Staff
25200 A010**

Established FY2010 Recurring Allocation: \$322,887			This is \$26,621 less than ISFS's FY09 base after inclusion of the FY09 Pay Package and Initiative Funding.
			<p style="text-align: center;">Recurring Initiative Funding Awarded FY09: \$67,222</p> <p><u>Strengthen International Support for Faculty & Staff</u></p> <p>Add an additional staff member at the assistant director level to insure the University's ability to comply with federal mandates and effectively respond to the needs of hiring units and the internationals they recruit.</p>
Object Code	Object Description	Budget	Notes
51200	Classified Positions	\$232,565	Includes Initiative Funding, minus cut of \$18,946.
52010	Freight Express & Deliveries	\$100	
52024	USC Employee Domestic Travel	\$0	Carry Forward to replace \$7,500 cut in operating costs.
52031	Telephone Toll Charges	\$250	
52033	Voice Mail Services	\$360	
52035	Telephone Monthly Service	\$2,928	Includes Initiative Funding.
52047	Teleserve Equip Maint Contract	\$100	
52051	Printing-USC Work	\$233	Carry Forward to replace \$175 cut in operating costs.
53001	Office Supplies	\$700	
53002	Educational Supplies	\$4,715	
53003	Postage	\$1,200	
53004	Data Processing Supplies	\$378	
53007	FSI Office Products	\$200	
54013	Rents-Non Data Procsng Equi...	\$1,200	
54110	Contributions and Dues	\$2,000	
54600	Fringe Benefits	\$79,958	Includes Initiative Funding.
Established FY09 Recurring Allocation:		\$326,887	

**Division of Human Resources
International Support for Faculty and Staff
25200 A010**

Projected FY2010 Carry Forward & Planned Uses	\$87,773	Projected Carry Forward
	\$20,000	Contract for technical work on current data management systems (working with TM Floyd to refine cost estimate to expand report capabilities, ability to capture and upload incoming client data; and to expand data fields due to changes in immigration. TM Floyd "built" our foreign national tracking system)
	\$7,675	CF to replace cuts in operating expenses
	\$60,098	contingency funding

University of South Carolina – Division of Human Resources
Benefits Office
Blueprint for Service Excellence
April 2009

I. Executive Summary

A. Vision Statement

The Benefits Office will be distinguished for its innovative and comprehensive approach to benefits administration and education as well as customer service that consistently surpasses expectations. In addition, the Benefits staff will seek opportunities to supplement the existing benefits available for faculty and staff.

B. Mission Statement

The mission of the Benefits Office is to administer employee benefits and serve as a source of information and expertise to faculty and staff and their families as well as candidates for employment with the University.

C. Goals

1. Evaluate the University's benefits package to assess the level of competitiveness with the benefits offerings of peer institutions.
2. Improve customer service to cultivate a positive impression of the University and the Benefits Office. Increase efficiencies to reduce response and processing times.
3. Develop a robust education component to capitalize on research that indicates that knowledge of benefits increases one's benefits satisfaction.
4. Enrich the benefits web site to increase the breadth and depth of information provided.

II. Goals, Initiatives, Action Plans, Assessments and Year-End Observations

Goal 1

Evaluate the University's benefits package to assess the level of competitiveness with the benefits offerings of peer institutions.

Initiative 1(a)

Gather comparative benefits data from various sources.

Action Plan 1(a-1): Participate in CUPA-HR annual benefits survey and review summary data.

Assessment 1(a-1): The Benefits Office completed this action plan in FY09 and will continue to do this on an annual basis.

Action Plan 1(a-2): Subscribe to CUPA-HR's Data-on-Demand to extract specific benefits data.

Assessment 1(a-2): Data-on-Demand is an important electronic tool. Every effort will be made to maintain funding for the annual subscription of \$503. DOD allows the Benefits staff to conduct analyses at any time and as often as necessary, using custom-selected comparison groups.

Action Plan 1(a-3): Conduct periodic benefits surveys with aspirational peer institutions and SEC/ACC schools.

Assessment 1(a-3): In FY09, benefits surveys were conducted with eight schools. In FY2010, additional surveys will be conducted with at least 50 percent of USC's aspirational peer institutions and SEC/ACC schools.

The institutions surveyed were:

- University of Alabama
- University of Arkansas
- Auburn University
- Clemson University
- Duke University
- University of Maryland
- The Pennsylvania State University
- University of Virginia

Initiative 1(b)

Make recommendations for changes to the benefits offered to University faculty and staff.

Action Plan 1(b-1): Analyze comparative data to determine areas of deficiency in the University's benefits.

Assessment 1(b-1): The FY09 analysis revealed that benefits offered are very competitive. Two of the schools surveyed were private institutions, so future surveys will distinguish between the information from the public and private universities.

Action Plan 1(b-2): Convene the Insurance and Annuities Committee to develop a cost/benefit analysis of potential modifications to the University's benefits.

Assessment 1(b-2): This was unnecessary in FY09 since no modifications to the benefits plan were recommended.

Action Plan 1(b-3): As needed, arrange for the chair of the USC Columbia Faculty Welfare Committee to meet with officials from the State Office of Insurance Services and the South Carolina Retirement System.

Assessment 1 (b-3): A meeting with these state officials was not sought by the Faculty Welfare Committee during FY09.

Goal 1: Year-End Observations

Continuous evaluation of the University's benefits package is required to maintain a thorough assessment of the University's competitiveness with the benefits offerings of peer institutions.

Goal 2

Improve customer service to cultivate a positive impression of the University and the Benefits Office. Increase efficiencies to reduce response and processing time.

Initiative 2(a)

Provide training opportunities for Benefits staff to increase knowledge and expertise.

Action Plan 2(a): Implement a professional development program of approximately three hours of training each month to ensure that staff members are up-to-date on federal laws and state regulations affecting benefits.

Assessment 2(a): This program was successfully implemented in FY09 with benefits staff members participating in a monthly professional development program. With the increased training, the staff was able to assist University employees with the more complex issues that would have been referred to the Benefits Manager or Assistant Manager in the past. Continuation of this effort will ensure the Benefits staff is kept abreast of changing federal laws and state regulations that affect benefits, and of new benefits-related products and/or services.

Topics covered during the monthly professional development program included:

- Service Retirement Eligibility and Processing
- Disability Retirement Eligibility
- Using the S.C. Retirement System's Electronic Employer Services System
- Overview of 403(b) Plans (external speaker)
- Deferred Compensation Plans (external speaker)

- Workers' Compensation (external speaker)
- How the Family Medical Leave Act Works
- Defining Professionalism
- Customer Service Skills
- Importance of a Positive Attitude in the Workplace
- Importance of Teamwork
- Effective Time Management
- Working with Difficult People
- Review of New Long-Term Care Plan
- Effective Strategies for Relieving Stress (external speaker)
- Review of Online Benefits Enrollment System
- Exception Reports and Processes
- How and Why State Service Dates are Adjusted
- New COBRA Rules
- Motivation

Initiative 2(b)

Offer increased training and guidance to departmental and campus HR contacts.

Action Plan 2(b-1): Implement a periodic round-table discussion between department HR contacts and the Benefits staff to clarify policies and procedures and discuss solutions to challenges, thereby improving service at the department as well as the University level.

Assessment 2(b-1): The first HR Round Table took place in FY09 with 41 HR contacts in attendance. The training effort was coordinated with other areas of Human Resources. Based on participant evaluations, it proved a valuable tool in providing better understanding of policies and procedures.

Action Plan 2(b-2): Implement a quarterly meeting for senior and regional campus HR contacts to clarify policies and procedures and discuss solutions to challenges, thereby improving benefits service across the University System.

Assessment 2(b-2): This action plan was not implemented due to staffing shortages in both the central Benefits Office and the campus human resource offices. Until this plan can be implemented, the campus HR contacts are being invited to attend HR Round Table sessions. This group also has been encouraged to participate in the monthly professional development training being provided to Benefits staff members. Participation has been disappointing to date and is attributed to increased workloads and budget cuts that have kept campus HR staff from coming to the Columbia campus for training opportunities.

Initiative 2(c)

Solicit feedback from Benefits customers in various types of customer encounters.

Action Plan 2(c): Assess customer satisfaction with the Benefits Office by conducting customer surveys and asking participants to evaluate informational seminars conducted by the Benefits staff.

Assessment 2 (c): An evaluation form has been developed for use in conjunction with benefits orientation seminars. Results to date indicate that these seminars are providing the necessary information to assist University faculty and staff in making benefits decisions. In addition, a new customer service survey was designed and made available to Benefits customers online as well as in a simple postcard format. The Benefits Office began using the new form in March 2009. There has not been sufficient time to assess the limited feedback that has been given.

Initiative 2(d)

Minimize negative financial impact of delayed benefits orientation of new hires.

Action Plan 2(d): Conduct benefits orientation of new hires within 10 business days of their date of employment to reduce the amount of arrears deducted from their first pay check and to expedite receipt of the insurance cards.

Assessment 2(d): Because University departments may hire at any time, the Benefits Office continues to struggle with the logistics of consistently getting new hires into benefits orientation within 10 business days of their date of hire. This remains a work in progress; however, the Benefits staff now enters benefits data online during orientations to lessen or eliminate the amount of arrears deducted from the first pay check of new employees.

Initiative 2(e)

Evaluate processes for opportunities to streamline and improve efficiency. Use exception reports to identify flawed processes and inefficiencies.

Action Plan 2(e-1): With input from departmental and campus HR contacts, methodically review each benefits process to identify and implement greater efficiencies.

Assessment 2(e-1): During FY09 numerous processes were revised as a result of feedback from campus HR contacts. Among these were changes to the Leave Without Pay (LWOP) process resulting in benefits being terminated in a more timely fashion for those on LWOP who fail to pay their portion of insurance premiums. In addition, elimination of an unnecessary step in processing temporary hires allows their hiring documents to be processed more expeditiously.

Action Plan 2(e-2): Hire a permanent part-time employee (20 hours/week) to reconcile exception reports and assist with increased benefits training and communications.

Assessment 2(e-2): Although Initiative Funding has been allocated for this plan, Human Resources has not filled this position due to the uncertainty of future budget cuts. This part-time position would provide valuable support to Benefits, but it is more important to preserve recurring funding

for the full-time positions. Benefits staff reconciled exception reports as often as possible in FY09; however, analyzing patterns and causes for the exceptions and taking preemptive action will remain a challenge until this position can be filled.

Initiative 2(f)

Eliminate obsolete paper files.

Action Plan 2(f): Retain temporary employee until the imaging validation project is complete.

Assessment 2(f): Validation of all retiree files was completed in FY09.

The new focus will be to validate and/or reimage all active employee files. If the Benefits Office is able to fill the part-time position discussed in 2(e), he or she will assist in this effort.

Goal 2: Year-End Observations

The Benefits Office has implemented important components to insure good customer service. If funding remains available to hire the part-time position mentioned above, additional improvements in the operations and services of the office will occur.

Goal 3

Develop a robust education component to capitalize on research that indicates that knowledge of benefits increases one's benefits satisfaction.

Initiative 3(a)

Offer benefits seminars on a more frequent basis and on a broader range of topics.

Action Plan 3(a-1): During fall and spring semesters, offer retirement planning seminars targeted to specific demographic groups.

Assessment 3(a-1): The Benefits Office worked with HR's Professional Development Office to schedule and advertise the availability of a new workshop, "Applying for Retirement." The first two sessions of this workshop were filled to capacity. The program will be offered on a monthly basis.

Action Plan 3(a-2): Offer seminars on topics such as "Understanding Your Benefits," "Asset Allocation," "Basics of Investing for Retirement," etc. once in the fall and once in the spring semesters.

Assessment 3(a-2): The Benefits Office worked with HR's Professional Development Office to schedule and advertise a new workshop, "How to Invest in a Troubled Market." This new workshop and a general investing workshop were offered twice during FY09 in addition to one-time workshops being offered on planning for retirement and purchasing retirement service.

Action Plan 3(a-3): Hire a part-time employee (20hours/week) to assist with increased benefits training and communications. (See action plan for initiative 2(e) above.)

Assessment 3(a-3): As previously mentioned this hire is on hold pending more definitive information on the Division's budget.

Action Plan 3(a-4): Record seminars to make them available for faculty and staff online.

Assessment 3(a-4): Work has been completed to identify the necessary steps and the costs associated with providing recorded seminars online. Funding has been transferred from the online benefits orientation project to implement this effort during FY2010. It will cost approximately \$700 to create the first offering.

Goal 3: Year-End Observations

Significant accomplishments were achieved in developing a more robust education component to aid faculty and staff in better understanding and thus better appreciating the benefits provided by the University. This was achieved during a time of staff shortages and budget cuts. It is anticipated that even greater accomplishment will be attained in FY2010 if the Benefits Office has funds to hire a permanent part-time staff member.

Goal 4

Implement self-service benefit transaction capabilities to provide 24-hour service to faculty and staff.

Initiative 4

Implement online benefits orientation project.

Action Plan 4: Finalize the content of the online benefits orientation program and obtain approval from Director of HR Programs and Services and Vice President for Human Resources.

Assessment 4: Work on this initiative was halted when the Benefits Office learned that the State Employee Insurance Program intended to release an online benefits orientation in July 2009. Rather than duplicate effort, the one-time Initiative Funding of \$3,000 was redirected to the project of making other benefits programs available online.

Goal 4: Year-End Observations

The University will be able to take advantage of the State Employee Insurance Program's online benefits orientation without having to develop and implement a separate program for USC. This is a positive outcome for a project initiated by the Benefits Office that we believe influenced the State's decision to pursue a similar effort. The funding provided for USC's online benefits orientation will now support placement of several benefits seminars online for use by University faculty and staff (see Initiative 3(a) above).

Goal 5

Enrich the benefits web site to increase the breadth and depth of information provided and to make it easier to use.

Initiative 5

Collaborate with the HR Director of Employee Communications/Budgets to revise the benefits web site to be more informative.

Action Plan 5(a-1): Research relevant links, forms, and other useful information for inclusion on the web site to make the site a one-stop shop for benefits information.

Assessment 5(a-1): The Benefits Office has done extensive research to review and compare its web offerings to those of other institutions.

Action Plan 5(a-2): Submit proposed revisions for review and comment.

Assessment 5(a-2): Proposed revisions have been submitted to the Director of Employee Communications/Budgets. After further discussion, the plan has been returned to Benefits for additional information and clarification.

Action Plan 5(a-3): Submit proposed revisions for approval by the Director of HR Programs and Services and the Vice President for Human Resources.

Assessment 5(a-3): The feasibility of the proposed redesign of the Benefits web site must first be finalized with the Director of Employee Communications/Budgets before it is submitted for further approval.

Goal 5: Year-End Observations

Efforts will continue to complete redesign of the Benefits web site so that links to information will be based on the user's status, such as being a current faculty or staff member, or a retiring faculty or staff member. The redesign also will include links to more comprehensive benefits information.

University of South Carolina – Division of Human Resources
Office of Employee Communications and Budgets
Blueprint for Service Excellence
April 2009

I. Executive Summary

A. Vision Statement

The Office of Employee Communications will become a valued source of information for employees at all levels of the University through traditional and non-traditional means. The HR Budget Office will continue to oversee budget preparation and expenditures to ensure that the operations of the Division of Human Resources remain fiscally sound.

B. Mission Statement

The mission of the Office of Employee Communications is to support the offices within the division in their delivery of services to and communication with faculty, staff, and administrators. The mission of the HR Budget Office is to ensure that the operations of the division remain fiscally sound.

C. Goals

1. Direct the ongoing development and improvement of the Division of Human Resources' web presence.
2. Administer the budget of the Division in a fiscally sound manner.
3. Direct the preparation of the Division's strategic plan for the coming year.

II. **Goals, Initiatives, Action Plans, Assessments and Year-End Observations**

Goal 1

Direct the ongoing development and improvement of the Division of Human Resources' web presence.

Initiative 1(a)

Determine the need for new or revised web pages within the Division.

Action Plan 1(a): Meet with each director or manager within the Division to assess the effectiveness of existing web pages and determine the need to add, expand, revise, or eliminate certain pages.

Assessment 1(a): This action plan has resulted in the initiation of major redesigns for the web sites of the Benefits Office and the Office of International Support for Faculty and Staff. In addition, new web pages focusing on the University's requirements as an E-Verify employer were designed and added to the HR web site. An interactive customer service satisfaction survey instrument also was added to the Benefits web site during FY09.

Initiative 1(b)

Review the Division's web pages for clarity of the information and internal consistency of the appearance, language, and information contained in the pages.

Action Plan 1(b): Propose changes in the web pages based upon the review. Make the approved changes.

Assessment 1(b): Changes are made weekly to insure that the content of the web site remains accurate and up-to-date.

Goal 1: Year-End Observations

The nature of the web requires constant vigilance to maintain consistency in appearance and the timeliness of information being provided. The redesign of the Benefits web site and that for International Support for Faculty and Staff (ISFS) are major projects that represent a significant increase in information that will be made available to University faculty and staff. In addition, redesign of the ISFS web site will require the creation of multiple interactive forms that will offer their clients a new level of service.

Goal 2

Administer the budget of the Division of Human Resources in a fiscally sound manner.

Initiative 2

Provide budget information to the Vice President for Human Resources on a monthly basis, pointing out both areas of deficit spending or areas of resource opportunity.

Action Plan 2: Provide information detailing expenditures by department within the Division to point out areas of deficit spending or areas of resource opportunity.

Assessment 2: Recommendations were made to effectively handle more than \$200,000 in cuts to the Division's recurring funds allocation in FY09 so that the Division could maintain required service levels, while meeting state and federal laws and regulations.

Goal 2: Year-End Observations

Budget responsibilities during FY09 included collaborating with others in the Division and with Purchasing on the re-issue of a million dollar RFP to identify and contract with an outside vendor to provide background check services for the University system for a five-year period. The resulting proposals offered across-the-board reductions in the costs associated with background checks.

Goal 3

Direct the preparation of the Division's strategic plan for the coming year.

Initiative 3

Work with Division Directors and Managers to achieve greater consistency in the preparation of their departmental strategic plans and initiatives.

Action Plan 3(a): Develop a calendar for strategic plan preparation.

Assessment 3(a): A schedule was prepared and meetings were held with Division Directors and Managers to discuss progress on existing goals and to make recommendations on the presentation of their FY2010 plans.

Action Plan 3(b): Review each plan for internal consistency and clarity of information. Eliminate redundancy by reviewing plans to identify themes and trends that are division-wide.

Assessment 3(b): Plans have been reviewed, edited and submitted to the Vice President for Human Resources.

Goal 3: Year-End Observations

Based on this year's experience, additional meetings and interim written reports will be required as part of preparing the Division's next strategic plan update.

University of South Carolina – Division of Human Resources
Employee Relations Office
Blueprint for Service Excellence
April 2009

I. Executive Summary

A. Vision Statement

The University's Employee Relations Office will become a trusted campus resource, openly used by all university employees, whether employee or supervisor, as a reliable source of assistance in creating a positive work environment and resolving performance and behavioral issues in the workplace.

B. Mission Statement

The mission of the Employee Relations Office is to provide independent policy-based assistance and education to both employees and supervisors in the creation of a positive work environment and the resolution of performance and behavioral issues.

C. Goals

1. Engage and respond more effectively to employees and supervisors to increase awareness of employee relations issues, improve the work environment, and reduce the University's potential liability in work-related matters.
2. Increase the effectiveness and the overall completion rate of the Employee Performance Management System.
3. Implement an exit interview process for faculty and staff leaving the University of South Carolina. Use the data to propose initiatives or recommend changes suggested by the information.

II. Goals, Initiatives, Action Plans, Assessments and Year-End Observations

Goal 1

Develop and implement targeted supervisor/manager training and awareness of employee relations issues to improve the work environment and reduce the University's potential liability in work-related matters.

Initiative 1

Restructure existing EPMS training to provide a separate program specific to resolving behavioral problems in the workplace through the progressive disciplinary process.

Action Plan 1(a): Work with HR's Office of Professional Development to develop and implement a new supervisory training program on resolving problematic workplace behavior through the progressive disciplinary process.

Assessment 1(a): A new training program has been developed and was presented at USC Aiken on April 29, 2009. The training focuses on how to deal with difficult people in the workplace by incorporating progressive discipline and customer service skills. The monthly EPMS training has been restructured to incorporate more information on resolving behavioral problems in the workplace. Participation in the Violence in the Workplace training also afforded the Employee Relations Office an opportunity to provide training on resolving problematic workplace behavior through the progressive disciplinary process.

Action Plan 1(b): Identify those departments within the University whose supervisors should receive priority supervisor/manager training.

Assessment 1(b): Facility Services has been identified for an onsite workshop designed to address disciplinary issues, with an emphasis on proper follow-up, review and investigation of incidents. This workshop will be conducted in May 2009.

Action Plan 1(c): Schedule, conduct, and evaluate the effectiveness of the training in targeted departments.

Assessment 1(c): Evaluation of training in targeted departments is scheduled to take place following completion of the targeted training.

Goal 1: Year-End Observations

Substantial progress has been made in designing new workshops and updating existing employee relations workshops for supervisors. Efforts to further strengthen supervisor knowledge will continue and are detailed under Goal 2, Initiative 2(a) below.

Goal 1 Updated for FY2010

Engage and respond more effectively to employees and supervisors to increase awareness of employee relations issues, improve the work environment, and reduce the University's potential liability in work-related matters.

Initiative 1(a)

Increase the visibility and communications of the employee relations area and its programs.

Action Plan 1(a-1): Work with the Director of Employee Communications/Budgets to update the Employee Relations web site to be more interactive and to provide more information to employees and supervisors.

Action Plan 1(a-2): Create Frequently Asked Questions for all programs addressed on the Employee Relations web site and work with the Director of Employee Communications/Budgets to have the FAQs appropriately incorporated into the web site.

Initiative 1(b)

Create and implement a campus-wide marketing plan to increase the overall visibility of the Employee Relations Office to insure employees are aware of the services available to them.

Action Plan 1(b-1): Work with the Director of Employee Communications/Budgets to create a detailed marketing plan on which to base future efforts. Submit the plan for approval by the Director of Human Resources Programs and Services and the Vice President for Human Resources.

Action Plan 1(b-2): Work with the Director of Employee Communications/Budgets to develop an informative and cost-effective printed piece to replace information now provided in the new employee orientation handout.

Action Plan 1(b-3): Visit departments/campuses during annual benefits enrollment to provide information on the Employee Assistance Program and other services provided by the Employee Relations Office.

Initiative 1(c)

Using available survey methods, develop and implement a customer satisfaction survey to evaluate services provided by the Employee Relations Office.

Action Plan 1(c-1): Draft sample questions for approval by the Director of Human Resources Programs and Services and the Vice President for Human Resources.

Action Plan 1(c-2): Maintain a roster of all faculty and staff who interact with the Employee Relations Office during a six-month period for use as the survey group for the customer satisfaction survey.

Action Plan 1(c-3): Conduct the customer service satisfaction survey, analyze the results and use the data to improve the operation and services of the Employee Relations Office.

Goal 2

Increase the effectiveness and the overall completion rate of the Employee Performance Management System (EPMS).

Initiative 2(a)

Increase training for supervisors to promote acceptance and knowledge of the EPMS process.

Action Plan 2(a): Schedule EPMS training for supervisors each month.

Assessment 2(a): Monthly EPMS training classes were scheduled. Employee Relations also extended invitations to departments with identified low EPMS returns and/or other problem areas. Efficient tracking of overdue EPMS forms led to easy identification of completion rate by department. Notifying the department of delinquent EPMS evaluations assisted with improvement in overall completion rates.

Initiative 2(a) Updated

Introduce new training to further develop supervisors' abilities to manage employee job performance and develop more results oriented success criteria, while increasing their knowledge of the EMPS process.

Action Plan 2(a) Updated: In collaboration with HR's Professional Development Office create and implement a new training program to build on skills introduced in the EPMS for Supervisors training program. EPMS for Supervisors Part II should be designed to help supervisors lead employees to higher levels of job performance.

Initiative 2(b)

Take steps to insure that all new supervisors participate in EPMS training.

Action Plan 2(b-1): Develop a process to identify those employees who have been newly hired or promoted into supervisory positions.

Assessment 2(b-1): Additional efforts were made to identify departments with supervisors who have not attended EPMS training and new supervisors in the USC system. HR departmental contacts were used in helping to identify newly hired and promoted supervisors.

Action Plan 2(b-2): Require completion of EPMS training as a performance objective in the planning stage and evaluation of all new supervisors.

Assessment 2(b-2): Directors and other management officials are encouraged during training to list completion of EPMS reviews as a duty for supervisors and to evaluate the supervisor on completion of EPMS evaluations for employees on or before the employees' due dates.

Initiative 2(b) Updated

Update the Performance Appraisal for Classified Employees Policy.

Action Plan 2(b-1) Updated: Draft an updated HR 1.36 Performance Appraisal for Classified Employees policy to include a requirement for managers and supervisors to attend EPMS training. The update also should include provisions for universal review dates.

Action Plan 2(b-2) Updated: Submit the updated HR 1.36 policy for approval by the Director of Human Resources Programs and Services and the Vice President for Human Resources.

Initiative 2(c)

In collaboration with other affected departments within the Division of Human Resources, develop a proposal to implement a universal review date within the University.

Action Plan 2(c): Evaluate the effectiveness and compliance with policy of the pilot universal review date project at USC Upstate.

Assessment 2 (c): Although the pilot program has not been tested long enough to establish firm data on the short year review, use of the universal review at USC Upstate is viewed as successful based on the 30% increase of EPMS evaluations being completed on time. A training session was conducted in conjunction with implementation of the pilot to increase acceptance and knowledge of the EPMS process.

Initiative 2(d)

Establish and publish EPMS completion rate goal of 90 percent for the University system.

Action Plan 2(d-1): Maintain and monitor the database of all completed EPMS forms in order to identify departments with low EPMS percentages.

Action Plan 2(d-2): Advise departments with low EPMS completion percentages of their status and encourage completion of EPMS.

Goal 2 Year-End Observations

In addition to working to increase the overall completion rate of EPMS, efforts were undertaken to work directly with departments to provide EPMS and progressive disciplinary training to employees. These efforts resulted in targeted training in the

Moore School of Business, the School of Medicine, Student Affairs (Greek Life) and Custodial Services to improve their EPMS completion rate. Directed training also was provided to USC Upstate and USC Lancaster to increase acceptance and knowledge of the EPMS process.

Goal 3

Implement an exit interview process for faculty and staff leaving the University and use the data to recommend changes suggested by the information.

Initiative 3(a)

Create or purchase an online exit interview program that will be available to faculty and staff leaving the University.

Action Plan 3(a-1): Research exit interview software programs used by peer institutions as well as programs available on the market.

Assessment 3(a-1): Research indicates it is not feasible to purchase an online exit interview program. Programs such as that offered by Kenexa, Inc. exceed the Initiative Funding that has been allocated to support creating and maintaining an exit interview process. This plan is on hold pending more definitive information about the Division's budget.

Action Plan 3(a-2): Develop the exit interview questionnaire(s) and review with appropriate campus groups including senior and regional campus representatives.

Assessment 3(a-2): Development of the exit interview questionnaire has not been completed. Additional research into best practices at other institutions of higher education is necessary.

Action Plan 3(a-3): Implement the exit interview program and evaluate its effectiveness one year after full implementation.

Assessment 3(a-3): Implementation has not taken place. This project was placed on hold pending more definitive information about the Division's budget.

Action Plan 3(a-4) Added: Conduct additional research into best practices of exit interview plans at other similar institutions of higher education. Research will include the methodology for analysis of the exit interview results. Research into best practices should be completed by the beginning of Fall Semester 2009.

Initiative 3(b)

Analyze the information obtained from the exit interview program and propose changes suggested by the data.

Action Plan 3(b): Communicate key findings from the exit interview program to the appropriate campus and system administrators. Propose initiatives or changes suggested by the data.

Assessment 3(b): The exit interview project has not been completed and is on hold pending more definitive information about the Division's budget. Nevertheless, important preparation work will be done so that the program can be implemented if funding is available.

Goal 3: Year-End Observations

Research indicates that an interactive exit survey posted on the Human Resources web site will be the most cost effective way to collect data. This approach will involve minimal cost and will provide important experience that can be evaluated to judge the best direction for further development of an exit interview process. Additional research into exit interview best practices will be conducted.

**University of South Carolina – Division of Human Resources
Employment Office
Blueprint for Service Excellence
April 2009**

I. Executive Summary

A. Vision Statement

The Employment Office will become known for its ability to recruit and attract well-qualified and diverse candidates for positions at the University of South Carolina's Columbia campus, thereby assisting academic and administrative departments reach their goals.

B. Mission Statement

The mission of the Employment Office is to provide departments with a highly qualified and diverse applicant pool from which to select prospective staff. This is accomplished by providing assistance during the recruitment, screening, interviewing and selection processes and by actively encouraging the attainment of affirmative action goals.

C. Goals

1. Provide job placement and other employment-related services to employees who have lost their jobs due to the University's reduction-in-force (RIF) actions.
2. Increase the utility and understanding of USC Jobs on the part of hiring departments.
3. Increase the diversity of the applicant pool with emphasis on underutilized groups.
4. Maintain the USC Jobs system so that it meets required retention schedules and can be fully used for statistical reporting purposes.

II. Goals, Initiatives, Action Plans, Assessments and Year-End Observations

Goal 1

Support employees who have lost their jobs due to the University's reduction-in-force (RIF) actions.

Initiative 1

Provide job placement services for the University's RIF'ed employees.

Action Plan 1(a): Assign each RIF'ed employee to an Employment Specialist who will be responsible for tracking applications and contacts made with University departments who are advertising vacancies.

Action Plan 1(b): Stay current with changes in the job market within USC, other state agencies and the community by communicating with departmental and campus HR contacts about vacancies and specific employment requirements; by reviewing on a weekly basis the vacancies posted by other state agencies; and by regularly reviewing job announcements advertised in the Columbia area.

Action Plan 1(c): Create and maintain a database of placement efforts and results.

Goal 1: Year-End Observations

This is a new goal for FY2010 due to the effect of severe budget cuts on the University.

Goal 2

Increase the utility and understanding of USC Jobs on the part of hiring departments and prospective employees.

Initiative 2(a)

Improve communication and information to hiring departments and prospective employees.

Action Plan 2(a-1): In consultation with the Director of Employee Communications/Budgets, create a Frequently Asked Questions (FAQ) and a "How to. . ." section for hiring managers on the Employment web site.

Assessment 2(a-1): An FAQ for hiring managers has been developed and submitted for review and editing prior to being published on the Employment web site.

Action Plan 2(a-2): In consultation with the Director of Employee Communications/Budgets, create a FAQ section for applicants on the USC Jobs web site.

Assessment 2(a-2): An FAQ for use by applicants using the USC Jobs web site remains under development.

Action Plan 2(a-3): Increase the number of times USC Jobs training is offered to hiring managers. Update the training materials.

Assessment 2(a-3): USC Jobs training for hiring managers is now offered each academic semester and materials used in the training have been updated. Thirty hiring managers participated in the workshops during FY09. Plans are underway to respond to a request by hiring managers for additional training on the Position Description module of USC Jobs.

Initiative 2(b)

Expand the USC Jobs list of reasons for non-selection, consistent with EEO laws and regulations.

Action Plan 2(b-1): Research EEO laws and regulations in consultation with the University's Equal Opportunity Programs Office to expand the acceptable and legally defensible reasons for non-selection.

Action Plan 2(b-2): Consult with PeopleAdmin to modify the hiring steps in USC Jobs to incorporate the expanded reasons for non-selection.

Action Plan 2(b-3): Train hiring managers on the correct and effective use of the reasons for non-selection.

Goal 2: Year-End Observations

The overall effectiveness of training for USC hiring managers was rated highly by participants who submitted evaluations. Nevertheless, additional work must be done by the Employment Office to accomplish the goal of increasing the utility and understanding of USC Jobs by hiring managers and prospective employees.

Goal 3

Increase the diversity of the applicant pool with emphasis on underutilized groups.

Initiative 3

Increase recruitment contacts with emphasis on resources used by minorities, women, disabled workers, and older workers.

Action Plan 3: Increase recruitment efforts by participating in career fairs targeted to reach minorities, women, disabled workers, and older workers.

Assessment 3: Competition for well-qualified employees from underutilized groups continues to be a challenge in the Columbia market. The Employment Office increased its recruitment efforts through participation in career fairs sponsored by Fort Jackson, Benedict College, and South Carolina State University. Recruitment efforts also were conducted during the USC Benefits Fair and the University's Career Fair.

Goal 3: Year-End Observations

The diversity of the University's applicant pool is a concern that must continually be addressed by identifying new and established recruitment efforts targeted at under-represented groups.

Goal 4

Maintain the USC Jobs system so that it meets required retention schedules and can be fully used for statistical reporting purposes.

Initiative 4(a)

Archive and/or purge USC Jobs records that meet or exceed the required retention schedule.

Action Plan 4(a-1): Consult with the University archivist to verify retention schedule requirements and the procedures for certifying that proper disposal methods are used.

Action Plan 4(a-2): Work with the University's USC Jobs contractor, PeopleAdmin, to have appropriate records archived and/or purged; certifying that proper steps are taken.

Initiative 4(b)

Convert the USC Jobs system to capture and report the revised EEO race codes required for statistical reporting purposes.

Action Plan 4(b-1): Conduct a review of the best practices of other higher education institutions that are clients of PeopleAdmin and that are already using the revised EEO race codes.

Action Plan 4(b-2): Consult with the University's Equal Opportunity Program Office in developing a new reporting layout for all current reports generated by the USC Jobs system.

Action Plan 4(b-3): Submit necessary work order changes to PeopleAdmin for modifications to the existing system.

Action Plan 4(b-4): Test changes to the system prior to release of the modifications to the live USC Jobs site; then monitor live site activity for three months, making any necessary adjustments.

Goal 4: Year-End Observations

This is a new goal for FY2010.

University of South Carolina – Division of Human Resources
Office of International Support for Faculty and Staff
Blueprint for Service Excellence
April 2009

I. Executive Summary

A. Vision Statement

In ongoing support of the teaching, research, and service goals of the University, the Office of International Support for Faculty and Staff (ISFS) will be known as a resource for monitoring and shaping legislation, regulations, and policies at the federal, state, and local levels that affect international education exchange, and for interpreting and applying those directives and controls in the university environment.

B. Mission Statement

The mission of the Office of International Support for Faculty and Staff is to promote faculty exchange and guide campuses, colleges, and departments on immigration matters related to hosting or hiring non-U.S. citizen scholars.

C. Goals

1. Provide timely processing for international faculty and researchers to attract and retain high caliber scholars while maintaining compliance with federal and state government regulations.
2. Establish standardized documentation to comply with Department of Labor and Homeland Security requirements for tenure-track international faculty hires.
3. Streamline tracking and reporting for international scholars.

II. Goals, Initiatives, Action Plans, Assessments and Year-End Observations

Goal 1

Provide timely processing for international faculty and researchers to attract and retain high caliber scholars while maintaining compliance with federal and state government regulations.

Initiative 1(a)

Engage ISFS staff in training programs to stay abreast of new laws, regulations, policies and operating instructions resulting from the change in administration in Washington and the nation's economic downturn.

Action Plan 1(a): Identify and access educational webinars through professional associations to keep ISFS staff uniformly up-to-date on changes in U.S. immigration policy and practice as it impacts the University's efforts to host or hire international faculty and researchers.

Assessment 1(a): New initiative and action plan for FY2010.

Initiative 1(b)

Organize outreach programs for hiring units and new professional staff to provide training on new laws, regulations, compliance requirements, and internal processes established to facilitate hosting or hiring internationals.

Action Plan 1(b): Develop a workshop and collaborate with the Professional Development Office to schedule and advertise it as a means of training academic units on what is required to host or hire an international faculty member or researcher.

Assessment 1(b): New initiative and action plan for FY2010.

Initiative 1(c)

Develop and refine web-based forms and processes to streamline the hiring and hosting of international faculty and researchers.

Action Plan 1(c): Provide for the electronic transmission of information to support the research and teaching of the University's eight campuses. Collaborate with the Director of Employee Communications/Budgets to redesign the ISFS web site, laying out common processes that link directly to relevant forms and information.

Assessment 1(c): ISFS was pro-active in FY09, using its web site to post breaking news of importance to U.S. and foreign faculty relative to international travel. All ISFS correspondence now includes link information for the office web site to help educate those using ISFS, of this important resource. In addition, work was completed on updating/creating electronic forms to meet Department of Labor compliance requirements. Planning meetings also have taken place with the Director of Employee Communications/Budgets to initiate the redesign and upgrade of the ISFS web site to make it more relevant for faculty and

staff needing the services provided by ISFS. Work will continue on this initiative and action plan in FY2010.

Initiative 1(d)

Institute the use of electronic routing of completed employment documents for international scholars.

Action Plan 1(d): Provide scanned copies of completed documents for immediate routing to Human Resources, Benefits, International Tax Coordinator, Payroll, and other relevant departments, colleges and campuses.

Assessment 1(d): This effort has been successfully complete after using carry forward funds to purchase the necessary scanner. ISFS can now scan and prepare required documentation as a secured PDF that can be expediently emailed to the appropriate University department, college or campus.

Goal 1: Year-End Observations

The need to strengthen the mission critical infrastructure of ISFS was recognized in FY09 with the awarding of additional recurring funding for a new professional staff member. However, budget cuts negated the receipt of this funding and ISFS has been unable to add a new staff member to assist University departments in their efforts to recruit highly sought after international faculty and researchers. This situation made it even more vital that ISFS successfully execute its goals to increase and improve the use of electronic tools to keep University clients competitive in their efforts to hire and host internationals. FY2010 will require renewed efforts to keep staff members on top of immigration's changing laws and regulations. ISFS goals have been updated to reflect this additional focus. Work to improve staff use of electronic tools including the updating and expansion of the ISFS web site also will continue in FY2010.

Goal 2

Establish standardized documentation to comply with Department of Labor and Homeland Security requirements for tenure track international faculty hires.

Initiative 2(a): Develop internal forms and checklists departments should use to document search results when hiring international faculty into tenure-track or tenured positions, differentiating between FEI and regular hires.

Action Plan 2(a): Provide electronic data forms for accurately documenting search and selection criteria for internationals hired for permanent positions for compliance with Department of Labor (DOL) and Immigration and Naturalization Service (INS) regulations.

Assessment 2(a): Instead of an electronic form, a checklist was developed and is being used. It will be available on the ISFS web site later this year. The plan to use an interactive form was abandoned because it would be construed as offering advice not allowed under federal regulations based on litigation initiated by the Department of Labor.

Initiative 2(b): Continue to work on a new mechanism for centralized storage of search documentation for rapid retrieval for Department of Labor field audit requests.

Action Plan 2(b): Continue to work with University Archives to update the retention schedule for faculty search data pursuant to Department of Labor requirements, and to provide centralized storage for these documents to facilitate the University's ability to meet federal requirements.

Assessment 2(b): ISFS staff worked with University Archives to identify dedicated storage space in a USC Archival Storage Facility at a cost to the hiring department of \$2.50 per box of faculty search documentation. Research revealed that the University and State Document Retention schedules require updating to bring them into compliance with DOL requirements. ISFS has drafted an update to the current retention schedule that can be used by University Archives as its representative works with State Archives to obtain an update in its retention schedule. Additional work is required during FY2010 to create a transmittal form for use by University hiring departments in sending boxes of search documentation for archival storage. A system for purging outdated files also will need to be developed and implemented.

Action Plan 2(b) Updated: Collaborate with University Archives to create and implement a transmittal form for use by University hiring departments in sending boxes of faculty search documentation for archival storage, as well as document destruction procedures for purging these documents at appropriate intervals.

Goal 2: Year-End Observations

ISFS has been thorough and methodical in its efforts to expand use of electronic tools to enhance its services. This careful approach resulted in a change of direction to protect the University against adverse actions by the Department of Labor. The ISFS staff will need to follow up on changes in the retention schedule that have been recommended to insure that these are forwarded to State Archives and are put into place before July 30, 2009.

Goal 3

Streamline tracking and reporting for international scholars.

Initiative 3: Revise the international scholar database to so that it has the ability to migrate data from other sources.

Action Plan 3: Upgrade current international faculty database to allow data migration from various intake forms and programs such as the Student & Exchange Visitor Information Systems (SEVIS), Immigration Law Systems (ILS), and USC Human Resource/Payroll systems.

Assessment 3: Nine months of research and meetings with UTS and the outside vendor who last worked on the ISFS international scholar database has resulted in an outline of repairs/improvements that need to take place. Research indicated that cost considerations make it impractical to upgrade the existing database to enable it to migrate data into SEVIS or ILS. Once this was determined, a reassessment of the database was initiated to identify and prioritize changes necessary to maintain the system's viability. ISFS will continue in FY2010 to work with the contract vendor to upgrade the international scholar database so that over time it can be used to meet the diverse tracking, reporting and compliance goals of the Office of International Support for Faculty and Staff.

Goal 3: Year-End Observations

ISFS staff members have worked collaboratively with Human Resources Information Systems (HRIS) and University Technology Services (UTS) staff to offset the cost of using outside contractors. However, HRIS and UTS personnel are unable to return the international scholar database to full functionality. ISFS staff members must prioritize what aspects of the database can reasonably be updated until such time as funding is available to completely upgrade the system.

**University of South Carolina – Division of Human Resources
Professional Development Office
Blueprint for Service Excellence
April 2009**

I. Executive Summary

A. Vision Statement

The University's Professional Development Office will become a model for managing employee learning through a collaborative process that relies primarily on University faculty, staff and administrators to share their expertise. The integration of technology and pedagogy will expand the capacity of the office to create an enriched learning environment.

B. Mission Statement

The mission of the Professional Development Office is to lead and support the development of knowledgeable, skillful and productive University employees through continuous learning.

C. Goals

1. Increase the access to training by expanding the use of technology in training delivery.
2. Increase the overall knowledge and professionalism of campus, college, and department human resource contacts throughout the University of South Carolina System.
3. Update the existing classroom training program through the use of new instructors, an expanded registration process and increased personal development programs in order to better serve the training needs of the University's employees.

II. **Goals, Initiatives, Action Plans, Assessments and Year-End Observations**

Goal I

Increase access to training by expanding the use of technology in training delivery.

Initiative 1(a)

Develop e-learning training to offer employees access to training when they need it rather than when it is offered in class.

Action Plan 1(a): Convert administrative processes training from instructor-led classes to an e-learning format (Examples: administrative processes in Accounts Payable, Financial Services, Purchasing, GRANT (Gamecock Research Network and Training), and Human Resources).

Assessment 1(a): Although Initiative Funding was allocated for FY09, the initiative is on hold pending more definitive information about the Division's budget.

Initiative 1(b)

Assess the effectiveness of e-learning training.

Action Plan 1(b): Employees participating in e-learning programs will evaluate the programs in the same manner as for instructor-led programs. Scores and comments will be tabulated for comparison and evaluation for future modifications.

Assessment 1(b): The e-learning initiative was put on hold due to budget uncertainty.

Goal 1: Year-End Observations

E-learning is an important program for the Division of Human Resources. If recurring funding appears to be stable, this goal will be undertaken through the hiring of an additional staff member devoted to the development of e-learning training.

Goal 2

Increase the overall knowledge and professionalism of campus, college, and department human resource contacts throughout the University of South Carolina System.

Initiative 2

Working with other departments within the Division of Human Resources, and with campus, college, and department HR contacts, develop a training curriculum for both novice and experienced HR contacts.

Action Plan 2(a): Consult with HR division managers to determine the training needed for each of their areas.

Assessment 2(a): All HR managers have been consulted and topics have been identified for inclusion in quarterly HR training programs.

Action Plan 2(b): Survey, campus, college, and department HR contacts to determine areas in which they need to be trained or updated.

Assessment 2(b): The survey will be sent to HR contacts during the summer of 2009.

Action Plan 2(c): Develop a quarterly series of HR training programs that will be offered to HR contacts throughout the University System.

Assessment 2(c): Planning is underway for HR Refresher Seminars, the first of which will be held during the summer of 2009.

Goal 2: Year-End Observation

The Professional Development Office has worked toward accomplishing this goal during a time when staffing was reduced by the retirement of its long-time manager. If recurring funding appears to be stable, the Professional Development manager vacancy will be filled. This is a necessary step to increase the progress toward completing all of the department's goals.

Goal 3

Update the existing classroom training program through the use of new instructors, a streamlined registration process, and increased personal development programs to better serve the training needs of the University's employees.

Initiative 3(a)

Acquire new instructors to teach Professional Development workshops.

Action Plan 3(a): Identify potential instructors from among the University's faculty and staff.

Initiative 3(b)

Streamline the training registration process for greater convenience to participants.

Action Plan 3(b): Work with University IT staff to provide a "Save to Outlook" feature that will allow University employees to see and confirm the date, time and location within their Outlook calendar for workshops for which they register.

Goal 3: Year-End Observation

This is a new goal for FY2010.

University of South Carolina – Division of Human Resources
Office of Salary Administration and HR Systems
Blueprint for Service Excellence
April 2009

I. Executive Summary

A. Vision Statement

The Office of Salary Administration will implement and support a classification and compensation program in conjunction with an HR information system that will provide University employees a structure for equitable compensation. The HR Information Systems will provide useful workforce data on which sound administrative and management decisions will be based.

B. Mission Statement

The mission of the Office of Salary Administration is to assist the campuses, colleges, and departments of the University in providing competitive compensation for faculty, staff, and administrators while complying with applicable state and federal laws. The mission of HR Information Systems is to maintain accurate employee information and records.

C. Goals

1. With the suspension of the OneCarolina program, collaborate with University Technology Services to refocus efforts to maintain and enhance the existing Personnel/Budget/Payroll System (PBP).
2. Engage in workforce planning within the Office of Salary Administration and HR Information Systems to insure the accuracy and integrity of data while improving efficiency and customer service.
3. Obtain additional delegated authority from the State Office of Human Resources to make classification and compensation decisions within the University.

II. **Goals, Initiatives, Action Plans, Assessments, and Year-End Observations**

Goal 1

With the suspension of the OneCarolina program, collaborate with University Technology Services to refocus efforts to maintain and enhance the existing Personnel/Budget/Payroll System (PBP).

Initiative 1(a)

Work with UTS to ensure that the current transactional capabilities of the PBP System remain workable and are less burdensome in future system upgrades.

Action Plan 1(a): Use web-based tools to collect and process information that has been handled manually in the past. Reengineer HR/Payroll processes within PBP to eliminate unnecessary steps.

Assessment 1(a): Good use has been made of web-based tools to streamline data processing. The latest effort has made forms available online that populate required data automatically once a social security number is entered. Check boxes and drop-down menus make this interactive form more user friendly.

Initiative 1(b)

Develop and/or revise HR policies as necessary to align with system upgrades at both the University and State levels while maintaining policy compliance with state and federal laws.

Action Plan 1(b): Make the necessary changes within the PBP System to ensure that USC will continue to be able to report and receive necessary data from the State Office of Human Resources after OHR's systems are upgraded.

Assessment 1(b): New initiative and action plan for FY2010.

Goal 1: Year-End Observations

The first half of the fiscal year was spent conducting the fit/gap analysis for HR and Payroll for the OneCarolina project. Once that project was suspended, Salary Administration and HR Information Systems refocused efforts to ensure that the existing PBP System would continue to serve the University's needs. In addition, HR Information Systems worked on enhancements to the PBP System to meet needs identified by the Emergency Management Team to improve accessibility to employee data by authorized personnel in the event of a campus emergency.

Goal 2

Engage in workforce planning within the Office of Salary Administration and HR Information Systems to insure data accuracy and integrity while improving customer service.

Initiative 2(a)

Recruit, hire, and train employees to fill vacant FTE positions.

Action Plan 2(a): Evaluate job functions and reorganize responsibilities to meet current and future requirements; revise job descriptions as necessary.

Assessment 2(a): Job functions have been evaluated and reorganization of responsibilities is being determined. Some job descriptions have been revised.

Initiative 2(b)

In collaboration with HR's Office of Professional Development, develop training for department, college, and campus HR contacts to update their knowledge, to improve working relationships, and to reduce the transactional time on classification and compensation actions.

Action Plan 2(b-1) Work with the Office of Professional Development and other departments within HR to develop quarterly meetings with senior and regional campus HR contacts to clarify policies and procedures and discuss solutions to challenges.

Goal 2: Year-End Observations

The original goal of workforce planning within the Division as it related to changes brought about by OneCarolina was suspended with the suspension of OneCarolina. Instead, it became necessary to address how Salary Administration and HR Information Systems would continue to operate with an aging administrative computing system and a staff composed largely of post-TERI or part-time employees. The evaluation of how this office can maximize its effectiveness will continue in FY2010. Salary Administration led the effort during the Fall 2008 semester to train more than 400 department, college, and campus HR contacts and get them certified to use the federal E-Verify system, which went live on November 1, 2008.

Goal 3

Obtain additional delegated authority from the State Office of Human Resources (OHR) to make classification and compensation decisions within the University.

Initiative 3

Work with OHR to obtain increased delegated authority over classification and compensation decisions.

Action Plan 3(a): Prepare prototype position descriptions and unclassified staff titles to parallel unclassified academic staff titles. Request increased delegated authority to include the ability to approve exceptional reclassification increases up to the midpoint of the pay band.

Assessment 3(a): Increased delegation authority was obtained from OHR for an additional 20 classified titles, bringing the total to 123 titles.

Delegated authority was further expanded to include all classifications through Band 6.

Goal 3: Year-End Observations

The S.C. Office of Human Resources audited the University's existing delegated authority decisions in June 2008 with no major findings. Additional requests for delegated authority are on hold pending the passage of legislation that would remove higher education from OHR oversight. If the legislation passes, the work of this office and of the entire Division of Human Resources will be focused on developing and seeking Board approval for a number of HR policies, procedures, and practices that will be new and different for the Carolina community. Development of a comprehensive pay plan independent from the OHR plan will necessitate the hiring of an external compensation consulting firm. It is likely that additional staff will be needed in the Division to research best practices, develop and implement new policies, and communicate them to the University System.