

2014 Associated Students

Personnel Office

AS Structure and Program Advisory Committee

Areas for Improvements/ Recommendations:

The following are the Structure and Program Advisory committee's recommendations for strategic goals over the next four years:

1. Address the currently unmanageable summer quarter workload in the office by adding a 2nd Summer Quarter Employee. * **This has already been passed by the board**

Personnel Office recommends to move the AS Personnel Assistant Director I to a classification of 4 Qtr. Assistant Director working 15 hours a week.

Explanation:

The Personnel Office has drastically changed from when it was originally created. It is an office that must be open each quarter to make sure that employees being hired can do their employment paperwork and if questions/situations arise the personnel office is a resource students/employees can utilize. Over the course of the last 3 years, this office has been understaffed for the amount of summer work that comes through the office. Regular day to day duties and other major office work during the summer includes such things as Summer Staff Development Planning and implementation, Employment Paperwork, Summer Hiring, Fall Staff Development Planning, SummerStart/Transitions involvement, planning for fall hiring needs, and handling any general employee questions, grievances, or performance issues. The last couple of years there have also been some salaried staff resignations during the summer, requiring search processes to be conducted to fill those vacancies. It has become increasingly difficult for the Personnel Director to take their mandatory 2 weeks of summer vacation, and to get the required office work done within 19 hours per week. The Personnel Director also needs to work during some of the intercession week between spring and summer quarters to plan for Summer Staff Development, which means they should take the amount of time worked during intercession off later in the summer as well. It has also become very difficult for the Personnel Office to be closed for any length of time due to the time sensitivity of many things the office handles like completing employment forms and hiring processes and addressing any employee concerns or performance issues. The Personnel Office recommends that Personnel Assistant Director I be changed from a 3-quarter to a 4-quarter position in order for summer

quarter to run smoothly and effectively. We believe this position is the best fit for a four quarter position because throughout the year this position coordinates the mid-quarter trainings, and works closely with Personnel Director during spring hiring, so they would be best suited for helping with the coordination of summer and fall staff development. We recommend to move this position to a classification of 4 Qtr. Assistant Director working 15 hours a week. The budget impact of this change would be approximately \$1,470, which would be off-set by the cost savings of recommendation #4.

2. *Address the demonstrated need of having an hourly employee in the Personnel Office. This will first be attempted by coordinating the timing of the Personnel Office Project Assistant work-study position hiring process to increase the likelihood of having a strong pool of applicants.*

Explanation:

This position has evolved to be an important role in the Personnel Office. We recommend that the work-study position be opened and hired during summer quarter, as soon as allowed by the Student Employment Center. The goal would be to have a larger pool of work-study applicants than is available by the beginning/middle of fall quarter, particularly now that Student Employment allows departments to begin hiring work-study students in July. This year the Personnel Office had to re-open the position several times, and wasn't able to hire a work-study employee until January 23rd. If this timeline of hiring in the summer isn't successful, then the Personnel Office will likely pursue the option of requesting that the work-study position be changed to an hourly position.

Potential Threats:

- I. Depending on award allocated by financial aid the personnel office, candidates are not able to meet the needs of the office due to the amount of work the work study is assigned to do.
- II. The applicant pool for a work study is very small and by making it an hourly position we can hire the most qualified person for the position in a timely manner.

3. During the budget process, recommend a budget reallocation so the Personnel Employee Recognition and End of the Year Banquet budgets are increased.

We Recommend that the Personnel Office budgets AS Personnel Employee Recognition and End of the Year Banquet be given a budget that is able to fill the needs of the AS Personnel Office Value of appreciating our AS employees for their incredible hard work done for Western's students at large. This additional budget allocation is needed for:

1. End of the Year Celebration costs
2. Be able to expand the recognition program

Explanation:

The personnel office currently has 7 budgets. The largest being for fall staff development, for fall staff development 2013 we decided not to do Camp AS which was a huge portion of the Fall Staff Development Budget, and had a large sum of money left over in the budget that was not used. After consulting with ASVP BusOps. And Business Director, we were able to move a portion of unused funds to different budgets where we had the need for this year.

One of the core values of the Personnel Office is to make sure employees feel appreciated for the work they do for students at large. And currently the AS Employee Recognition is a budget to use to plan quarterly appreciation days/week. For the last two years it has transitioned to a day event due to a very small budget to work with. The amount of time spent soliciting donations from local business for food and beverages for the appreciation days and End of the year Banquet is a lot of time that can be better utilized focusing on other areas of the Personnel Assistant II's responsibilities. Of course any items like coupons to be given directly to employees as part of the recognition program would still necessitate securing donations since AS funds may not be used to purchase gifts for employees.

4. Implement a pilot spring 2015 Search Committee Process that would strive not to have any AS employee serve on more than one search committee.

Explanation:

The Personnel Office requires that all salaried employees serve on search committees when we are hiring for Spring Hiring. Currently most employees only serve on one search committee (each of which usually is responsible for 3 positions), but some employees have needed to serve on two or more search committees. This most often is necessary for departments that are hiring both salaried and hourly positions in spring. The Personnel Office recommends we explore the idea of targeting specific search committees on which students at large would serve as one of the three voting members. This would serve to decrease the workload of employees, increase transparency of the AS search committee process, and provide a professional development opportunity for students at large. The Personnel Office would work with the AS Committee Coordinator to coordinate recruitment and appointment of students to these at-large positions, as well as the training of those students that are appointed.

5. Formalize that Fall Staff Development will no longer include an overnight Camp AS retreat component.

Explanation:

This recommendation is based on feedback provided the past few years, both through surveys of employees about Camp AS and fall staff development, and through debrief meetings with employees, Management Council, and Student Activities Staff. Although Camp AS served a valuable purpose during the four years that it was part of fall staff development, the feedback supports not having an overnight component. The feedback from the 2014 staff development that didn't include Camp AS was very positive, and employees supported the model of using existing AS resources such as the Challenge Program and having a campfire in the Outback to provide the teambuilding and bonding opportunities that the overnight retreat formerly provided. Formalizing this decision will allow the Personnel Office to submit a more accurate budget request for fall staff development for 2014-15, and the savings could be used toward the cost of summer staffing, hourly training, and recognition recommendations. \$5000 were saved from not doing an overnight retreat.

6. *Work with appropriate Directors, Staff Managers, and Advisers to identify AS work-study positions that could be opened and hired over the summer.*

Explanation:

Similar to recommendation #2 regarding the Personnel Office work-study, we experienced difficulty in filling many AS work-study positions in fall 2013, since Student Employment allowed departments to begin hiring work-study employees over the summer, and many departments did so. This resulted in a smaller pool of work-study eligible students being available to apply when the AS work-study hiring process occurred the first few weeks of fall quarter. Hiring some positions in summer would also allow those work-study students to begin working at the very start of fall quarter rather than starting mid to late fall quarter.

7. *Provide the necessary financial resources for hourly AS employees to attend AS trainings that would be beneficial to their work and/or their professional development.*

Explanation:

Attendance at these trainings could also serve to help hourly and work-study employees feel more a part of the AS organization as a whole. The Personnel Office has opened up the opportunity to attend relevant mid-quarter and pre-quarter trainings to hourly and work-study employees. Work-study employees generally have enough hours that they can attend if desired. However, departments that have hourly employees haven't generally budgeted to cover these additional hours for their hourly employees. The Personnel Office was able to use some of the unused money from fall staff development savings this year to cover hourly employee attendance at trainings, and it's recommended that the Personnel Office request funds, or reallocate money saved from taking out the overnight retreat, for the 2014-15 year to cover hourly employee attendance at training.