

Human Resources



**A Partner in the
Work Life Cycle
of an Employee**

Human Resources

- **Work Life Cycle of an Employee at LaGuardia**
- **Recruitment**
- **Personnel and Budget Committee**
- **Personnel Review Committee**
- **Onboarding**
- **Performance Management**
- **Training and Development**
- **Offboarding**

Human Resources

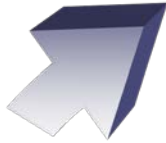


WORKLIFE CYCLE OF AN EMPLOYEE

WORK LIFE CYCLE OF AN EMPLOYEE

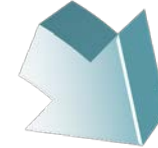
Offboarding

Exit Interview (Resignations, Retirements, Terminations)



Vacancy

Need for Position



Executive Council Approval



Recruitment

PVN
(Personnel Vacancy Notice
HR/Affirmative Action/
Central Office Approval
Process)



Search Process

PRC (Personnel Review Committee) or
P&B (Personnel & Budget Committee)



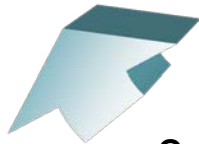
Hire

CUNY Bylaws
Collective Bargaining Agreement
Civil Service Law/Employment Law



Onboarding

Orientation,
Benefits, Policies &
Procedures

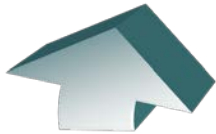


Professional Development & Training

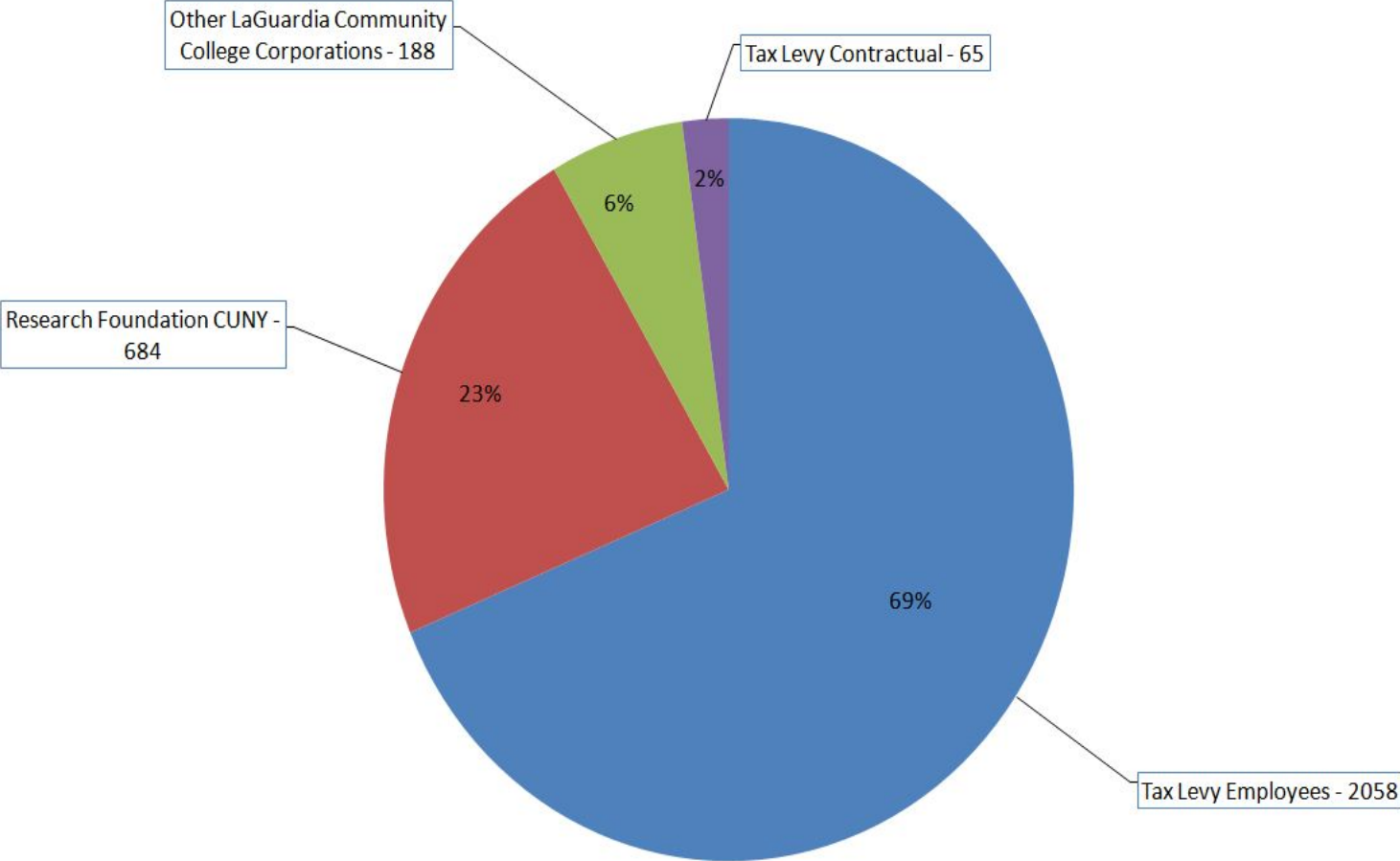
Performance Management

Reappointment/Promotion

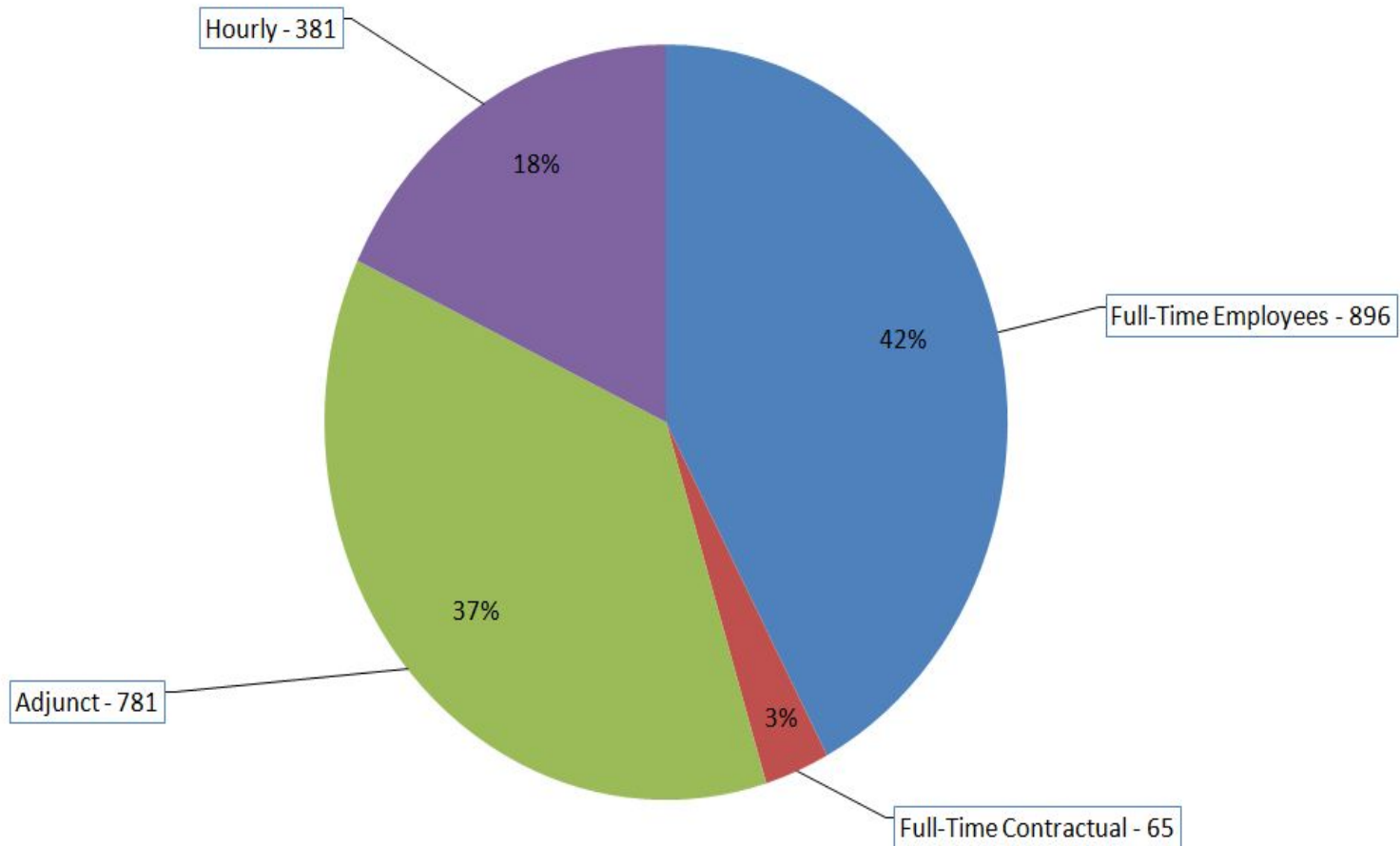
PRC (Personnel Review Committee) or
P&B (Personnel & Budget Committee)



LaGuardia Community College Total Employees by Business Entities 2995



LaGuardia Community College Total Employees by Title



Human Resources



Recruitment

RECRUITMENT

(Referred to in CUNYfirst as Talent Acquisition Management- TAM)

- **Department Head – Acquire Executive Council approval to recruit**
- **Human Resources – Create job posting with college specific information**
- **Affirmative Action Office - Review and attach names of search committee members to posting**
- **Budget Office – Approve budget and generate position number**
- **OHRM – Approve search and send notification to college**

Recruitment Efforts

Strategic Plan Target 2.4.1

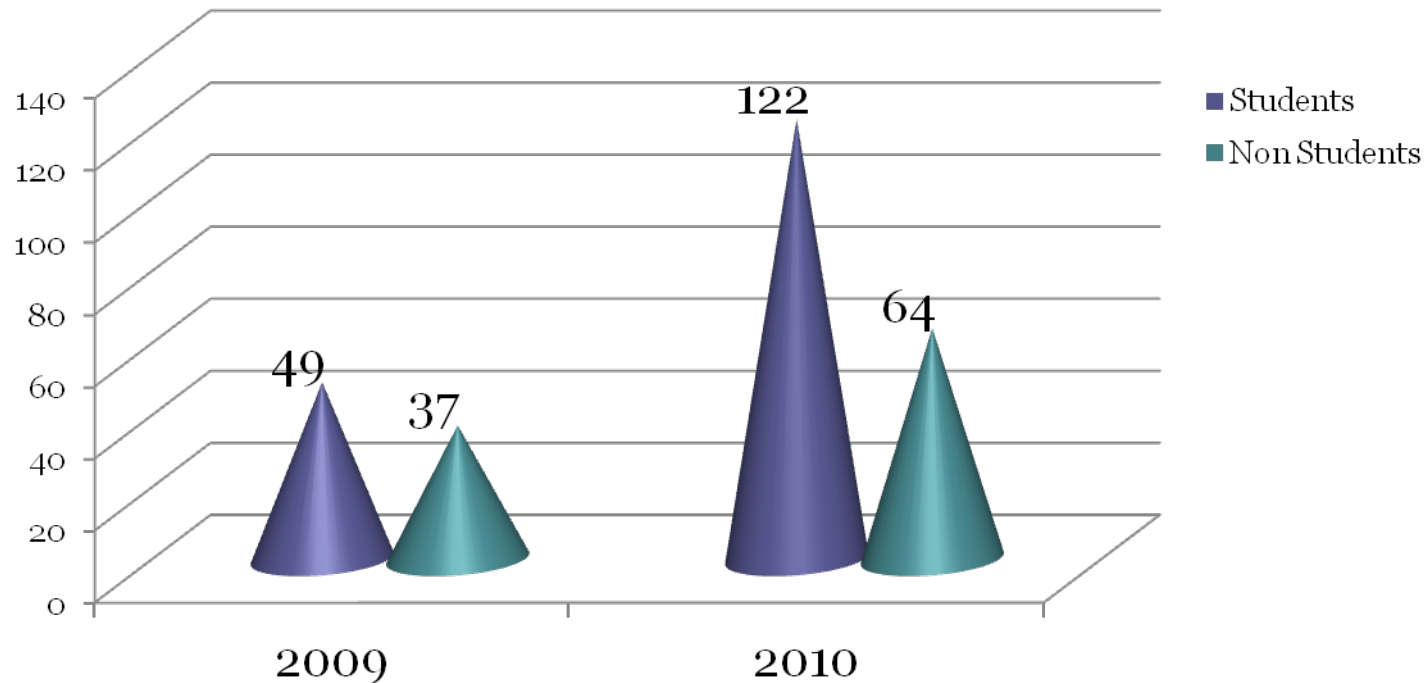
- **FY06/07**
 - New York University Job Fair
- **FY 07/08**
 - New York University Job Fair
 - New York Diversity Job Fair
 - Pace University Job Fair
- **FY08/09**
 - New York University Job Fair
 - St. John's University Job Fair
 - Yale University Job Fair
 - Pace University Job Fair
- **FY09/10**
 - St. John's University Job Fair

Jobs for Students 2009 vs. 2010

ON-CAMPUS STUDENT EMPLOYMENT PROGRAM

Strategic Plan Goals and Targets for the 2009-10

#4.2.6: Increase on-campus employment of students as college assistants



Human Resources



**Personnel
and
Budget
Committee**

Who are the members of the College Wide Personnel and Budget Committee?

- **Chairperson of the Committee**
 - **President**
- **Voting Members of the Committee:**
 - **Vice President of Academic Affairs**
 - **Vice President of Adult and Continuing Education**
 - **All Department Chairpersons**
- **Recording Members:**
 - **Executive Director of Human Resources**
 - **Associate Director of Human Resources**

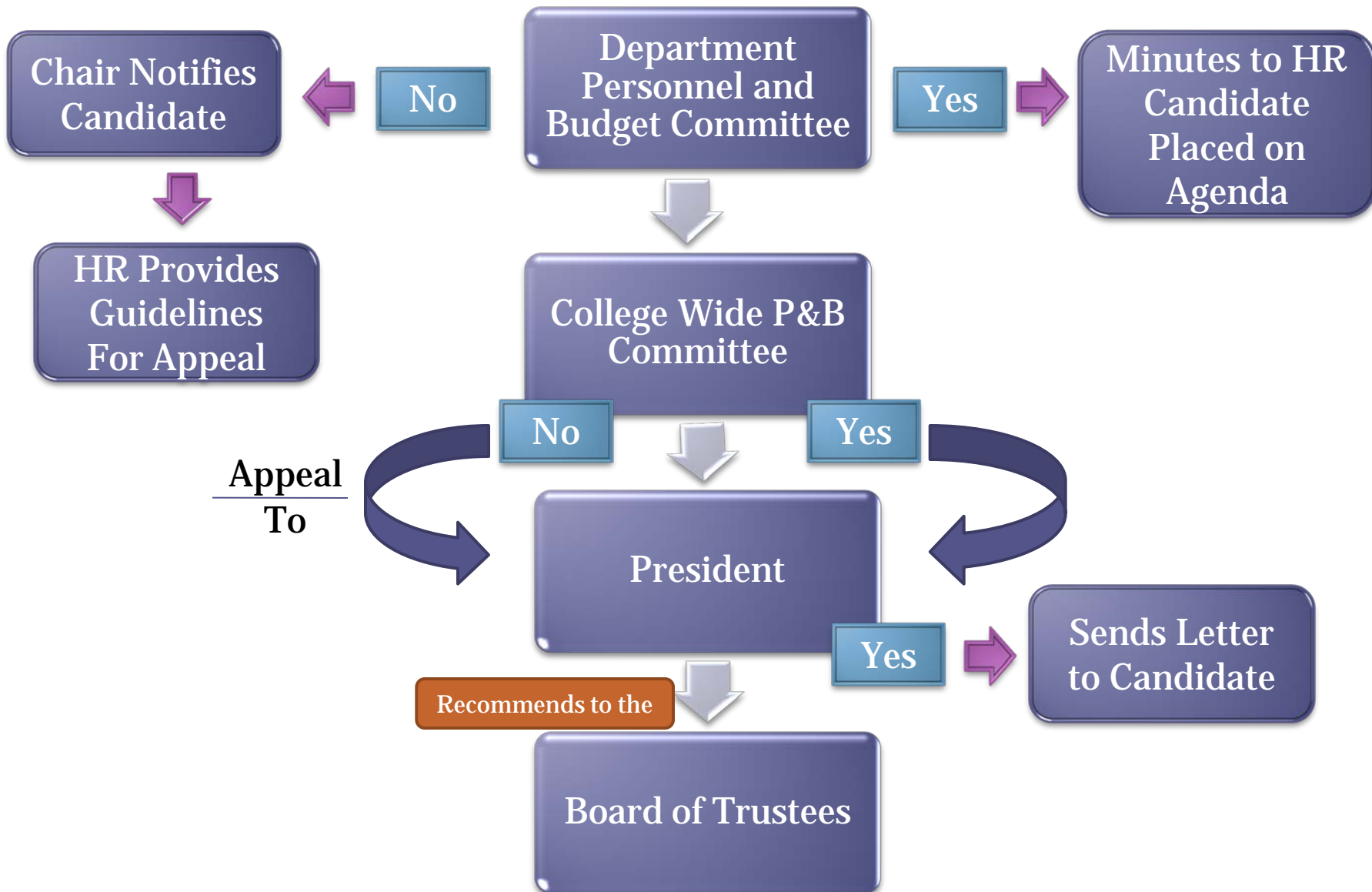
The Functions of the College Wide Personnel and Budget Committee

- **Approve recommendations for:**
 - Appointment and Re-appointment for all Full Time Instructional Staff (Including Substitute Appointments)
 - Granting of Tenure/CCE
 - Promotion within Professorial Titles
 - Fellowship Leave
- **Hear Appeals of Non-Reappointment**

Reappointments of Instructional Staff

- **Reappointments are based on Performance:**
 - Teaching Observations
 - Student Evaluations (SIRS)
 - Chair or Supervisor Evaluations
 - College Contributions
 - Personal Growth and Development
- **Must be approved by both Department and College Wide P&B**

Flow of P & B Actions



Granting of Tenure/CCE

- **Professorial Titles:** Tenure after 7 years of outstanding continuous employment (effective Fall 2007)
- **College Laboratory Technicians:** Tenure after 5 years of outstanding continuous employment
- **Lecturers:** CCE (Certificate of Continuous Employment) after 5 years of outstanding continuous employment

Promotion within Professorial Titles

- **All candidates must show:**
 - Excellence in Performance
 - Commitment to the College
 - Continued Professional Growth
 - Superior College Contributions
 - Leadership
- **Assistant Professor to Associate Professor**
 - Minimum of 2 years as an Assistant Professor
- **Associate Professor to Professor**
 - Minimum of 2 years as an Associate Professor
 - Must be Tenured

Human Resources



**Personnel
Review
Committee**

Purpose of the Personnel Review Committee

- **Required by the Board of Trustees**
 - **Make recommendations to the President on personnel actions for all Higher Education Officer Series and some full time Classified staff**
- **Goal: to insure the equitable administration of personnel procedures**

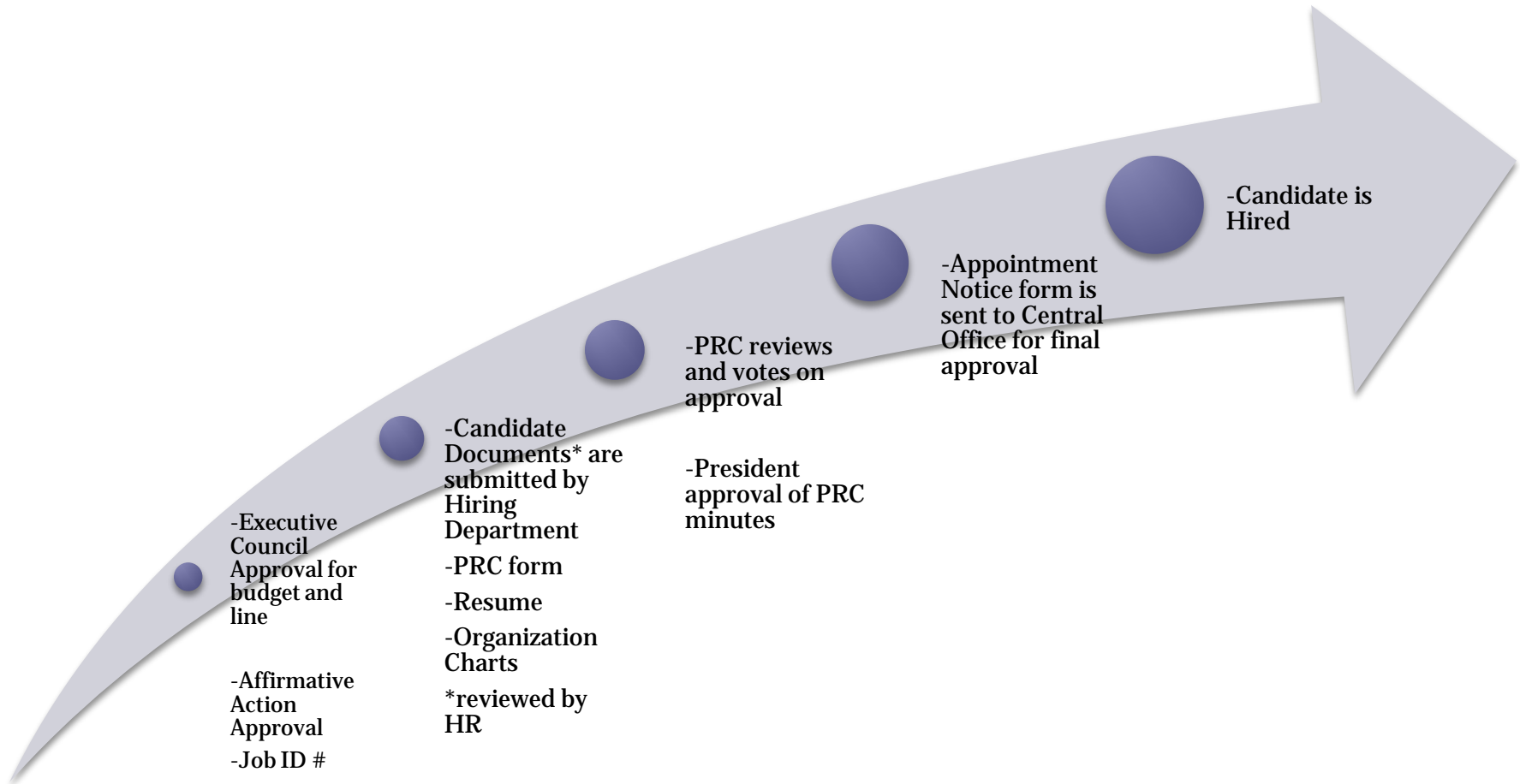
Who are the Members of the Personnel Review Committee?

- **Vice President for each Division**
- **Affirmative Action Officer (no vote)**
- **Labor and Legal Designee (no vote)**
- **Executive Director of Human Resources (no vote)**
- **Three (3) Higher Education Officers/Associate (HEO/HEA)-and three (3) alternates**
- **Classified Staff Member**

Types of Actions Reviewed by PRC

- ✓ New Appointments
- ✓ Substitute Appointments
- ✓ Temporary Civil Service Appointments
- ✓ Merit Increases
- ✓ Reclassifications/ Reorganizations
 - Transfers between Divisions
 - Reassignments within Divisions

Personnel Review Committee (PRC)



Human Resources

Onboarding:

The Smooth, Effective

Entrance into the Workplace

ONBOARDING PROCESS

HUMAN RESOURCES

- Provide general information about LaGuardia to new employee
- Guide employee in completing hiring/benefit documents
- Employee information is entered into database-creating RFA and into CUNYfirst – prompting action into the Chancellor's Report
- Invite employee to attend general New Employee Orientation – fall or spring
- Employee attends 30-day Entrance Interview (feedback session) in HR

THE MANAGER

- Announce new employee's arrival to co-workers (prior to arrival)
- Assign employee “buddy/mentor”
- Review first week/month assignments with employee

Human Resources



Performance Management

HEO Series Performance Management

Purpose : to analyze the core competencies of employees and to provide a comprehensive tool for:

- Vice Presidents to evaluate managers
- Managers to evaluate their staff
- Assessing the performance of staff by measuring success and implementing improvement

SAMPLE

HEO SERIES EVALUATION PERIOD: 1/1/08 - 12/31/08

ADMINISTRATION		CORE COMPETENCIES*														
HUMAN RESOURCES	COMMUNICATION		INTERPER- SONAL SKILLS		CUSTOMER SERVICE		PROFESSION- ALISM		DIVERSITY		MANAGEMENT		LEADERSHIP		EMPLOYEE AVERAGE	
	DEPARTMENT	PRIO'Y	ASSESS- MENT	PRIO'Y	ASSESS- MENT	PRIO'Y	ASSESS- MENT	PRIO'Y	ASSESS- MENT	PRIO'Y	ASSESS- MENT	PRIO'Y	ASSESS- MENT	PRIO'Y		ASSESS- MENT
Employee A	3	4	3	4	3	4	3	4	3	4	3	4	3	4	4.0	
Employee B	3	3	3	3	3	4	3	3	3	3	N/A	N/A	N/A	N/A	3.2	
Employee C	3	4	3	4	3	4	3	4	3	4	3	4	3	4	4.0	
Employee D	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3.0	
Employee E	3	3	3	3	3	4	3	4	3	4	3	3	3	3	3.4	

***PRIORITY:** Critical = 3; Necessary = 2; Useful = 1; N/A

***PERFORMANCE ASSESSMENT:** Surpasses Expectations = 4; Achieves Expectations = 3; Expectations Not Achieved = 2; Not Observed = 1

HEO Performance Management Reports

- Individual Core Competencies by Division
- Core Competencies Comparison by Division
- Number and percentage of HEO Evaluations returned
- High Performance Ranking Sheet

Human Resources



Training and Development

**Implemented to align with the College's
2004-2005 Strategic Plan:**

**10.2.2 - Continue an extensive program to support
faculty and staff professional development**

Training Needs Assessment

116 Respondents

Identified Areas For Training

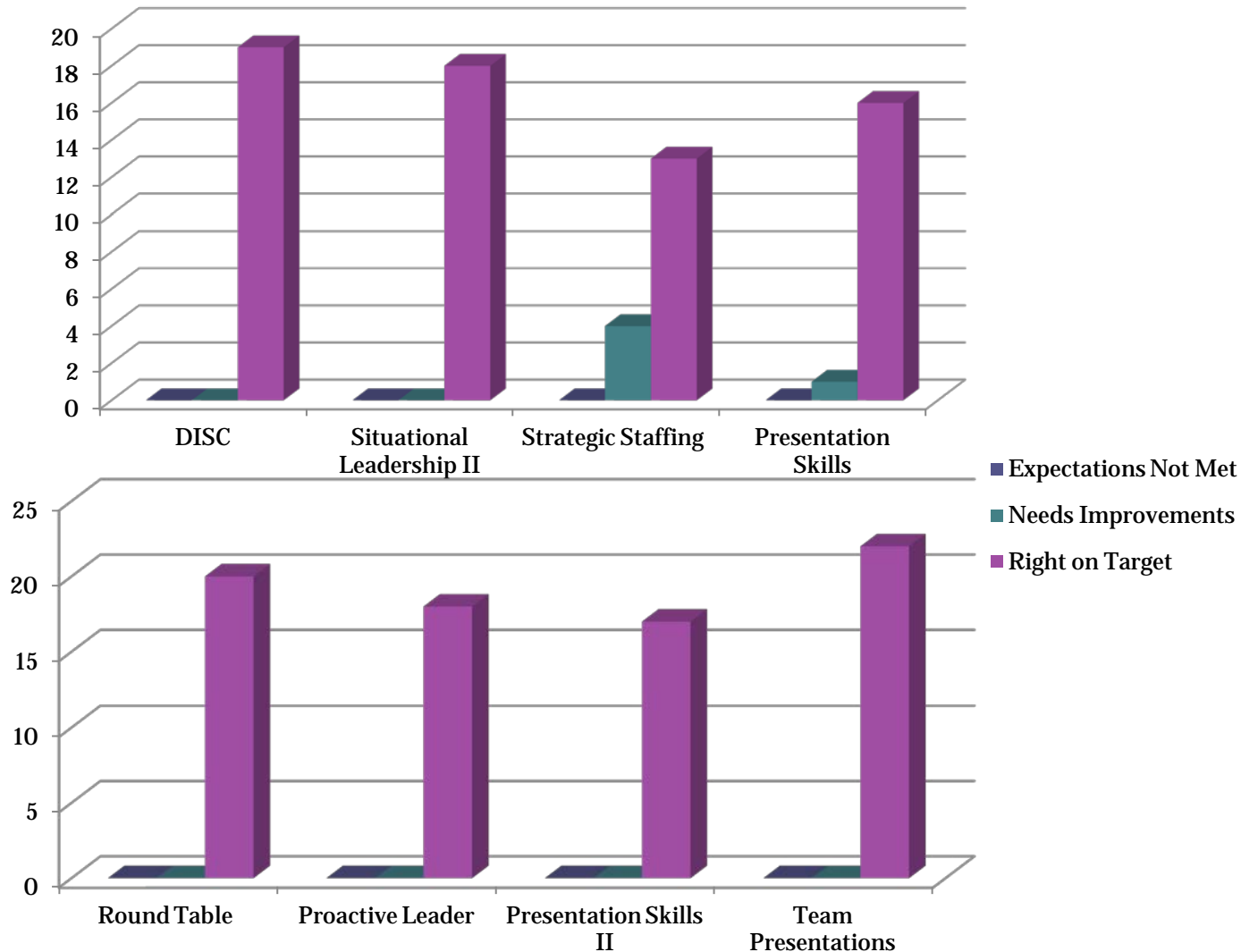
- Leadership Development
- Managerial/Supervisory
- Communication/Customer Service
- Basic Skills
- Computer Skills

Leadership Development

- **Leadership Development Program (LDP) – 2004**
 - **Target Audience**
 - faculty and staff in leadership positions
 - potential leaders of the college community
 - **Objective**
 - To provide a greater understanding of leadership knowledge, skills, and abilities
 - **Offered:**
 - 2005 - 21 participants
 - 2006 - 17 participants
 - 2007 - 20 participants – Strategic Plan Target 7.1.3/9.1.3
 - 2008 - 20 participants – Advanced Group Leadership Program
Strategic Plan Target 2.1.2
 - 2010 - 22 participants

Leadership Development Assessment

- Leadership Development Program - 2010



Leadership Development

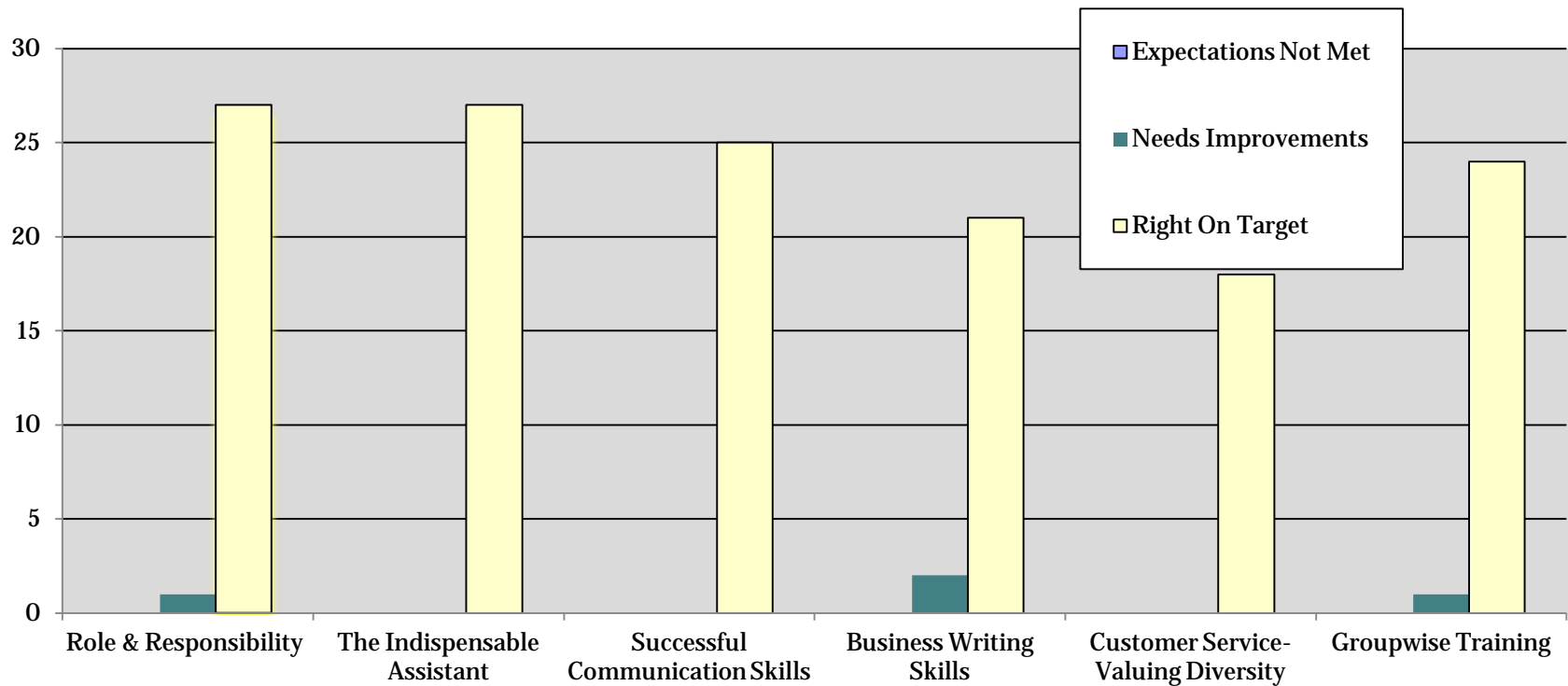
- **Leadership Essentials for Administrative Assistant Development – LEAD**

Strategic Plan Target 9.2.3

- **Target Audience**
 - CUNY Office and Administrative Assistants
- **Objective**
 - To address the changing role of the administrative professional
- **Offered**
 - 2007 – 31 participants
 - 2008 - 26 participants
 - 2009 – 30 participants

Leadership Development Assessment

LEADERSHIP ESSENTIALS FOR ADMINISTRATIVE DEVELOPMENT (LEAD)- 2008/2009

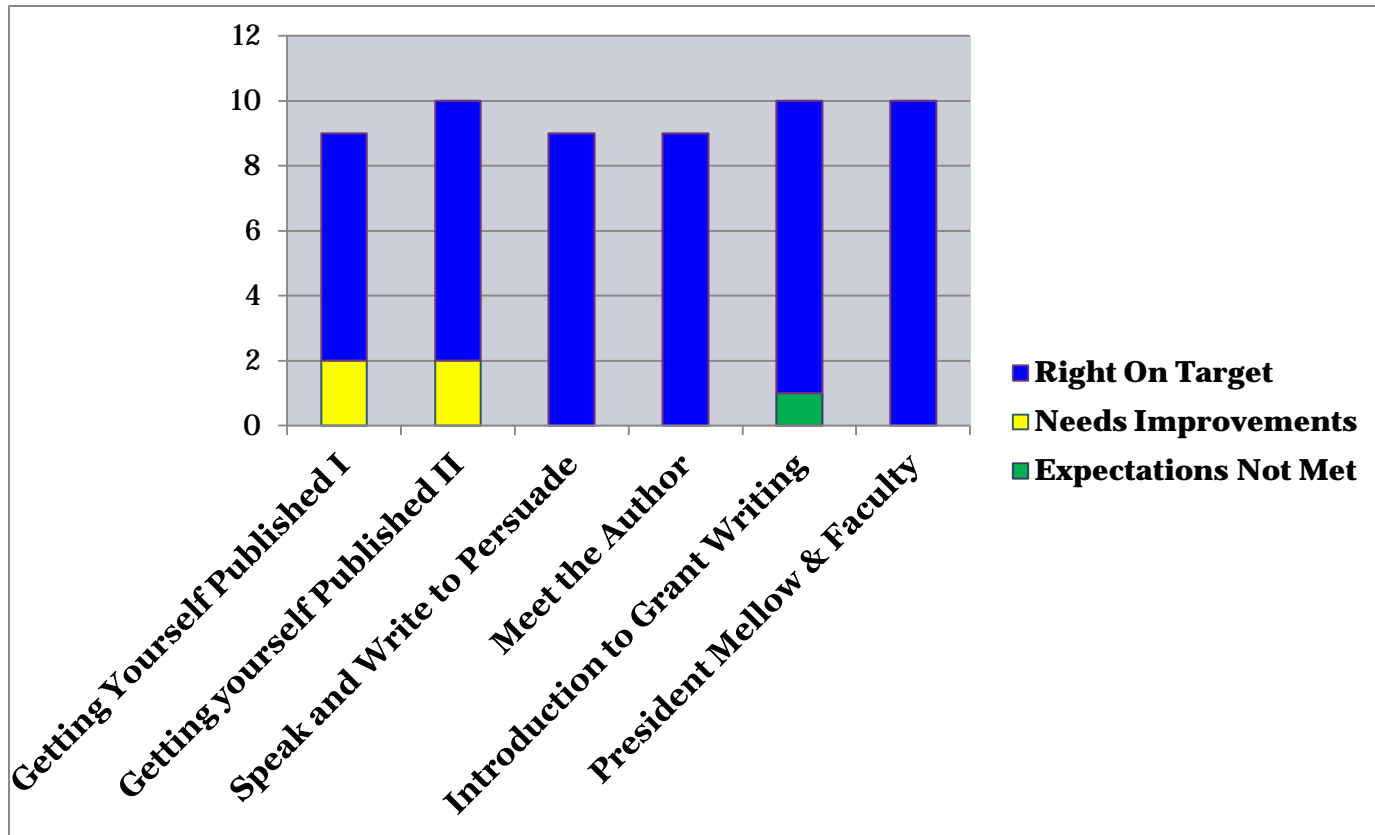


Faculty Professional Development

- **Publishing And Tenure Highway to Success – PATH**
 - Strategic Plan Target 2.2.1
 - Target Audience
 - New and tenure-track faculty and instructors
 - Objective
 - To adhere to the University's and College's strategic goals
 - Provide the basics of writing in the world of academic publishing
 - Offered
 - Spring 2009 - 28 participants
 - Spring 2010 – 28 participants

Faculty Professional Development Assessment

- **PATH 2010**

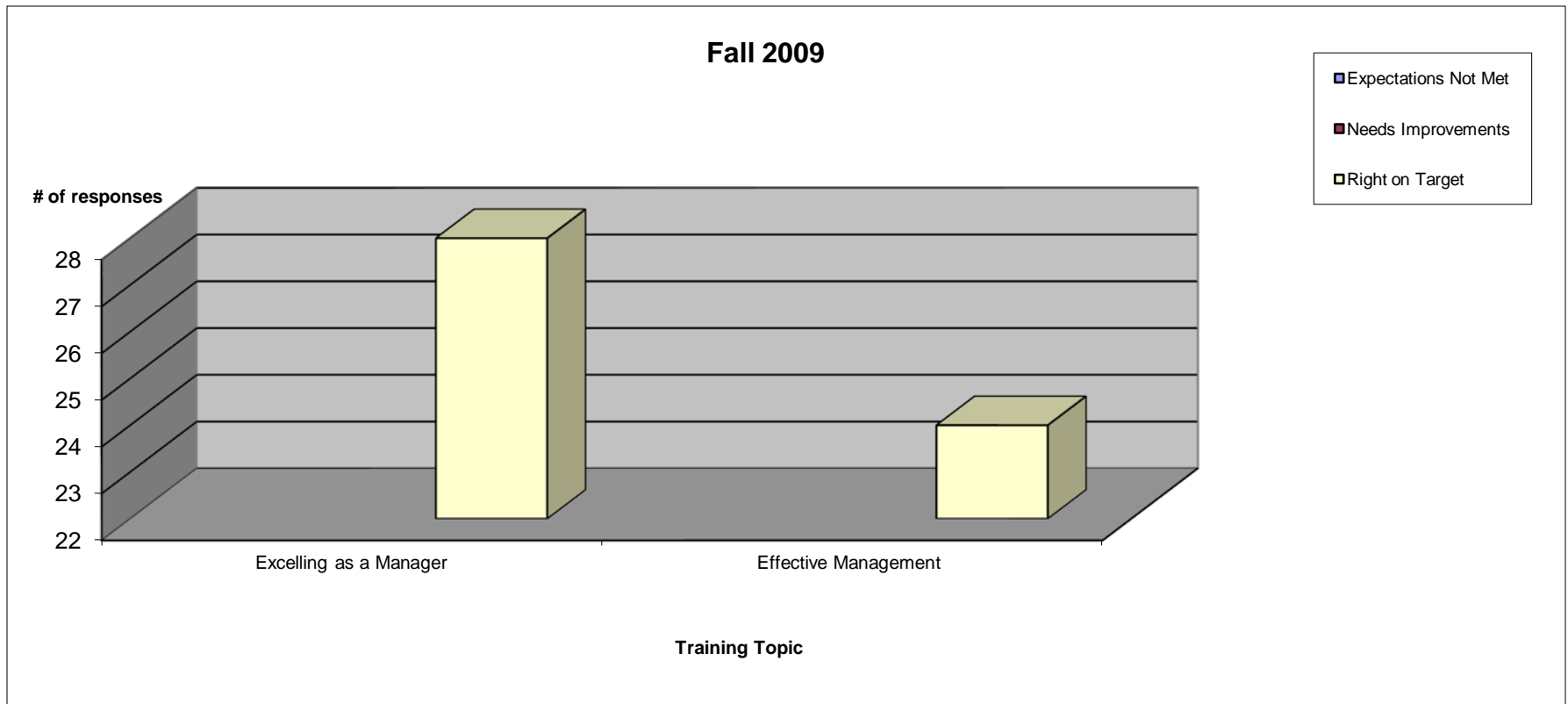


Managerial/Supervisory Development

- **Supervisory Training to Enhance Productivity - STEP**
 - **Target Audience**
 - HEO Series Staff – specifically aHEO and HEa
 - IT Titles - IT Associate and Assistant
 - **Objective**
 - Help understand the role as a future supervisor or manager
 - **Offered**
 - Fall 2008 – 32 participants
 - Spring 2009 – 35 participants

Managerial/Supervisory Development Assessment

- **STEP 2009**



Other Professional Development

- **Orientations/Compliance Workshops**
 - Offered Fall and Spring
- **Human Resources Monthly Informational Sessions**
- **Computer Skills Workshops for Faculty and Staff**
- **HEO Performance Management Workshops**
- **Customer Service Workshops**
- **Basic Writing Skills – Part 1 and Part 2**

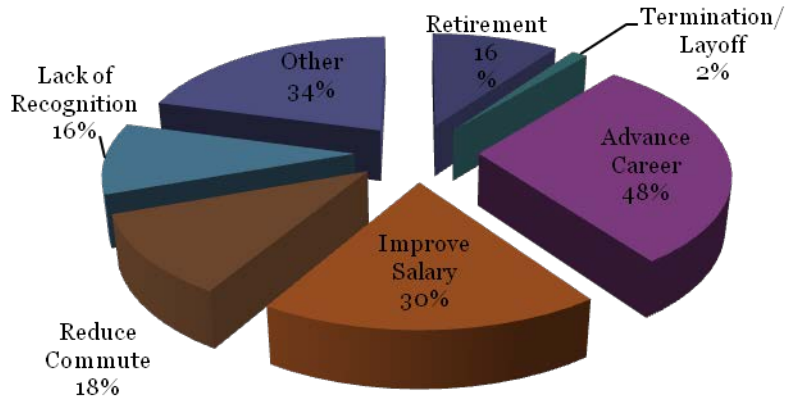
Human Resources

Offboarding: Exit Policy and Procedures

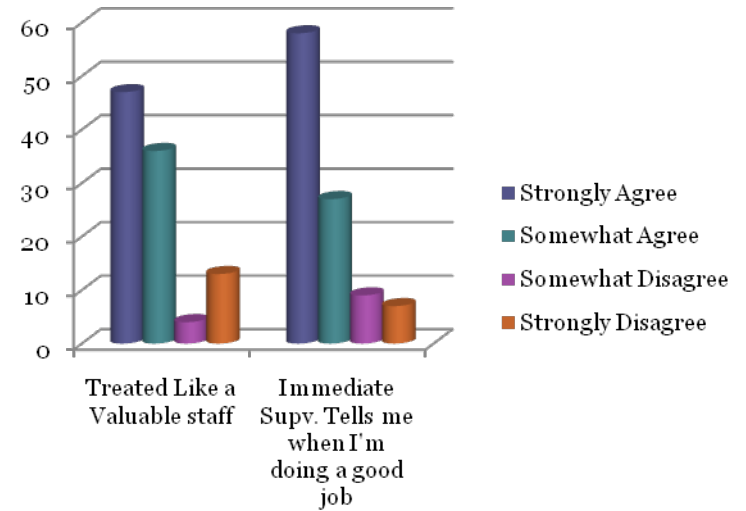
SEPARATION (EXIT) PROCESS

- **Separation Policy** – guides the departing employee through the process of separation from the college
- **Acknowledgement Letter** – confirms receipt of the resignation letter and date for exit conference
- **Exit interview form** via Survey Monkey – enables departing employees an opportunity to provide feedback regarding his/her employment

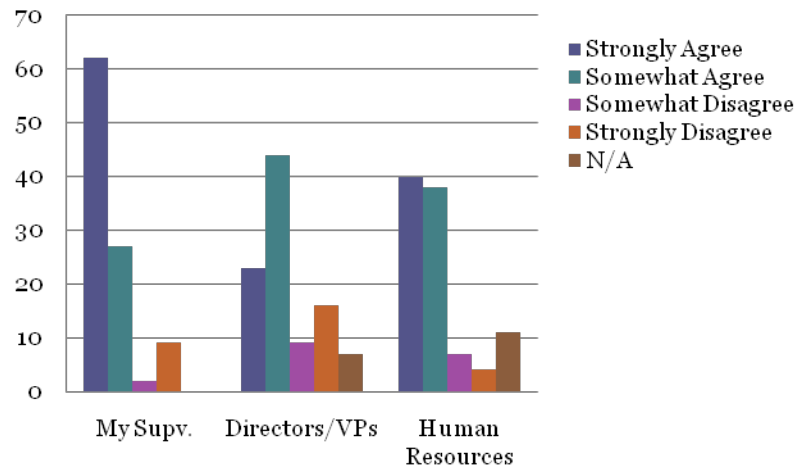
Why Are You Leaving?



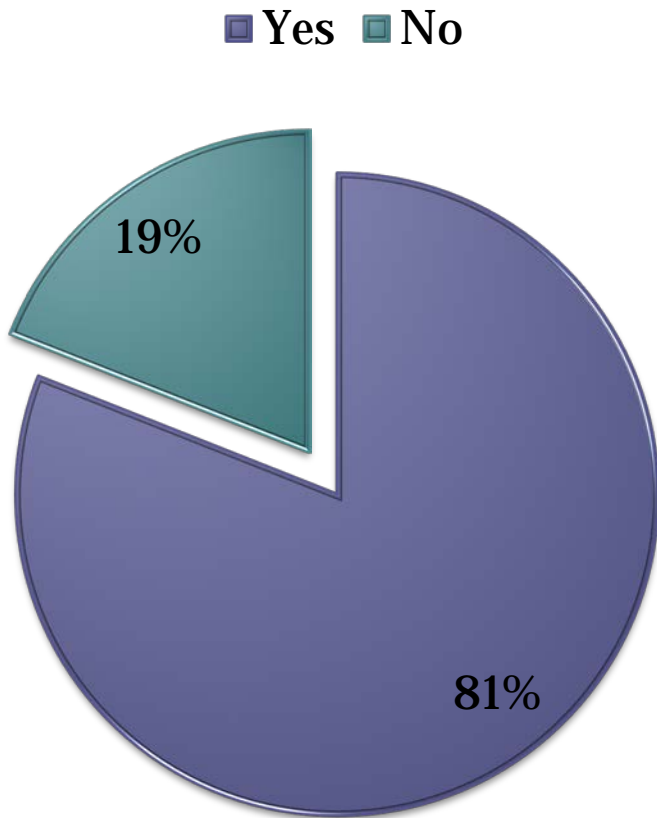
Your Treatment Here



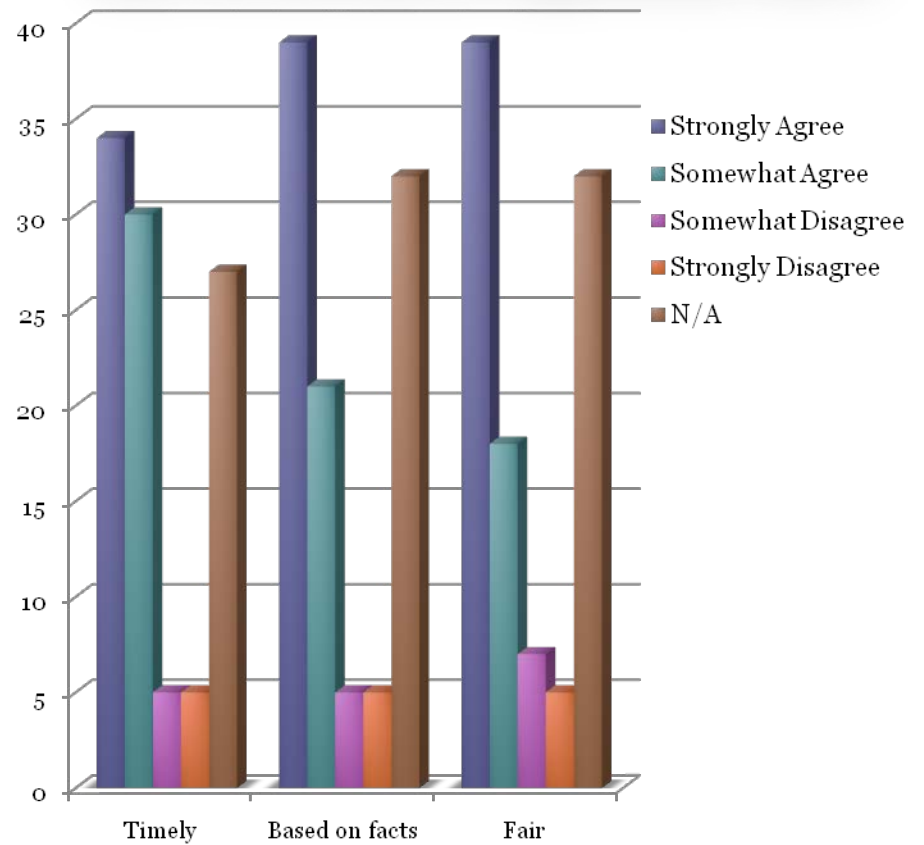
If I had Questions or Concerns, I felt Comfortable Speaking with:



Would you recommend this college to your friends as a good place to work?



My Performance Appraisals Were



Questions & Answers

Contact Information:

Human Resources Department

718-482-5075

Rooms E407 and E408

Executive Compensation Plan

Hiring Process

- Nationwide, comprehensive search
- College President or Designee submits Documentation for Appointment of Candidate to OHRM for review and approval by Board of Trustees' Committee on Committee on Faculty, Staff and Administration(FSA Committee)
 - Documents include: ECP Appointment and Change form, Letter of Justification, CV, Job Description/PVN, Organizational Chart, and a Resolution(position of Vice President or higher)
- For appointments of positions of Vice President or higher , College President and Candidate must be present at FSA Committee meeting