

University of South Carolina Division of Human Resources

Blueprint for Service Excellence

April 2011

Outlined below is a revised Blueprint for Service Excellence for the Division of Human Resources. The division's vision, mission, values and goals have been updated to provide greater unity and clarity for the Division and ultimately to improve the quality of management and service received by all faculty and staff.

This revision evolved under the direction of the new Vice President for the Division of Human Resources, who was appointed Feb. 16, 2011. It is the result of individual interaction with the division's staff and facilitated strategic planning sessions with the division's leadership and management teams.

I. Vision, Mission and Goals

A. Executive Summary

The Division of Human Resources seeks to be a strategic resource for making the University of South Carolina a premier flagship university system, nationally and internationally recognized for excellence and leadership.

To accomplish this vision, the Division will advance the University by providing reliable and creative HR services and solutions that support all of our customers.

In achieving this mission, the Division of Human Resources will foster a campus culture that attracts and inspires individual excellence and success – hallmarks in the University's efforts toward national and international recognition of its leadership as a flagship university system.

The Division of Human Resources has a talented staff that is dedicated to doing a great job. However, tremendous challenges face the Division due to inefficient manual processes that hinder the Division's ability to serve its customers. In addition, the staff seeks enhance its cross-functional collaboration to facilitate further efficiencies as HR grapples with budgetary restraints.

In moving forward as a cohesive team dedicated to improving the quality of management and service that employees receive, the Division will be characterized by the following values: Responsive and courteous service, communicating and operating with integrity, efficient and reliable processes, creative and competent advice, and strategic and timely support.

The following goals have been identified in order to accomplish the Division's mission and validate its vision.

Goal 1: More effectively communicate HR services and functions to our customers.

Goal 2: Create proactive performance measurement and customer feedback approaches that inform HR.

- Goal 3: Improve the work environment for University employees.
- Goal 4: Initiate process improvement actions and implement sound technology solutions to critical HR processes.
- Goal 5: Assess and evaluate HR's professional development offerings to our customers.
- Goal 6: Support the employees of the Division of Human Resources through reward, recognition and development.

B. Goals, Initiatives and Action Plans

Goal 1

More effectively communicate HR services and functions to our customers.

Initiative 1(a)

Develop and implement a plan to market the functions, services and achievements of the Division of Human Resources to its internal and external audiences.

Action Plans

Responsible Party: Debra Allen

- a. Identify current methods of official communications from the Division of Human Resources to its various clients and assess the effectiveness of these methods, making changes where appropriate.
- b. Negotiate for space in USC Times for a column to appear monthly relating to an HR topic of significance to faculty and staff. Working with the HR Management Team, develop 12 topics to be featured in the USC Times column. Work with HR staff to write and/or edit each column, utilizing photos where appropriate.
- c. Work with HR's Management Team to identify new information and updated information that needs to be made available to faculty and staff on HR's website, then develop and create the most effective web-based presentation of that information.
- d. Assess to what extent each department within the division can manage its web content and establish a procedure for using USC's new content management system. Develop a timeline for migration to USC's new content management system, including adoption of new USC web templates.

Indicators to be used in evaluating these action plans include:

- Survey results to illustrate an increase in client satisfaction with communication methods.
- Survey results to illustrate positive/negative feedback on HR-related articles in USC Times.
- The number of new and updated web pages available and the number of site visits to the website and specifically to these pages.
- The percentage of web pages converted to new University-sanctioned templates in preparation for migration to new content management system.
- The percentage of the website for which an inventory is completed in preparation of migration to new content management system.

Initiative 1(b)

Increase the breadth of information available on the Benefits website.

Action Plans

Responsible Parties: Faye Gowans and Debra Allen

- a. Create online tutorials and post on the web for access by the University community.

Indicators to be used in evaluating this action plan include:

- The number of tutorials recorded and posted online.
- The number of visits to the tutorials by employees.

Initiative 1(c)

Increase the visibility and utilization of the Dual Career Employment Services Program with employers throughout the Midlands.

Action Plans

Responsible Party: Ella Marshall

- a. Target major employers in the Midlands to include South Carolina Electric & Gas, BlueCross/BlueShield of SC, Colonial Life, Target, Palmetto Baptist, Palmetto Richland and Lexington Medical Center to market the program as an excellent resource for potential employees.
- b. Track contacts, placements and/or referrals.

Indicators to be used in evaluating these action plans include:

- The number of marketing presentations made to organizations and partnerships established.
- The number of referrals and placements made through the program.

Goal 2

Create proactive performance measurement and customer feedback approaches that inform HR.

Initiative 2(a)

Create and deploy direct customer feedback mechanisms, using the resulting data to develop service levels, inform future planning and design future approaches to service delivery.

Action Plans

Responsible Party: Nathan Strong

- a. Hold focus group sessions with University departments that have an interest in providing customer feedback. Compile and share the results with HR staff.
- b. Identify opportunities for improvement for the Division using the customer feedback provided.
- c. Use follow-up electronic surveys to collect actionable data regarding customer satisfaction.
- d. Use customer feedback to establish priorities for process improvement opportunities and to develop further initiatives in the Division.

Indicators to be used in evaluating these action plans include:

- The number of focus groups held with results compiled and data shared with staff.
- The number of opportunities for improvement identified and acted upon.
- The customer satisfaction rate based on survey responses.

Initiative 2(b)

Develop and manage a system of performance metrics for all HR functions that will ensure the tracking, evaluation and effective review of the services provided by the Division.

Action Plans

Responsible Parties: Chris Byrd, Judy Owens, Caroline Agardy, Nathan Strong

- a. Identify appropriate measures and create a dashboard of outcome and output measures that accurately reflect the performance of the Division.
- b. Deploy the dashboard and begin collecting data on each of the agreed upon metrics.

Indicators to be used in evaluating these action plans include:

- Creation of the dashboard by 8/31/11.
- Collection of six months of performance measures by 2/28/12 to use as baseline indicators.

Goal 3

Improve the work environment for University employees.

Initiative 3(a)

Design, develop and deploy a University-wide recognition program for employees that reinforces the organization's vision, mission and values.

Action Plans

Responsible Party: Nathan Strong

- a. Collaborate with graduate student Whitney McCrea to develop a proposal for an employee recognition program.
- b. Develop an implementation plan for the program and deploy it by 9/15/11.

Indicators to be used in evaluating these action plans include:

- Evaluation of Ms. McCrea's proposal on 4/28/11. Final draft available on 6/1/11.
- Deployment measures are uncertain until the plan is developed and approved.

Initiative 3(b)

Develop strategies to assist the University in reducing the EPMS Meets-by-Default rate.

Action Plans

Responsible Parties: Judy Owens and Caroline Agardy

- a. Create a process improvement team to define the problem, collect data, analyze data and identify causes, and recommend steps to solve the problem.
- b. Implement, wherever possible, the recommendations of the team.

Indicators to be used in evaluating these action plans include:

- Reduction of the Meets by Default rate.
- Reduction of the Meets by Default rate in subsequent years.

Initiative 3(c)

Develop and deploy a University-wide employee engagement survey to identify opportunities for improving the work environment.

Action Plans

Responsible Parties: Nathan Strong and Debra Allen

- a. In conjunction with the Provost's Office, design a suitable employee engagement survey that can be used for both faculty and staff to gain appropriate feedback.
- b. Create a marketing strategy to publicize the survey, its value and how the results will be used to enhance the work environment.
- c. Conduct the survey in phases by target groups, collect and analyze the data and share results with appropriate parties.
- d. Implement, wherever possible, ideas generated by the survey responses.

Indicators to be used in evaluating these action plans include:

- Design the survey by 6/1/11.
- Deploy marketing strategies from 7/1/11 through 8/31/11.
- Surveys conducted from 9/6/11 through 10/14/11 and data analyzed and returned within three weeks of each phase.
- The number of ideas identified for implementation and subsequently implemented.

Goal 4

Initiate process improvement actions and implement sound technology solutions to critical HR processes.

Initiative 4(a)

Document the processes involved in the recruitment, hiring and on-boarding of employees at the University for the purpose of evaluating the effectiveness and efficiency of each of the processes. Update processes as needed.

Action Plans

Responsible Parties: Nathan Strong and all HR Managers

- a. Flowchart the work processes involved in each step from the time a customer indicates a desire to fill a position through the time that an employee is hired and signs up for benefits.
- b. Using a team approach, identify methods for reducing the number of steps in the process, eliminating transaction errors, and improving customer service. Make recommendations for improvement to Division leadership.
- c. Implement, wherever possible, team recommendations.

Indicators to be used in evaluating these action plans include:

- Documentation of the entire process by 9/1/11.
- Implementation rate of recommendations in the six months subsequent to the end of the project.

Initiative 4(b)

Evaluate the distribution of central and decentralized HR staff and propose changes as appropriate.

Action Plans

Responsible Party: Chris Byrd

- a. Use workforce planning assessment to evaluate central HR staff.
- b. Identify and chart functions of decentralized HR staff on the Columbia Campus.
- c. Identify and chart functions of decentralized HR staff at the School of Medicine and on the University campuses outside of Columbia.

Indicators to be used in evaluating these action plans include:

- Evaluation completed and presented to the University's senior management by 6/30/12.

Initiative 4(c)

Research technology solutions that will enhance the efficiency of HR processes and improve service to our customers.

Action Plans

Responsible Parties: Judy Owens, Gigi Gillespie, Joyce Riley, Faye Gowans, Ella Marshall, Nicole Vaughn

- a. Analyze and recommend an appropriate time for upgrading to People Admin 7.0.
- b. Work with University Technology Services to evaluate the creation of HR/Payroll web applications for interfacing with IMS and Banner.
- c. Identify the most appropriate training platforms for delivery of our training programs based on the results of the training needs assessment.
- d. Implement the use of Blackboard as the means by which actionable documents are transmitted and information is exchanged between the Benefits Office and system campuses.

Indicators to be used in evaluating these action plans include:

- People Admin recommendation delivered by 6/30/11.

- Evaluation of web interface approach completed by 9/1/11.
- Training recommendations delivered by 12/1/11.
- Implement use of Blackboard by 9/1/11 and monitor the percentage of positive feedback from users four to six months after implementation.

Goal 5

Assess and evaluate HR's professional development offerings to our customers.

Initiative 5

Assess the training function and evaluate the professional development offerings for strategic focus, customer value and use of technology.

Action Plans

Responsible Parties: Nathan Strong and Nicole Vaughn

- a. Formulate a training needs assessment methodology to evaluate the needs and desires of the customers of Professional Development by 6/1/11.
- b. Between 7/1/11 and 10/1/11, conduct a needs assessment and analyze the results to determine needs, strategic value and future direction with a particular emphasis on employee relations and employee supervision.
- c. Identify and evaluate methods of using technology such as Adobe Connect and E-learning methodologies to make training more available and accessible to our customers.
- d. Develop new offerings, eliminate offerings with less strategic value and evaluate the funding strategy of the new approach based on the needs assessment. Submit recommendations to Vice President by 12/1/11.

Indicators to be used in evaluating these action plans include:

- Meeting of established timelines.
- Recommendations accepted and approved by the Vice President.

Goal 6

Support the employees of the Division of Human Resources through reward, recognition and development.

Initiative 6(a)

Improve morale by rewarding and recognizing the continuous improvement efforts of the HR staff.

Action Plans

Responsible Parties: Vice President to assign a committee to develop a recognition program for the Division.

- a. Develop employee recognition/spotlight program to recognize employees. Use time at each quarterly staff meeting to emphasize achievement and recognize high performing staff.
- b. Design and implement an HR Employee recognition program to recognize members within the Division of Human Resources for outstanding customer service and extraordinary efforts supporting the mission, values and goals of the Division.

Indicator to be used in evaluating these action plans include:

- Completion of, and participation in, the recognition program by at least 75% of Division employees in the first six months.

Initiative 6(b)

Initiate a workforce planning effort to ensure critical competency development and assist in knowledge transfer and succession planning for the Division of HR.

Action Plans

Responsible Party: Division of Human Resources Leadership Team

- a. Review workforce within Division to determine critical workforce planning needs.
- b. Establish individual development plans that will prepare employees to assume additional duties when needed. Consider each of the following options:
 - Training
 - Career planning
 - Cross-training within departments
 - Documentation (desk manuals, procedures)
 - Knowledge transfer
- c. Prepare for the transitioning of post-TERI employees using cross-training, documentation and other means as appropriate.

Indicators to be used in evaluating these action plans include:

- Completion of a workforce planning assessment by 1/1/12.
- The percentage of employees with individual development plans by 6/30/12.
- Identification of post-Teri transition plans required and resulting actions taken within the prescribed timeframe.
- The number of developmental opportunities provided to employees based on workforce planning recommendations.

II. Resource Information

- A. Financial Resources: Fall 2010 and Spring 2011 Reviews for Responsibility 16 are attached.

- B. Space Needs
During FY2011, the Division lost two offices in the Osborne Administration Building. As a result, it is necessary to reconfigure space in the Thornwell Administrative Annex and on the 8th floor of 1600 Hampton Street to accommodate staff. Carry forward funding generated from salary lag will be used to cover this expense.

III. Assessment of Division goals as cited in the April 2010 Blueprint

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.

Assessment: In order to devote maximum effort to the resolution of the Prudential Demutualization issue, the division's interim leadership agreed to opt out of participating in the CUPA-HR annual benefits survey and comparative benefits data was not gathered for evaluation of the University's benefits package during 2010-2011.

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

Assessment: Changes were made weekly to ensure the content of the division's website remained current, with more than 300 new and updated pages added. In addition, a major project that updated HR online forms was completed. This update allows end users to save the content that they place in a form by using the free Adobe Acrobat Reader software, eliminating the need to purchase the Acrobat software at \$100 per user. A total of 86 forms were updated, with two new forms developed and deployed during the year.

3. Implement an exit interview process for faculty and staff leaving the University and propose initiatives or changes suggested by the data.

Assessment: This goal was placed on hold when the Employee Relations Manager in charge of the project went on military leave September 17, 2010 – his third overseas military deployment since 2007. In essentially a two-person office, the Employee Relations Manager provides the majority of the counseling and consulting services of the office, which services all campuses of the USC system. This includes advising both employees and supervisors on job performance and workplace behavior issues, the progressive discipline process and the performance appraisal process. In addition, the manager administers the staff grievance process, and reviews reduction-in-force plans. During the ER Manager’s deployment, the goal was to ensure there was no drop in the services provided by the office. The division was fortunate to be able to hire a temporary employee who had previous experience with the State Office of Human Resources. With the additional efforts of the division’s interim administrator, all requests for the services were met and handled professionally.

4. Increase the diversity of the applicant pool for staff and administrative positions.

Assessment: Recruitment efforts were enhanced during 2010-2011 by participating in the Allen University Career Fair and in the Brooklyn Baptist Career Fair, as well as through written correspondence with the “mega” churches that serve Columbia’s African-American community, including Bible Way Church of Atlas Road, New Bethel AME and Brookland Baptist Church.

5. Increase the access to professional development and training by expanding the use of technology in training delivery.

Assessment: This goal continued on hold as budget cuts adversely affected funding to fill a professional development vacancy focused on development and delivery of e-learning opportunities.

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.

Assessment: The Office of International Support for Faculty and Staff (ISFS) submitted a successful application for USC’s continued designation as a J-1 Exchange Visitor Program by the U.S. Department of State, which allows the University to sponsor international professors, research scholars, short-term scholars, specialists and research interns throughout the eight-campus system. ISFS also refined its electronic routing process by creating a shared network directory with the Controller’s Office; thus improving efficiency in processing paperwork associated with the employment of international faculty and researchers. Due to massive change in federal fees, regulations and new case law, electronic forms and other documents used by ISFS were updated over the past year and shared with University departments as appropriate. The regulatory expertise of the University’s ISFS Office was recognized by outside

entities, with requests to participate in a U.S. Citizenship and Immigration Services' panel on E-Verify and to conduct a professional practice workshop for the NAFSA: Association of International Educators Region VII Conference. To further boost ISFS currency on regulatory matters, staff members participated in 11 workshops, conferences and webinars in addition to monthly participation in meetings of the American Immigration Lawyers Association and a regular e-mail roundtable on E-Verify issues sponsored by the American Council on International Personnel. ISFS shared its knowledge with HR contacts in a series of forums on campus in October 2010, March and April 2011.

7. Collaborate with University Technology Services to refocus efforts on maintaining and enhancing the existing Personnel/Budget/Payroll System (PBP).

Assessment: Salary Administration worked with University Technology Services to initiate changes in the University's PBP System that ensure it will continue to be able to report and receive necessary data from the state after installation of the new South Carolina Enterprise Information System. Additional documentation is required from the state before programming can be developed and incorporated into the PBP System that will allow data from the new state system to be viewed online.

USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 02/28/2011

Unit Name and Number: 16

Responsibility - Human Resources

A Fund Resources and Uses	Budget 2/28/2011	Actuals YTD 02/28/2011	% of Budget	Actuals 2/28/2010	Change from 2/28/2010	
					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)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 804,336	\$ 804,336		\$ 802,666	\$ 1,670	0.20%
Columbia Units Base Budget (31900)	\$ 2,327,757	\$ 2,327,757		\$ -	\$ 2,327,757	0.00%
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)	\$ 11,334	\$ 11,334		\$ -	\$ 11,334	0.00%
Subtotal 3's	\$ 3,143,427	\$ 3,143,427		\$ 802,666	\$ 2,340,761	291.60%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ -	0.00%	\$ 1,864	\$ (1,864)	-100.00%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Total Resources	\$ 3,143,427	\$ 3,143,427	100.00%	\$ 804,530	\$ 2,338,897	290.70%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ 1,692,600	\$ (1,692,600)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 3,143,427	\$ 3,143,427	100.00%	\$ 2,497,130	\$ 646,297	25.90%
Uses:						
Personal Services - All (51XXX)	\$ 1,911,362	\$ 1,072,446	56.10%	\$ 1,083,186	\$ (10,740)	-1.00%
Fringe Benefits (546XX)	\$ 546,547	\$ 286,718	52.50%	\$ 286,158	\$ 560	0.20%
Total Personal Services and Fringe	\$ 2,457,909	\$ 1,359,164	55.30%	\$ 1,369,344	\$ (10,180)	-0.70%
Expenditures (50000)	\$ 476,806	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 316,651	\$ 263,320	83.20%	\$ 237,658	\$ 25,662	10.80%
Supplies (53XXX)	\$ 59,484	\$ 33,329	56.00%	\$ 24,216	\$ 9,113	37.60%
Fixed Costs (54XXX) exc. Fringe	\$ 46,974	\$ 37,553	79.90%	\$ 36,134	\$ 1,419	3.90%
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)	\$ (214,397)	\$ (173,489)	80.90%	\$ (155,327)	\$ (18,162)	11.70%
Subtotal Other Uses	\$ 685,518	\$ 160,713	23.40%	\$ 142,681	\$ 18,032	12.60%
Total Uses	\$ 3,143,427	\$ 1,519,877	48.40%	\$ 1,512,025	\$ 7,852	0.50%
Balance	\$ -	\$ 1,623,550		\$ 985,105	\$ 638,445	

Notes: The unit's beginning budget was reduced by \$211,149 from the prior fiscal year for its portion of State Appropriation base budget cuts. The unit received a permanent allocation of \$11,334 for employer health insurance premium increases. The unit's carryforward increased by \$1,670 or 0.20% from the prior year. Budget to actual analysis for resources is invalid due to recentralization of budget allocations and discontinuance of VCM charges. No mid-year reductions have been made or are expected for FY11; however, unit needs to consider impact of reductions in state appropriations for FY2012 that will be passed along to units.

Budget Analyst Name: Ralph B Summer

Unit Contact: Debra Allen

Comments/Concerns:

With 66.66% of the year complete, actual expenditures are 48.40% of budget. Contractual Services actual expenditures (52XXX) are at 83.20% of budget, Fixed Cost expenditures (54XXX) is at 79.90% of budget, and IIT's contra expenditures (6XXXX) are at 80.90% of budget. The unit may need to realign their budget if spending and revenue patterns are expected to continue.

Response:

HR is on track with budget expenditures. Although, Contractual Services expenditures are at 83%, we project the category to end under budget since all but two budgeted items have been closed out. There is a similar situation with Fixed Costs since the larger expenditures in this category already have been made and the remainder are projected to come in under budget. The majority of IIT's result from reimbursements to the division for background checks, which makes it nearly impossible to accurately predict this category. Background checks during the final quarter of the year could put us \$70,000 beyond projected costs. Vacancy lag from two leadership positions, as well as several staff positions also will affect year-end totals for HR.

**USC Columbia Campus
Spring A Fund Budget Review
For the Period Ending 02/28/2011**

CHANGE IN BUDGET

Unit Name and Number:

Responsibility - Human Resources

A Fund Resources and Uses	Budget 2/28/2011	Budget 2/28/2010	CHANGE	% CHANGE
Resources:				
NOTE: 3's are BUDGET only				
General Fund Only (31000)	\$ -	\$ -	\$ -	
State Appropriation (31500/31525)	\$ -	\$ -	\$ -	
Budget Cut (31510)	\$ -	\$ -	\$ -	
Carryforward (31533/31534)	\$ 804,336	\$ 802,666	\$ 1,670	0.21%
Columbia Units Base Budget (31900)	\$ 2,327,757	\$ -	\$ 2,327,757	
One Time within responsibility (36400/36500)	\$ -	\$ -	\$ -	
One Time outside responsibility (363XX/368XX)	\$ -	\$ -	\$ -	
Permanent within responsibility (37400/37500)	\$ -	\$ -	\$ -	
Permanent outside responsibility (373XX/378XX)	\$ 11,334	\$ -	\$ 11,334	
Subtotal 3's	\$ 3,143,427	\$ 802,666	\$ 2,340,761	291.62%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ -	\$ -	
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	\$ -	
Total Resources	\$ 3,143,427	\$ 802,666	\$ 2,340,761	291.62%
Preset Assessment (81150 & 81160)	\$ -	\$ 2,538,906	\$ (2,538,906)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	\$ -	
Net Resources	\$ 3,143,427	\$ 3,341,572	\$ (198,145)	-5.93%
Uses:				
Personal Services - All (51XXX)	\$ 1,911,362	\$ 1,933,686	\$ (22,324)	-1.15%
Fringe Benefits (546XX)	\$ 546,547	\$ 557,981	\$ (11,434)	-2.05%
Total Personal Services and Fringe	\$ 2,457,909	\$ 2,491,667	\$ (33,758)	-1.35%
Expenditures (50000)	\$ 476,806	\$ 648,176	\$ (171,370)	-26.44%
Contractual Services (52XXX)	\$ 316,651	\$ 511,345	\$ (194,694)	-38.07%
Supplies (53XXX)	\$ 59,484	\$ 39,177	\$ 20,307	51.83%
Fixed Costs (54XXX) exc. Fringe	\$ 46,974	\$ 53,304	\$ (6,330)	-11.88%
Contingency (55XXX)	\$ -	\$ -	\$ -	
Equipment/Books (56XXX)	\$ -	\$ -	\$ -	
Renovations (57XXX)	\$ -	\$ -	\$ -	
Other Charges (59XXX)	\$ -	\$ -	\$ -	
IT's (6XXXX)	\$ (214,397)	\$ (402,097)	\$ 187,700	-46.68%
Subtotal Other Uses	\$ 685,518	\$ 849,905	\$ (164,387)	-19.34%
Total Uses	\$ 3,143,427	\$ 3,341,572	\$ (198,145)	-5.93%
Balance	\$ -	\$ -	\$ -	

USC Columbia Campus
Fall "A" Fund Review
For the Period Ending 10/31/2010

Unit Name and Number: 16

Responsibility - Human Resources

A Fund Resources and Uses	Budget 10/31/2010	Actuals YTD 10/31/2010		Actuals 10/31/2009	Change from 10/31/2009	
			% of Budget		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)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 804,336	\$ 804,336		\$ 802,666	\$ 1,670	0.20%
Columbia Units Base Budget (31900)	\$ 2,327,757	\$ 2,327,757		\$ -	\$ 2,327,757	0.00%
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)	\$ -	\$ -		\$ -	\$ -	0.00%
Subtotal 3's	\$ 3,132,093	\$ 3,132,093		\$ 802,666	\$ 2,329,427	290.20%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ 156	0.00%	\$ 1,195	\$ (1,039)	-86.90%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Total Resources	\$ 3,132,093	\$ 3,132,249	100.00%	\$ 803,861	\$ 2,328,388	289.70%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ 846,300	\$ (846,300)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 3,132,093	\$ 3,132,249	100.00%	\$ 1,650,161	\$ 1,482,088	89.80%
Uses:						
Personal Services - All (51XXX)	\$ 1,911,362	\$ 540,672	28.30%	\$ 539,628	\$ 1,044	0.20%
Fringe Benefits (546XX)	\$ 535,213	\$ 143,067	26.70%	\$ 142,595	\$ 472	0.30%
Total Personal Services and Fringe	\$ 2,446,575	\$ 683,739	27.90%	\$ 682,223	\$ 1,516	0.20%
Expenditures (50000)	\$ 476,806	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 316,651	\$ 180,732	57.10%	\$ 168,078	\$ 12,654	7.50%
Supplies (53XXX)	\$ 59,484	\$ 15,694	26.40%	\$ 10,699	\$ 4,995	46.70%
Fixed Costs (54XXX) exc. Fringe	\$ 46,974	\$ 31,199	66.40%	\$ 31,631	\$ (432)	-1.40%
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 (6XXX)	\$ (214,397)	\$ (102,241)	47.70%	\$ (83,838)	\$ (18,403)	22.00%
Subtotal Other Uses	\$ 685,518	\$ 125,384	18.30%	\$ 126,570	\$ (1,186)	-0.90%
Total Uses	\$ 3,132,093	\$ 809,123	25.80%	\$ 808,793	\$ 330	0.00%
Balance	\$ -	\$ 2,323,126		\$ 841,368	\$ 1,481,758	

Notes: The unit's beginning budget was reduced by \$211,149 from the prior fiscal year for its portion of State Appropriation base budget cuts. The unit's carryforward increased by \$1,670 or 0.20% from the prior year. Budget actual analysis for resources is invalid due to recentralization of budget allocations and discontinuance of VCM charges. No mid-year reductions have been made or are expected for FY11; however, unit needs to consider budget impact following expected 20% cut in state appropriations for FY2012.

Budget Analyst Name: Ralph B Summer	Unit Contact: Debra Allen
<p>Comments/Concerns: With 33.33% complete, actual expenditures are 25.80% of budget. Contractual Services actual expenditures (52XXX) are at 57.10% of budget, Fixed Cost expenditures (54XXX) is at 66.40% of budget, and IIT's contra expenditures (6XXX) are at 47.70% of budget. The unit may need to realign their budget if spending and revenue patterns are expected to continue. The "A" fund FTE positions have increased by 2.50 from the prior year.</p>	<p>Response: Contractual Services (52XXX) are on track with the largest individual contracts having been paid. However, the unknown in this category continues to be the cost of background checks, which have not abated. This also affects the level of IIT's, the majority of which are reimbursements for background checks. Our fixed cost expenditures will decrease as the year progresses since our major expenses were paid prior to 31 October. The indication of an increase in FTE positions is misleading. Of the 2.5 FTE change, only 0.5 (approved as an FY09 Initiative Funding Request) represents an increase, while the remainder results from filling two vacant positions that were filled by temporary employees last year.</p>

**USC Columbia Campus
Fall A Fund Budget Review
For the Period Ending 10/31/2010**

CHANGE IN BUDGET
Unit Name and Number: 16

Responsibility - Human Resources

A Fund Resources and Uses	Budget 10/31/2010	Budget 10/31/2009	CHANGE	% CHANGE
NOTE: 3's are BUDGET only				
Resources:				
General Fund Only (31000)	\$ -	\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 804,336	\$ 802,666	\$ 1,670	0.20%
Columbia Units Base Budget (31900)	\$ 2,327,757	\$ -	\$ 2,327,757	0.00%
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)	\$ -	\$ -	\$ -	0.00%
Subtotal 3's	\$ 3,132,093	\$ 802,666	\$ 2,329,427	290.21%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ -	\$ -	0.00%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	\$ -	0.00%
Total Resources	\$ 3,132,093	\$ 802,666	\$ 2,329,427	290.21%
Preset Assessment (81150 & 81160)	\$ -	\$ 2,538,906	\$ (2,538,906)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	\$ -	0.00%
Net Resources	\$ 3,132,093	\$ 3,341,572	\$ (209,479)	-6.27%
Uses:				
Personal Services - All (51XXX)	\$ 1,911,362	\$ 1,812,039	\$ 99,323	5.48%
Fringe Benefits (546XX)	\$ 535,213	\$ 557,981	\$ (22,768)	-4.08%
Total Personal Services and Fringe	\$ 2,446,575	\$ 2,370,020	\$ 76,555	3.23%
Expenditures (50000)	\$ 476,806	\$ 802,666	\$ (325,860)	-40.60%
Contractual Services (52XXX)	\$ 316,651	\$ 490,306	\$ (173,655)	-35.42%
Supplies (53XXX)	\$ 59,484	\$ 27,373	\$ 32,111	117.31%
Fixed Costs (54XXX) exc. Fringe	\$ 46,974	\$ 53,304	\$ (6,330)	-11.88%
Contingency (55XXX)	\$ -	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ -	\$ -	\$ -	0.00%
Renovations (57XXX)	\$ -	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	\$ -	0.00%
IIT's (6XXXX)	\$ (214,397)	\$ (402,097)	\$ 187,700	-46.68%
Subtotal Other Uses	\$ 685,518	\$ 971,552	\$ (286,034)	-29.44%
Total Uses	\$ 3,132,093	\$ 3,341,572	\$ (209,479)	-6.27%
Balance	\$ -	\$ -	\$ -	