

# CSCU | Students First

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| <b>Planning Team</b>   | Human Resources  |
| <b>Meeting Date</b>    | June 16, 2017  |
| <b>Members Present</b> | Jay Brower, Associate Professor, Communication & Media Arts, WCSU (Tel.)<br>Kimberly Carolina, Director of Human Resources, NVCC<br>Fred Cratty, Chief Human Resources Officer, WCSU<br>Owen Kaufman, Professor of English, QVCC (Tel.)<br>Michael Lopez, Director of Human Resources, CSCUSO<br>Diane Mazza, Chief Human Resources Officer, SCSU<br>Eduardo Miranda, Bursar, MCC<br>Steve Weinberger, Vice President of Human Resources, CSCUSO |

## Meeting Notes

Vice President Weinberger provided a **recap** of the June 1, 2017 meeting:

- President Ojakian's charge of the HR Planning Team
- Review of predecessor HR Working Group data and recommendations
- Discussion of predecessor HR Working Group FAQs

VP Weinberger noted the group has gathered today to review/discuss the refreshed FTE data and to suggest next steps.

Director Lopez provided an overview of the **refreshed data**:

- Looked at FTE across the System, both full-time and part-time
- CORE data integrity is of concern
- Data captured at 5/15/17 pay date captured 7414.25 FTE and 78 HR Staff FTE
- Lots of FTE corrections to be made for part-time employees
- Full-time FTE is fairly accurate with some assumptions
  - Does not include student workers
  - Does include UAs
  - Not all active records, gross payroll extract for Spring 2017
  - May or may not capture all 8-week lecturers
  - Any faculty teaching less than 10 credits was considered part-time, manually corrected for those under 3 credits

Director Lopez guided Team members through an HR FTE Pivot table corresponding to institutional organizational charts.

All Payroll FTE were removed

Total HR Staff FTE= 78

Industry Average = 1:100 HR FTE to total FTE

Industry-Aligned HR FTE = 74.4

FTE Difference = 3.86 (over)

After payroll staff are removed from the calculation of FTE, CSCU HR is slightly above the industry average. The lower HR FTE will not generate the originally estimated savings of \$1.2-1.4 million. Only \$.5 million. Will have to look elsewhere.

CORE data will continue to be a problem. Must do the best we can with what we have. May ask campuses to provide data, as our decisions will be based upon them.

Savings target shrinks considerably. This is not a headcount reduction exercise. Proposed actions should be strategic and consolidate HR services systemwide.

VP Weinberger explained the existence of an Executive Steering Committee which is set to collect feedback from the individual working groups. This overarching committee will be responsible for approving (or disapproving) work group plans going forward. He suggested the HR Planning Team prepare for submission a proposal laying out the Team's new model and strategies.

### **Open Discussion**

Strategic HR Management Planning

- Use tenets from the predecessor HR Work Group
- Which elements provide greatest added value

### Centers of Expertise

- Consultative services on a systemwide basis
- Virtual
- Periodic meetings
- Systemwide tracking
- Housed at campuses, both Universities and Community Colleges
- HR "Generalists" may only be able to carry certain issues so far; May need to refer to a center of expertise.
- Model should produce a coherent whole, whereby everyone receives the same level of service
- Nature of center will vary, depending on nature of task....likely areas will be:
  - Labor Relations
  - Investigations
  - Affirmative Action
  - Benefits Administration
  - Advertising
  - Workers Compensation

### Next Steps:

- Develop DRAFT document for approval by Executive Steering Committee

### Next Meeting Dates:

June 27 2:30 PM