

## **Division of Human Resources Blueprint for Service Excellence, April 2012**

### **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 excellence. Over the past five years, the Division:

- Implemented digital record keeping for personnel files and benefits records, converting more than 3.4 million microfiche records and paper documents to optical disk for storage
- Has been recognized as a leader in implementation of the federal E-Verify system
- Developed a quarterly training program for HR practitioners outside the Division of Human Resources
- Contracted with a new Employee Assistance Program provider for a broader range of services at a savings of nearly \$27,000 over the life of the contract
- Deployed an online exit interview program and implemented a universal review date for evaluation of employee performance
- Initiated preparation for OneCarolina implementation with a comprehensive review of key business processes
- Completed the first ever professional development needs assessment.

In moving forward as a cohesive team dedicated to improving the quality of management and service that employees receive, the Division will face tremendous challenges due to inefficient manual processes that hinder its ability to serve its customers. In addition, the staff seeks to enhance its cross-functional collaboration to facilitate further efficiencies as HR grapples with budgetary restraints. FY13 initiative funding requests focus on the need to expand the Division’s capacity for providing high level HR services by seeking support for staff positions to strengthen HR’s compliance posture; to strengthen HR’s advisement capacity to reduce employment-related risks; to expand organizational and professional development support for academic and administrative units; and to proactively address faculty and staff safety issues.

In the coming fiscal year, the Division’s key issues include continuing preparation for OneCarolina, a comprehensive redesign of our website, and implementation of new Professional Development initiatives that focus on supervisory and leadership development. The following goals have been identified in order to accomplish the Division’s mission and validate its vision.

## **Dashboard**

The strategic measures of the Division of Human Resources' effectiveness will focus on four areas: cost effectiveness, workforce, work environment and operational effectiveness. By necessity, due to the lack of availability of data for comparison with peer and peer-aspirant institutions, our dashboard is a measurement of progress compared to previous performance. Data collection methods are being identified and a baseline for comparison developed where none has existed.

**Cost Effectiveness:** Ensuring cost effective business practices while enhancing competitiveness in the higher education marketplace

- Competitive Pay for Faculty and Staff
  - Competitiveness of faculty salaries vs. identified job markets
- Mitigation of Employment-Related Risk or Exposure
  - Index of workers' compensation costs; settlement costs; employee liability claim costs; impact of the Employee Assistance Program
- Maintain Appropriate Level of Labor Costs
  - Average compensation and benefits per FTE; percentage of total budget devoted to employee compensation and benefits

**Workforce:** Creating a sustainable and productive workforce

- Successful Hiring Practices
  - Percentage of new hires who become high performers within two years; total separations from the University within one year and total hires for the same year
- Investment in Employee Development
  - Percentage of staff participating in professional development; other indicators aligning with needs assessment results
- Retention of Talent
  - High performer voluntary separation rate (total high performer separations as a percentage of total high performers)

**Work Environment:** Improving the work environment for University employees

- Employee Engagement
  - Employee engagement survey results by unit
- Effective Supervision and Recognition of Employees
  - Number of employees receiving recognition as a percentage of all employees
  - Percentage of supervisors trained in core programs

**HR's Operational Effectiveness:** Enhancing the Operational Effectiveness of the HR Function

- Customer Service
  - Customer service survey results by program area
- Process Efficiency and Effectiveness
  - Index of performance measures by program area

## **2013 Fiscal Year Goals**

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

Progress:

1. Improved and expanded e-mail communications to better defined audiences.
2. Coordinated placement of job vacancies in USC Day Times, the daily e-mail news update to all faculty and staff on all campuses.
3. Updated HR forms to ensure information is communicated as required by state and federal regulations.
4. Expanded the Benefits website to include an orientation page that provides new employees and their partners' immediate access to an array of retirement and insurance information.
5. Designed and hosted workshops and a series of forums as a training and information delivery system for human resources liaisons across the University system. Several of these were broadcast as webinars to facilitate communicating with as large an audience as possible.

Plans for Upcoming Year:

1. Improve the division's website to make it more user-friendly, to incorporate more information, and to prepare it for migration to USC's new content management system.
2. Increase the visibility and utilization of the Dual Career Employment Services Program with employers throughout the Midlands.
3. Develop a toolkit of job aids to assist our customers as they perform HR transactions.
4. Explore the utility of social media for communicating with our customers about our services.

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

Progress:

1. Conducted seven focus groups with University departments to solicit feedback and responded to suggestions for improvement.
2. Incorporated feedback from focus groups to create the HR Partners Group with representatives from 10 University departments that meet bi-monthly to discuss critical HR issues and provide feedback to the Division.
3. Developed a metrics outline that incorporates four strategic areas of measure, 10 success drivers and 11 key indicators of success and began establishing data collection methods.

Plans for Upcoming Year:

1. Create and deploy direct customer feedback mechanisms.
2. Implement a comprehensive dashboard of strategic and operational measures to monitor the efficiency and effectiveness of our performance.

Goal 3: Improve the work environment for University employees.

Progress:

1. Developed a preliminary proposal for an employee recognition program and established an advisory committee to consult upon the design and deployment of the program across the University.
2. Developed a university-focused employee engagement survey and deployed it to more than 1,000 University employees in the Division of Student Affairs and Academic Support and at USC-Upstate. Follow-up meetings have been conducted with Student Affairs leadership and staff to identify opportunities for improving the work environment based on the survey results.
3. To reduce the University's EPMS "Meets-by-Default" rate: revised the Employee Performance Management System policy to include a universal review date; created a more participatory EPMS training program; and revamped the EPMS process to make it more proactive. Input to accomplish these initiatives came from HR contacts, University supervisors and other stakeholders. Efforts to improve feedback to employees using the EPMS process will continue.

Plans for Upcoming Year:

1. Gather support and deploy an employee recognition program.
2. Continue to assist departments in assessing the work environment and to develop targeted strategies for improvements.
3. Partner with Campus Wellness to increase the visibility, participation and awareness of healthy lifestyles.
4. Improve feedback to employees via the EPMS process.

Goal 4: Initiate process improvement actions and implement sound technology solutions to critical HR processes.

Progress:

1. Developed a comprehensive business process master list in preparation for OneCarolina activities.
2. Conducted business process reviews to document hiring processes and other key processes in HR and Payroll to facilitate knowledge transfer to new division employees, to develop training aids, to determine opportunities for improvement in service delivery, and to document desired improvements for the implementation of the HR/Payroll modules of OneCarolina.
  - a) Modified processing of Leave Without Pay to improve accuracy, identified changes to the University's application form to identify those who will need an immigration work permit, revised the H-1B temporary specialty worker permit to consolidate all H compliance attestations into one form

3. Evaluated risks associated with performing payroll processing activities in the University's current mainframe platform, including documenting mandatory state and federal reporting requirements in the functional areas of payroll, benefits and human resources that share key master data elements.

Plans for Upcoming Year:

1. Continue to conduct and document HR and Payroll key business process reviews.
2. Move forward with a detailed project plan to implement the HR/Payroll modules of OneCarolina.
3. Evaluate the benefits of our management of distributed human resources operations.
  - a) Ongoing effort that resulted the reassignment of Facilities HR staff to the Division of Human Resources in FY2012.
4. Evaluate and respond to state regulatory reform.

Goal 5: Assess and evaluate HR's professional development offerings to our customers.

Progress:

1. Conducted a training needs assessment to evaluate the Professional Development function, realizing a 19 percent response rate from the 5,673 staff members who received the survey.
2. Prepared an analysis of the results and distributed data to 12 University departments to provide feedback on their departmental responses.
3. Developed a proposal to create a new strategic direction, prepare new professional development offerings, and restructure the training delivery system.

Plans for Upcoming Year:

1. Implement new strategic direction for Professional Development as approved in March 2012.
2. Re-focus professional development offerings on the development of improved supervisory and leadership skills
3. Expand our capacity to partner with University departments to assess and improve organizational performance.
4. Increase development opportunities to HR practitioners outside the division.

### **Resource Information**

Financial Resources: Fall 2011 and Spring 2012 Reviews for Responsibility 16 are attached, as well as two initiatives for FY2013.

The "HR Reform Initiative" directly supports Goals 3, 4 and 5. It specifically addresses:

- Strengthening the Division's compliance posture through a comprehensive review and improvement of key University business processes
- Expanding strategic support for academic and administrative units through organizational and professional development activities

- Improving the work environment for University employees through expanded benefits and employee relations programs and support.

Funding of this initiative is a vital step in the Division being able to maintain the accomplishments of the past year and to continue improving the efficiency of its processes and expanding the quality and effectiveness of the services offered to the University community. Without permanent funding, the efforts that have been undertaken by temporary employees paid with carry forward funds will end as funding is depleted.

The “Faculty and Staff Safety Initiative” also supports the Division's Goal 3 to improve the work environment for University employees. It seeks funding of the salary and fringe for a position to provide safety services for faculty and staff through the Thomson Student Health Center. The position would be housed and operationally supported within the Student Health Center as a joint venture between HR and the Division of Student Affairs. Without funding approval, this important effort will not move forward.

USC Columbia Campus  
Fall "A" Fund Review  
For the Period Ending 10/31/2011

Unit Name and Number:

16- Human Resources

A Fund Resources and Uses	Budget 10/31/2011	Actuals YTD 10/31/2011	% of Budget	Actuals 10/31/2010	Change from 10/31/2010	
					Dollar Change	% Change
<b>Resources:</b>						
<b>NOTE: 3's are BUDGET only</b>						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 581,128	\$ 581,128		\$ 804,336	\$ (223,208)	-27.80%
Columbia Units Base Budget (31900)	\$ 2,339,091	\$ 2,339,091		\$ 2,327,757	\$ 11,334	0.50%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ 21,657	\$ 21,657		\$ -	\$ 21,657	0.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 6,845	\$ 6,845		\$ -	\$ 6,845	0.00%
<b>Subtotal 3's</b>	\$ 2,948,721	\$ 2,948,721		\$ 3,132,093	\$ (183,372)	-5.90%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ 450	0.00%	\$ 156	\$ 294	188.50%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
<b>Total Resources</b>	\$ 2,948,721	\$ 2,949,171	100.00%	\$ 3,132,249	\$ (183,078)	-5.80%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
<b>Net Resources</b>	\$ 2,948,721	\$ 2,949,171	100.00%	\$ 3,132,249	\$ (183,078)	-5.80%
<b>Uses:</b>						
Personal Services - All (51XXX)	\$ 1,983,048	\$ 624,167	31.50%	\$ 540,672	\$ 83,495	15.40%
Fringe Benefits (546XX)	\$ 498,551	\$ 170,882	34.30%	\$ 143,067	\$ 27,815	19.40%
<b>Total Personal Services and Fringe</b>	\$ 2,481,599	\$ 795,049	32.00%	\$ 683,739	\$ 111,310	16.30%
Expenditures (50000)	\$ 249,709	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 366,339	\$ 207,755	56.70%	\$ 180,732	\$ 27,023	15.00%
Supplies (53XXX)	\$ 78,000	\$ 53,717	68.90%	\$ 15,694	\$ 38,023	242.30%
Fixed Costs (54XXX) exc. Fringe	\$ 17,955	\$ 8,000	44.60%	\$ 31,199	\$ (23,199)	-74.40%
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 (6XXXX)	\$ (244,881)	\$ (111,813)	45.70%	\$ (102,241)	\$ (9,572)	9.40%
<b>Subtotal Other Uses</b>	\$ 467,122	\$ 157,659	33.80%	\$ 125,384	\$ 32,275	25.70%
<b>Total Uses</b>	\$ 2,948,721	\$ 952,708	32.30%	\$ 809,123	\$ 143,585	17.70%
<b>Balance</b>	\$ -	\$ 1,996,463		\$ 2,323,126	\$ (326,663)	

Notes: The unit received a permanent allocation of \$6,845 from the General Fund for the State mandated health insurance and retirement plan employer increases. The unit received \$21,657 in one-time funds from the General Fund for the employee bonus and fringe allocation. The unit's carryforward decreased by \$223,208 or 27.80% from the prior year. The General Fund has a \$1 million commitment for Human Resources over three years.

Budget Analyst Name:	<b>Ralph B Summer</b>	Unit Contact:	<b>Debra Allen</b>
Comments/Concerns:	<p>With 33.33% complete, actual expenditures are 32.30% of budget. The personal and fringe expenditures increased by 16.30% over the prior year. Contractual Services expenditures (52XXX) are at 56.70% of budget, Supplies expenditures (53XXX) are at 68.90% of budget, Fixed Costs expenditures (54XXX) are at 44.60% of budget, and IIT's contra-expenditures are 45.70% of budget. The unit may need to realign their budget if spending and revenue patterns are expected to continue.</p>		
	<p>Response:</p> <p>While some categories are beyond the expected level of expenditure due to paying annual expenses at the beginning of the FY, the division is on target for overall expenditures at this point in time. As the division proceeds with evaluating and redefining how to best meet the University's needs, there will continue to be fluctuations in budgeted categories. HR has and will continue to undergo changes this FY as key vacancies are filled and workforce planning is initiated to prevent problems posed by pending retirements of key personnel. It's the division's intent to use carry forward to address needs identified through its internal assessment process before seeking to apply the million dollar commitment that has been made from the General Fund.</p>		





USC Columbia Campus  
Spring "A" Fund Review  
For the Period Ending 2/29/2012

Unit Name and Number:

16 - Human Resources

A Fund Resources and Uses	Budget 2/29/2012	Actuals YTD 2/29/2012	% of Budget	Actuals 2/28/2011	Change from 2/28/2011	
					Dollar Change	% Change
<b>Resources:</b>						
<b>NOTE: 3's are BUDGET only</b>						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 581,128	\$ 581,128		\$ 804,336	\$ (223,208)	-27.80%
Columbia Units Base Budget (31900)	\$ 2,339,091	\$ 2,339,091		\$ 2,327,757	\$ 11,334	0.50%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ 21,657	\$ 21,657		\$ -	\$ 21,657	0.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 6,845	\$ 6,845		\$ 11,334	\$ (4,489)	-39.60%
<b>Subtotal 3's</b>	\$ 2,948,721	\$ 2,948,721		\$ 3,143,427	\$ (194,706)	-6.20%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ 524	0.00%	\$ -	\$ 524	0.00%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
<b>Total Resources</b>	\$ 2,948,721	\$ 2,949,245	100.00%	\$ 3,143,427	\$ (194,182)	-6.20%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
<b>Net Resources</b>	\$ 2,948,721	\$ 2,949,245	100.00%	\$ 3,143,427	\$ (194,182)	-6.20%
<b>Uses:</b>						
Personal Services - All (51XXX)	\$ 1,991,368	\$ 1,297,993	65.20%	\$ 1,072,446	\$ 225,547	21.00%
Fringe Benefits (546XX)	\$ 550,000	\$ 355,018	64.50%	\$ 286,718	\$ 68,300	23.80%
<b>Total Personal Services and Fringe</b>	\$ 2,541,368	\$ 1,653,011	65.00%	\$ 1,359,164	\$ 293,847	21.60%
Expenditures (50000)	\$ 153,189	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 381,963	\$ 289,507	75.80%	\$ 263,320	\$ 26,187	9.90%
Supplies (53XXX)	\$ 97,750	\$ 73,470	75.20%	\$ 33,329	\$ 40,141	120.40%
Fixed Costs (54XXX) exc. Fringe	\$ 19,332	\$ 11,737	60.70%	\$ 37,553	\$ (25,816)	-68.70%
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)	\$ (244,881)	\$ (182,231)	74.40%	\$ (173,489)	\$ (8,742)	5.00%
<b>Subtotal Other Uses</b>	\$ 407,353	\$ 192,483	47.30%	\$ 160,713	\$ 31,770	19.80%
<b>Total Uses</b>	\$ 2,948,721	\$ 1,845,494	62.60%	\$ 1,519,877	\$ 325,617	21.40%
<b>Balance</b>	\$ -	\$ 1,103,751		\$ 1,623,550	\$ (519,799)	

Notes: The unit received a permanent allocation of \$6,845 from the General Fund for the State mandated health insurance and retirement plan employer increases. The unit received \$21,657 in one-time funds from the General Fund for the employee bonus and fringe allocation. The unit's carryforward decreased by \$223,208 or 27.80% from the prior year. The General Fund has a \$1 million commitment for Human Resources over three years.

Budget Analyst Name:	<b>Ralph B Summer</b>	Unit Contact:	<b>Debra Allen</b>
Comments/Concerns:	<p>With 66.66% complete, actual expenditures are 62.60% of budget. The personal and fringe expenditures increased by 21.60% over the prior year. Contractual Services expenditures (52XXX) are at 75.80% of budget, Supplies expenditures (53XXX) are at 75.20% of budget, and IIT's contra-expenditures are 74.40% of budget. The unit may need to realign their budget if spending and revenue patterns are expected to continue.</p>		
	<p>Response:</p> <p>It is not uncommon for our contractual services to be at this level at this time of the year since the majority of our contracts are paid at the beginning of the fiscal year. In addition, we awarded a new EAP contract effective 2/1/12 that is less expensive than the previous contract resulting in a larger portion being paid prior to 2/1/12. IIT's for HR fluctuate based on the frequency and timing of requests for background checks for which the division is reimbursed. Our Supplies expenditures are as expected given that we switched from leasing computers to purchasing this year, as well as making some furniture purchases that were required due to filling staff positions and the relocation of staff.</p>		

USC Columbia Campus  
Spring A Fund Budget Review  
For the Period Ending 2/29/2012

CHANGE IN BUDGET  
Unit Name and Number:

16 - Human Resources

A Fund Resources and Uses	Budget 2/29/2012	Budget 2/28/2011	CHANGE	% CHANGE
<b>Resources:</b>				
<b>NOTE: 3's are BUDGET only</b>				
General Fund Only (31000)	\$ -	\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 581,128	\$ 804,336	\$ (223,208)	-27.75%
Columbia Units Base Budget (31900)	\$ 2,339,091	\$ 2,327,757	\$ 11,334	0.49%
One Time within responsibility (36400/36500)	\$ -	\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ 21,657	\$ -	\$ 21,657	0.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 6,845	\$ 11,334	\$ (4,489)	-39.61%
<b>Subtotal 3's</b>	<b>\$ 2,948,721</b>	<b>\$ 3,143,427</b>	<b>\$ (194,706)</b>	<b>-6.19%</b>
Tuition, Fee and Departmental Revenue (4XXXX)	\$ -	\$ -	\$ -	0.00%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ -	\$ -	\$ -	0.00%
<b>Total Resources</b>	<b>\$ 2,948,721</b>	<b>\$ 3,143,427</b>	<b>\$ (194,706)</b>	<b>-6.19%</b>
Preset Assessment (81150 & 81160)	\$ -	\$ -	\$ -	0.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	\$ -	0.00%
<b>Net Resources</b>	<b>\$ 2,948,721</b>	<b>\$ 3,143,427</b>	<b>\$ (194,706)</b>	<b>-6.19%</b>
<b>Uses:</b>				
Personal Services - All (51XXX)	\$ 1,991,368	\$ 1,911,362	\$ 80,006	4.19%
Fringe Benefits (546XX)	\$ 550,000	\$ 546,547	\$ 3,453	0.63%
<b>Total Personal Services and Fringe</b>	<b>\$ 2,541,368</b>	<b>\$ 2,457,909</b>	<b>\$ 83,459</b>	<b>3.40%</b>
Expenditures (50000)	\$ 153,189	\$ 476,806	\$ (323,617)	-67.87%
Contractual Services (52XXX)	\$ 381,963	\$ 316,651	\$ 65,312	20.63%
Supplies (53XXX)	\$ 97,750	\$ 59,484	\$ 38,266	64.33%
Fixed Costs (54XXX) exc. Fringe	\$ 19,332	\$ 46,974	\$ (27,642)	-58.85%
Contingency (55XXX)	\$ -	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ -	\$ -	\$ -	0.00%
Renovations (57XXX)	\$ -	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	\$ -	0.00%
IIT's (6XXXX)	\$ (244,881)	\$ (214,397)	\$ (30,484)	14.22%
<b>Subtotal Other Uses</b>	<b>\$ 407,353</b>	<b>\$ 685,518</b>	<b>\$ (278,165)</b>	<b>-40.58%</b>
<b>Total Uses</b>	<b>\$ 2,948,721</b>	<b>\$ 3,143,427</b>	<b>\$ (194,706)</b>	<b>-6.19%</b>
<b>Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
Budget Analyst Name: <b>Ralph B Summer</b>				

**Responsibility Code - 16 - Justify**

<b>Provide requested information</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="1"/>
Initiative Title:	<input type="text" value="HR Reform"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Summary</b>		
<b>The FTE and \$ information which follows is created by a calculation which carries these totals forward from subsequent pages.</b>	<b>FTE</b>	<b>\$</b>
Resources		<input type="text" value="\$48,154.00"/>
Full-time Personnel	<input type="text" value="9.00"/>	<input type="text" value="\$537,327.52"/>
Part-time Personnel		<input type="text" value="\$0.00"/>
Recurring Operating Expenditures		<input type="text" value="\$40,067.00"/>
One-time Equipment or Start-up Costs		<input type="text" value="\$48,154.00"/>
Total Request	<input type="text" value="9.00"/>	<input type="text" value="\$625,548.52"/>
Net Funding Needed		<input type="text" value="\$577,394.52"/>

<b>Request Justification</b>
<b>Provide a concise description/justification for this initiative request.</b>
<p>This initiative is requesting recurring funds to support the ongoing reform of the Division of Human Resources. The reforms include:</p> <ul style="list-style-type: none"> <li>• Strengthening the Division's compliance posture through a comprehensive review and improvement of key university business processes</li> <li>• Expanding strategic support for academic and administrative units through organizational and professional development activities</li> <li>• Improving the work environment for University employees through expanded benefits and employee relations programs and support.</li> </ul>
<b>Why must this initiative be supported through the use of new funding?</b>
<p>The Division has a limited amount of one-time funds that have been used to initiate the reforms and to support critical positions whose funding was lost as a result of HR's recurring budget being reduced by \$444,524 since FY2009. Additional recurring funds are required to continue the initiated reforms, which will enhance the Division's research and compliance posture, expand our organizational and professional development capacity, and increase salary analysis capabilities in support of academic and administrative units.</p>
<b>Identify the Unit Goal(s) and Objective(s) supported by this initiative. Describe how this initiative enables the unit to achieve these objectives.</b>
<p>This initiative directly supports the Division's goal of being a strategic resource for making the University of South Carolina a premier flagship university system. Specifically this supports the following goals:</p> <p>1) Strengthen the Division's compliance posture by converting a temporary position paid for with carry forward funds to an FTE position for a research and compliance analyst who will be responsible for the 38 HR policies that are mandated by state and federal requirements, as well as a multitude of business processes that support the daily operation of the University. In addition, HR needs to hire two new positions – one that will manage the additional workload associated with strengthening the background check policy to reduce the University's risk and one to provide research and analysis associated with classification and compensation issues that affect the University's competitiveness when hiring faculty and</p>

professional staff.

2) Improve the work environment for University employees by converting a temporary position paid for with carry forward funds to an FTE position to continue supporting the higher level of advisement required as a result of strengthening USC's disciplinary policy in a move to reduce the University's employment-related risks. In addition this area has expanded the supervisory training it offers, also requiring the higher level of staffing be maintained through recurring funds and not subject to the availability of carry forward.

3) Expand organizational and professional development support for academic and administrative units by converting a temporary position paid for with carry forward funds to an FTE position to establish a permanent organizational development team that will expand HR's capacity for delivering customized organizational analysis, assessments and solutions to benefit units throughout the University system. Over the past year, the division has expanded its capacity for organizational consulting providing successful outcomes for units such as Student Affairs. Providing recurring funds to support this effort will allow HR to work with departments to conduct organizational assessments, develop customized training and professional development initiatives, facilitate planning and organizational development initiatives, and create new employee recognition strategies. HR also needs to hire two new training instructors to replace positions that were lost in previous budget cuts, including an instructor to coordinate E-learning initiatives – a position previously approved through the Initiative Funding process.

4) Restore recurring funding for ongoing needs currently supported by non-recurring funds in order to convert two temporary positions paid for with carry forward funds to FTE positions and to fund operating expenses that are being covered with carry forward. Currently HR's Records Manager and the Employment Office receptionist are paid as temp employees using carry forward while we are covering printing needs mandated by federal law by using carry forward. Carry forward also is the funding source for HR travel needs to support USC's system campuses and for necessary professional development activities to keep staff current with the latest developments that provide innovative solutions to the management challenges that influence the University's effectiveness.

**Responsibility Code - 16 - Resources**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="1"/>
Initiative Title:	<input type="text" value="HR Reform"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Resources</b>			
<b>Dept/Fund</b>	<b>Departmental Revenues: (4XXXX) - Description</b>	<b>Object Code</b>	<b>\$</b>
62010A000	One-time expenses to be covered from carry forward	48650	\$17,666.00
62010A000	Renovation work to create more office space covered by carry forward	48650	\$30,488.00
	Total Departmental Revenues		<input type="text" value="\$48,154.00"/>
<b>Dept/Fund</b>	<b>Transfers: (8XXXX) - Description</b>	<b>Object Code</b>	<b>\$</b>
	Total Transfers		<input type="text" value="\$0.00"/>
	Total Resource Request		<input type="text" value="\$48,154.00"/>

**Responsibility Code - 16 - Full Time**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="1"/>
Initiative Title:	<input type="text" value="HR Reform"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Full-time Personnel</b>				
Dept/Fund	Full-time Classified Positions	FTE	Object Code	\$
62010A000	HR Manager I - Employment Ofc - Background Cks	1.00	51200	\$40,000.00
62010A000	HR Manager II - Classification & Compensation Analyst	1.00	51200	\$50,000.00
62010A000	HR Manager II - Employee Relations Analyst	1.00	51200	\$50,000.00
62010A000	Program Manager I - Director, Organizational & Professional Development	1.00	51200	\$80,000.00
62010A000	Instructor/Training Coordinator	2.00	51200	\$80,000.00
62010A000	Administrative Specialist II - Employment Ofc	1.00	51200	\$25,000.00
62010A000	HR Manager I - Records Manager	1.00	51200	\$45,000.00
62010A000	Program Manager I - Research & Compliance Analyst	1.00	51200	\$70,000.00
	Total Classified Positions			<input type="text" value="\$440,000.00"/>
Dept/Fund	Full-time Unclassified Administrative Positions	FTE	Object Code	\$
	Total Unclassified Administrative Positions			<input type="text" value="\$0.00"/>
Dept/Fund	Full-time Faculty, Deans, Acad Dept Head Positions	FTE	Object Code	\$
	Total Faculty, Deans, Acad Dept Head Positions			<input type="text" value="\$0.00"/>
Dept/Fund	Full-time Librarians Positions	FTE	Object Code	\$
	Total Librarians Positions			<input type="text" value="\$0.00"/>
	Total Full-time Salary Costs	<input type="text" value="9.00"/>		<input type="text" value="\$440,000.00"/>

<b>Fringe Benefit Calculation</b>				
	Benefits	Rates	Object Code	Costs
	SC Retirement / Group Life	<input type="text" value="13.84%"/>	<input type="text" value="54600"/>	<input type="text" value="\$60,874"/>
	FICA (Social Security Base of \$106,800)	<input type="text" value="7.65%"/>	<input type="text" value="54600"/>	<input type="text" value="\$33,660"/>
	Health/Dental Insurance based on coverage type	<input type="text" value="593.52"/>	<input type="text" value="54600"/>	<input type="text" value="593.52"/>

	Unemployment Compensation	0.30%	54600	\$1,320
	Workers Compensation	0.20%	54600	\$880
	Total Full-time Personnel Request			\$537,327.52

**Responsibility Code - 16 - Part Time**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="1"/>
Initiative Title:	<input type="text" value="HR Reform"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Part-time Personnel</b>					
Dept/Fund	Part-time Teaching Faculty	Hourly Rate	Hours	Object Code	\$
	Total				<input type="text" value="\$0.00"/>
Dept/Fund	Graduate Assistantships: (5135X or 5136X)	Hourly Rate	Hours	Object Code	\$
	Total				<input type="text" value="\$0.00"/>
Dept/Fund	General Wages	Hourly Rate	Hours	Object Code	\$
	Total				<input type="text" value="\$0.00"/>
Dept/Fund	Undergraduate Student Assistants	Hourly Rate	Hours	Object Code	\$
	Total				<input type="text" value="\$0.00"/>
Dept/Fund	Undergraduate Federal Work Study Students	Hourly Rate	Hours	Object Code	\$
	Total				<input type="text" value="\$0.00"/>
	Total Part-time Wage Costs				<input type="text" value="\$0.00"/>

<b>Fringe Benefit Calculation</b>	
Consult <a href="http://sam.research.sc.edu/fringebenefits.html">http://sam.research.sc.edu/fringebenefits.html</a> calculator and enter the appropriate information below.	
	<input type="text" value="0"/>
	<input type="text" value="\$0"/>



**Responsibility Code - 16 - Operating**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="1"/>
Initiative Title:	<input type="text" value="HR Reform"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Recurring Operating Expenditures</b>			
<b>Dept/Fund</b>	<b>Operating Expenditure Description</b>	<b>Object Code</b>	<b>\$</b>
62010A000	Network Services	52030	\$267.00
62010A000	Tuition/Fees	54520	\$6,500.00
62010A000	Office Supplies	53001	\$6,500.00
62010A000	Printing	52051	\$10,000.00
62010A000	Printing/Non USC	52052	\$2,000.00
62010A000	Other Supplies: State Service Award Pins	53009	\$5,000.00
62010A000	Contributions and Dues	54110	\$1,300.00
62010A000	Travel	52024	\$8,500.00
	Total Operating Expenditure Request		<input type="text" value="\$40,067.00"/>

**Responsibility Code - 16 - One-Time**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="1"/>
Initiative Title:	<input type="text" value="HR Reform"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>One-time Equipment or Start-up Costs</b>			
<b>Dept/Fund</b>	<b>Equipment or Start-up Cost Description</b>	<b>Object Code</b>	<b>\$</b>
62010A000	Telephone & Network Services	52032	\$702.00
62010A000	Office furniture: desks, chairs, file cabinets	53009	\$8,000.00
62010A000	Telephone & Network Parts	52034	\$141.00
62010A000	Computers and Printers	53030	\$3,623.00
62010A000	Specailized Software	53004	\$5,200.00
62010A000	Renovate to create more office space	52070	\$30,488.00
	Total Equipment Request		<input type="text" value="\$48,154.00"/>

**Responsibility Code - 16 - Status**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="1"/>
Initiative Title:	<input type="text" value="HR Reform"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Status</b>
<b>Comment:</b>

**Responsibility Code - 16 - Justify**

<b>Provide requested information</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="2"/>
Initiative Title:	<input type="text" value="Faculty and Staff Safety Initiative"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Summary</b>		
<b>The FTE and \$ information which follows is created by a calculation which carries these totals forward from subsequent pages.</b>	<b>FTE</b>	<b>\$</b>
Resources		<input type="text" value="\$0.00"/>
Full-time Personnel	<input type="text" value="1.00"/>	<input type="text" value="\$47,094.30"/>
Part-time Personnel		<input type="text" value="\$0.00"/>
Recurring Operating Expenditures		<input type="text" value="\$0.00"/>
One-time Equipment or Start-up Costs		<input type="text" value="\$0.00"/>
Total Request	<input type="text" value="1.00"/>	<input type="text" value="\$47,094.30"/>
Net Funding Needed		<input type="text" value="\$47,094.30"/>

<b>Request Justification</b>
<b>Provide a concise description/justification for this initiative request.</b>
This initiative seeks funding of the salary and fringe for a position to provide safety services for faculty and staff through the Thomson Student Health Center. These services will include promotion of safety initiatives and support for faculty and staff who are victims of violence either in the workplace or in their personal lives. The Student Health Center already provides support to student safety initiatives, such as Stand Up Carolina. This position, which would be housed and operationally supported within the Student Health Center, would allow the expansion of the center's existing services to include our entire campus community.
<b>Why must this initiative be supported through the use of new funding?</b>
The Division of Human Resources does not have recurring funding available to fund this vital service that would be a joint venture between HR and the Thomson Student Health Center in the Division of Student Affairs.
<b>Identify the Unit Goal(s) and Objective(s) supported by this initiative. Describe how this initiative enables the unit to achieve these objectives.</b>
This initiative supports the Division's goal to improve the work environment for University employees. Interpersonal violence, which includes sexual assault, domestic violence and stalking, affects 1 in 6 women and 1 in 33 men in their lifetime while domestic violence is the leading type of violence against women. South Carolina is ranked seventh in the nation for homicides caused by domestic violence. Combined with the University's Employee Assistance Program, the addition of an on-campus health educator to address these issues on a faculty and staff level will add a new dimension to the University as an employer who proactively addresses the well-being of its workforce.

**Responsibility Code - 16 - Resources**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="2"/>
Initiative Title:	<input type="text" value="Faculty and Staff Safety Initiative"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Resources</b>			
<b>Dept/Fund</b>	<b>Departmental Revenues: (4XXXX) - Description</b>	<b>Object Code</b>	<b>\$</b>
	Total Departmental Revenues		<input type="text" value="\$0.00"/>
<b>Dept/Fund</b>	<b>Transfers: (8XXXX) - Description</b>	<b>Object Code</b>	<b>\$</b>
	Total Transfers		<input type="text" value="\$0.00"/>
	Total Resource Request		<input type="text" value="\$0.00"/>

**Responsibility Code - 16 - Full Time**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="2"/>
Initiative Title:	<input type="text" value="Faculty and Staff Safety Initiative"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Full-time Personnel</b>				
Dept/Fund	Full-time Classified Positions	FTE	Object Code	\$
62010A000	Health Educator III	1.00	51200	\$38,000.00
	Total Classified Positions			<input type="text" value="\$38,000.00"/>
Dept/Fund	Full-time Unclassified Administrative Positions	FTE	Object Code	\$
	Total Unclassified Administrative Positions			<input type="text" value="\$0.00"/>
Dept/Fund	Full-time Faculty, Deans, Acad Dept Head Positions	FTE	Object Code	\$
	Total Faculty, Deans, Acad Dept Head Positions			<input type="text" value="\$0.00"/>
Dept/Fund	Full-time Librarians Positions	FTE	Object Code	\$
	Total Librarians Positions			<input type="text" value="\$0.00"/>
	Total Full-time Salary Costs	<input type="text" value="1.00"/>		<input type="text" value="\$38,000.00"/>

<b>Fringe Benefit Calculation</b>				
	Benefits	Rates	Object Code	Costs
	SC Retirement / Group Life	<input type="text" value="13.84%"/>	<input type="text" value="54600"/>	<input type="text" value="\$5,257"/>
	FICA (Social Security Base of \$106,800)	<input type="text" value="7.65%"/>	<input type="text" value="54600"/>	<input type="text" value="\$2,907"/>
	Health/Dental Insurance based on coverage type	<input type="text" value="740"/>	<input type="text" value="54600"/>	<input type="text" value="740"/>
	Unemployment Compensation	<input type="text" value="0.30%"/>	<input type="text" value="54600"/>	<input type="text" value="\$114"/>
	Workers Compensation	<input type="text" value="0.20%"/>	<input type="text" value="54600"/>	<input type="text" value="\$76"/>
	Total Full-time Personnel Request			<input type="text" value="\$47,094.30"/>

**Responsibility Code - 16 - Part Time**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="2"/>
Initiative Title:	<input type="text" value="Faculty and Staff Safety Initiative"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Part-time Personnel</b>					
Dept/Fund	Part-time Teaching Faculty	Hourly Rate	Hours	Object Code	\$
	Total				<input type="text" value="\$0.00"/>
Dept/Fund	Graduate Assistantships: (5135X or 5136X)	Hourly Rate	Hours	Object Code	\$
	Total				<input type="text" value="\$0.00"/>
Dept/Fund	General Wages	Hourly Rate	Hours	Object Code	\$
	Total				<input type="text" value="\$0.00"/>
Dept/Fund	Undergraduate Student Assistants	Hourly Rate	Hours	Object Code	\$
	Total				<input type="text" value="\$0.00"/>
Dept/Fund	Undergraduate Federal Work Study Students	Hourly Rate	Hours	Object Code	\$
	Total				<input type="text" value="\$0.00"/>
	Total Part-time Wage Costs				<input type="text" value="\$0.00"/>

<b>Fringe Benefit Calculation</b>	
Consult <a href="http://sam.research.sc.edu/fringebenefits.html">http://sam.research.sc.edu/fringebenefits.html</a> calculator and enter the appropriate information below.	
	<input type="text" value="0"/>
	<input type="text" value="\$0"/>

**Responsibility Code - 16 - Operating**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="2"/>
Initiative Title:	<input type="text" value="Faculty and Staff Safety Initiative"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Recurring Operating Expenditures</b>			
<b>Dept/Fund</b>	<b>Operating Expenditure Description</b>	<b>Object Code</b>	<b>\$</b>
	Total Operating Expenditure Request		<input type="text" value="\$0.00"/>



**Responsibility Code - 16 - One-Time**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="2"/>
Initiative Title:	<input type="text" value="Faculty and Staff Safety Initiative"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>One-time Equipment or Start-up Costs</b>			
<b>Dept/Fund</b>	<b>Equipment or Start-up Cost Description</b>	<b>Object Code</b>	<b>\$</b>
	Total Equipment Request		<input type="text" value="\$0.00"/>

**Responsibility Code - 16 - Status**

<b>This information is carried forward from the "justify" worksheet</b>	
Vice President's Initiative Priority Number:	<input type="text"/>
Unit's Initiative Priority Number:	<input type="text" value="2"/>
Initiative Title:	<input type="text" value="Faculty and Staff Safety Initiative"/>
Department Name:	<input type="text" value="Division of Human Resources"/>
Fiscal Year:	<input type="text" value="FY2012-13"/>

<b>Status</b>
<b>Comment:</b>