

UNM

HR Process Improvement Forums

July 15 & 17, 2014

Agenda

- University Updates
- New Employee Retention Resources
- FMLA Update
- Payroll: Processing Adjustments
- Underutilization



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University Updates

LaTrenia McDaniel
Strategic Support Manager



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Separations, Exit Interview Results, & New Employee Retention Resources

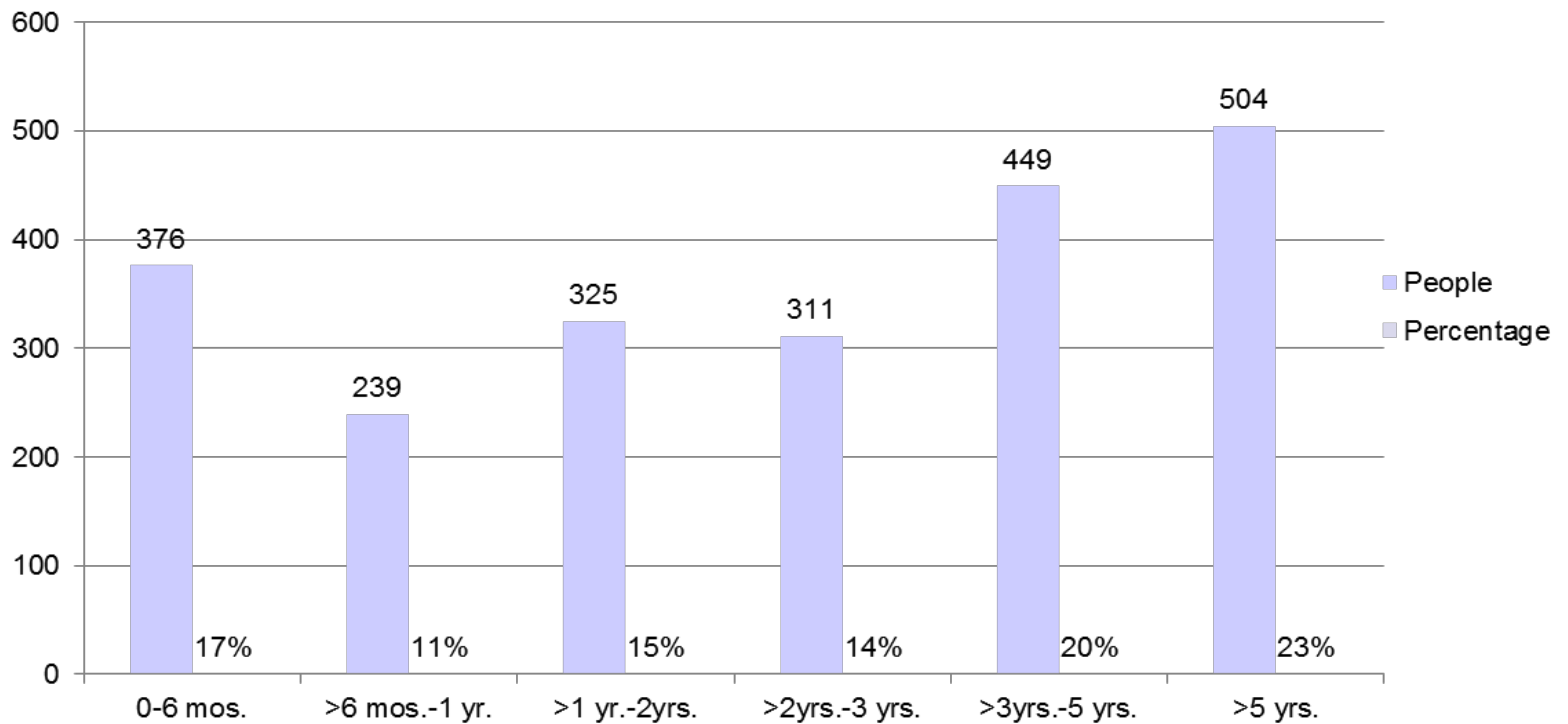
**Magdalena Vigil-Tullar
Director, Employee Relations**

Separations

- We did a study of regular staff (no on-call, no temps) separations. What we found...
 - The majority of people are leaving in the first 5 years (excluding term employees)
 - The majority of those employees leave within the first 6 months

Separations

Length of Service for Separated Regular Staff Excluding Terms (FY11-FY13)



Separations

- In three years, we lost a total of 1700 staff employees within 5 years (excluding terms)
- This was out of 2204 non-term separations
- This means 77% of these separations were within the first 5 years

Separations

Studies vary on total cost of hires but a conservative benchmark is 20% of salary (includes recruitment, training, lost productivity etc.)

- Average UNM staff salary=\$47,000
- Equals \$9,400 as an average cost per hire
- This is a total cost of almost \$16M in the 3 years on employees who turn over within the first 5 years

Separations

- April 2011 Human Capital Institute Whitepaper shows:
 - Breakeven point for the cost of hire is 6.2 months
 - Our greatest turnover is within the first 6 months
 - 376 people over the last 3 years for a cost of \$3.5 M

Separations

- In addition, a Bureau of Labor Statistics report from 2012 shows that the median length of employment in the public sector is 7.8 years. Our median length over the last 3 years (excluding term employees) has been 3.5 years.

Studies

- Results from two Gallup poles show:
- Only 30% of employees in America feel engaged
- Companies in the highest quarter vs. the lowest quarter of employee engagement have higher profit, higher customer ratings, less theft, and fewer safety issues

Exit Interview

- Updated 3 years ago
 - The new exit interview was updated to provide more focused questions
 - Included questions that were similar to a Gallup survey on retention
 - Study of over 400 companies and 80,000 people to determine the reasons why **good performing** employees stay

Exit Interview

- During this period we concentrated on employees who left voluntarily

Because Gallup measured questions that high performing employees who stayed answered positively, we wanted to know conversely which of these questions employees who voluntarily left answered to negatively.

Exit Interview

- Individuals can only respond once because responses are tied to net ID
- Data is gathered by fiscal year
- Three years' worth of trend data shows similar results
- 52% of staff who left voluntarily completed the survey this year so this years' information is a good sampling

Exit Interview

- We concentrated on overall questions, one of which were similar to the Gallup series of sub questions:
 - “To what extent were the following topics addressed by your manager/supervisor?”
 - To what extent were each of the following resources provided to you in doing your job?”

Exit Interview

Greatest issues on graph 4 were:

- Last month did not receive praise/recognition
- Supervisor/Manager did not care for you as a person
- Development was not encouraged
- Opinions did not count
- Department mission did not make you feel your job was important
- You did not have a mentor at work
- Your progress was not discussed in the last 6 months
- This year, you did not have an opportunity to learn and grow

Exit Interview

Greatest issues on graph 5 were:

- Training from Department or internal career development were not provided
- External training/career development were not provided
- Feedback/communication were not given
- Latitude to make changes were not given
- Management support was not provided

Exit Interview

An HCI study quotes ExecuNet, an online career management and recruiting resource and says:

“....since 2004 the number of organizations with an onboarding strategy has nearly doubled. During that same time period there has been a corresponding decrease in the failure rate of new hires from one-in-four to one-in-five, reinforcing the positive business impact of formal onboarding programs.”

Retention

- This information was presented to the HR Agents and a focus group met to discuss strategies to positively affect retention of new hires
- Phase I of the program has been implemented based on recommendations from the focus group, which includes:
 - A customizable new employee handbook
 - A 3-month new employee engagement survey
 - Buddy/Mentor Checklist

Retention

Phase I

Managers & Supervisors/Management Resources

- Phase II of the project... more to come...
- In the meantime check out EOD for the DISC assessment, strategic planning, and other organizational development needs and Client Services for recruitment assistance.

Questions?

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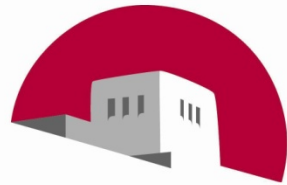
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FMLA Updates

Rob Armijo & Patricia Martinez
Human Resources Consultants

FMLA Updates

- Found on the HR website:
 - <http://hr.unm.edu/benefits/fmla.php>



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Payroll Processing Adjustments

Patty McLaughlin
Payroll Department

New Adjustment Process

- University Wide Employment Transaction Improvements due to Audit of Selected Payroll Process (Report 2010-07)
- Reduction to the number of payroll overpayments, underpayments and leave adjustments that occur

UPDATED ADJUSTMENT FORM

Effective August 1st 2014 each adjustment form **must** include the following supporting documentation:

- A photo copy of the timesheet with signatures by both the employee and their supervisor
- A department memorandum with original authentic signature of the Dean, Director or Department Head
- Adjustment Form downloaded from the Payroll website and filled out entirely

DEPARTMENT MEMO

The memo **must** include the following information for **each** adjustment form:

- **WHY:** the adjustment is necessary.
- **WHAT:** is being corrected.
- **WHO:** is requesting that the adjustment be processed
- **HOW:** might this be prevented in the future?

LINKS

- [New Adjustment Process](#)
- [Step-by-Step Guide](#) to complete the adjustment form
- [Notice of Payroll Overpayment](#)
- [UNM Payroll Leave Adjustment Form](#)
- [PZROPTRD-Payroll Transactions Processed on Off-Cycle Adjustments](#)
- [Audit Reports](#)



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Underutilized Positions

**Mike Brown, SPHR
HR Consulting Manager**

New Underutilized Data Uploaded

- Data loaded into UNMJobs – May 12, 2014
- Can be found by looking at the classifications
 - Select “Search Classifications” on the left hand menu

New Underutilized Data Uploaded

- More positions have been added to “underutilization”, i.e.
 - Position/Classifications
 - Administrators- Unit/Department
 - Finance/Accountant 1, 2, and 3
 - Information Systems/Technology
 - Academic & Student Support

What is Underutilization

- UNM Hiring Reports/Statistics demonstrate that there is underrepresentation for women & minorities employed at UNM in certain job groups
- Initiative to comply with EEO & UNM's affirmative action plan is highly recommended to demonstrate what UNM is doing to promote hiring of qualified & diverse applicants.

Underutilization Efforts

- Creation of a Recruitment Plan by Department
 - At the start of the Action:
 - List the target recruitment sources in the **Comments** section or **Attach** a document to the documents tab (*specify if Dept/HR will place ad*)
 - If the Recruitment Plan was not included in the Action:
 - Department will receive an email with instructions on how to develop your recruitment plan.

Summarizing Recruitment Efforts

- Summarize recruitment efforts in the hiring proposal comment section:
 - All advertising resources, i.e. diverse/target recruitment sources
 - Number of Applicants
 - Interviewee criteria selection & interviewee names
 - Whether minority/women applied & were considered
 - If targeted underutilized group not fulfilled (minority/women), what was the determining factor in not selecting in underutilized area



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Posting Specific Questions

**Mike Brown, SPHR
HR Consulting Manager**

Can You Spot the Error?

How many years of experience do you have working with Microsoft Office products?

- None
- Less than 1 Year
- 1 to 2 years
- 3 to 5 years
- More than 5 years