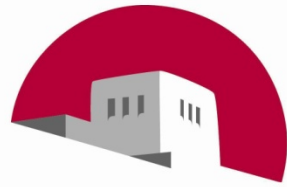# HR Process Improvement Forums
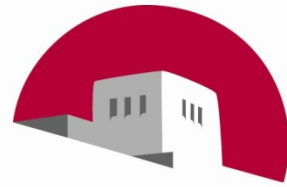
April 7 & 9, 2015

Agenda

- HR Division Updates
- HR Staff Updates
- CAT Leave Opt-Out Process
- Exit Interview
- Onboarding Success
- Accounting and Finance Study
- Payroll Update

HR Division Updates

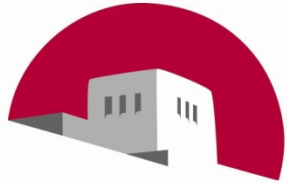# HR Staff Updates

Welcome

- Carmen Trujillo
  - HR Consultant – Main and Branch Campuses

Farewell

- Rob Armijo
  - HR Consultant

Congratulations

- Jack Srouji
  - Interim Director, Client Services

Catastrophic Leave Program FY 2016

Magdalena Vigil-Tullar
Director, Employee Relations

Deduction Amount

- 2.5% of an employee's regular work schedule (one hour for full-time) if prior participant

- 20% of an employee's regular work schedule if it is their first time donating or if they opted out last year (eight hours for full-time)

2015 Dates

- 4/27 – Opt-out notification will be sent
- 5/5 – Opt-out deadline
- 5/22 – Deduction for biweekly staff (SN)
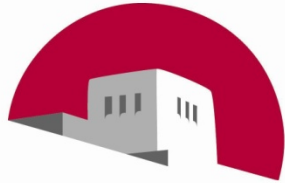- 5/29 – Deduction for monthly staff (SE)

What's New

Opting out will occur via LoboWeb (Self-Service) instead of Opinio

Contact/Questions

Magdalena Vigil-Tullar:

505.277.4993

msvigil@unm.edu

Separations, Exit Interview Results, and Retention Initiative
FY 2014

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 (376) in FY 2011 – FY 2013.

  ● In FY 2014, the majority, 100, left at 6 months.

  ● 74 left between 6 months – 1 year

  ● 109 left between 1 – 2 years.

Separations; FY 2011 - 2014
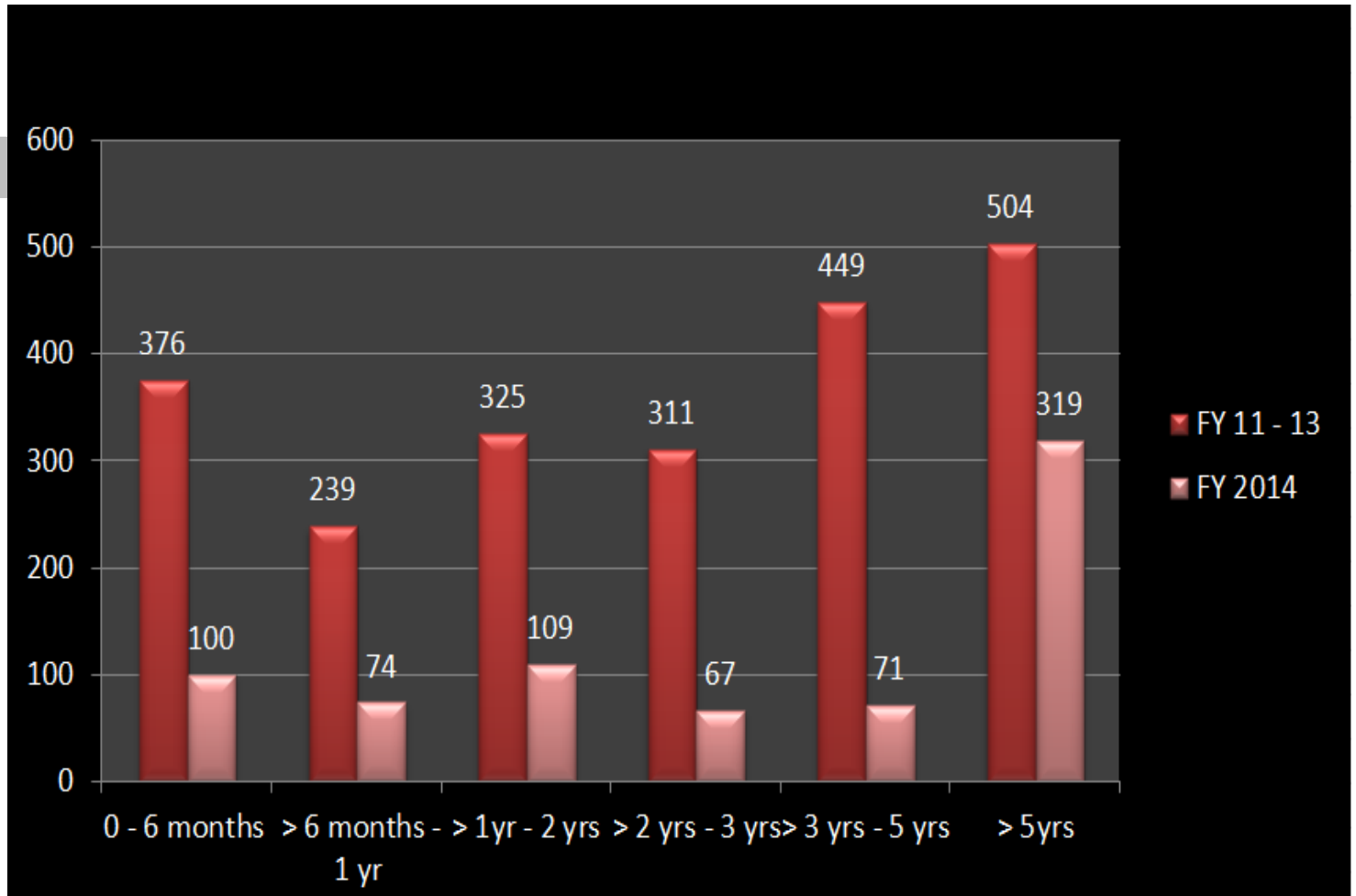
Separations; FY 2011 - 2014
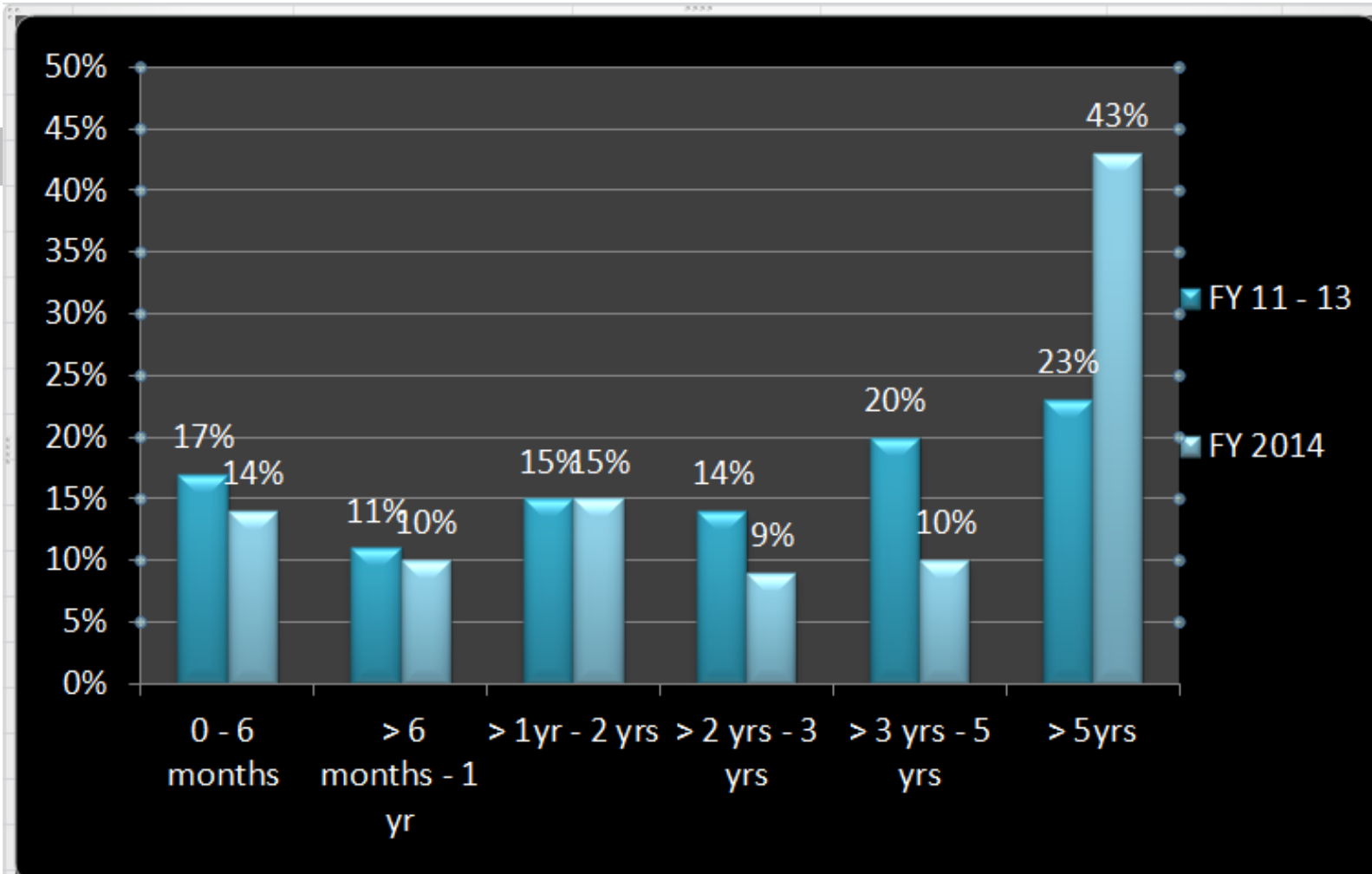
Separations - First 5 years FY 2011-2014

- In three years, we lost a total of 1700 staff employees within 5 years in FY 2011 – 2013 and 421 in FY 2014 (excluding terms)

- This was out of 2204 non-term separations in FY 2011- 2013 and 740 in FY 2014

- This means 77% of these separations were within the first 5 years in FY 2011- 2013 and 57% in FY 2014

Separations – Cost of New Hire

- 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 in FY 2011 – 2013 and approximately $4M in FY 2014

Separations – Cost at 6 months

- 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 in FY 2011 – 2013, 376 people over the last 3 years for a cost of $3.5 M
  - In FY 2014 – 100 left within the first 6 months at a cost of $940,000

Separations – Median Length

- 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 from FY 2011 - 2013(excluding term employees) has been 3.5 years. For FY 2014 it was 3.25 years.

Exit Interview – Response Rate

52% of staff who left voluntarily in FY 2013 completed the exit survey and 67.9% in FY 2014. All together there were 5 questions with different categories for each.

For question #1, we ask employees if they left UNM due to personal reasons or UNM related reasons. Question #2 asked why they started looking for a job and #3 asked what was attractive about their new job.

Exit Interview FY 2014

- Greatest issues on question # 2 were:
  - Pay
  - Culture
  - Relationship with Supervisor

Exit Interview Question #3
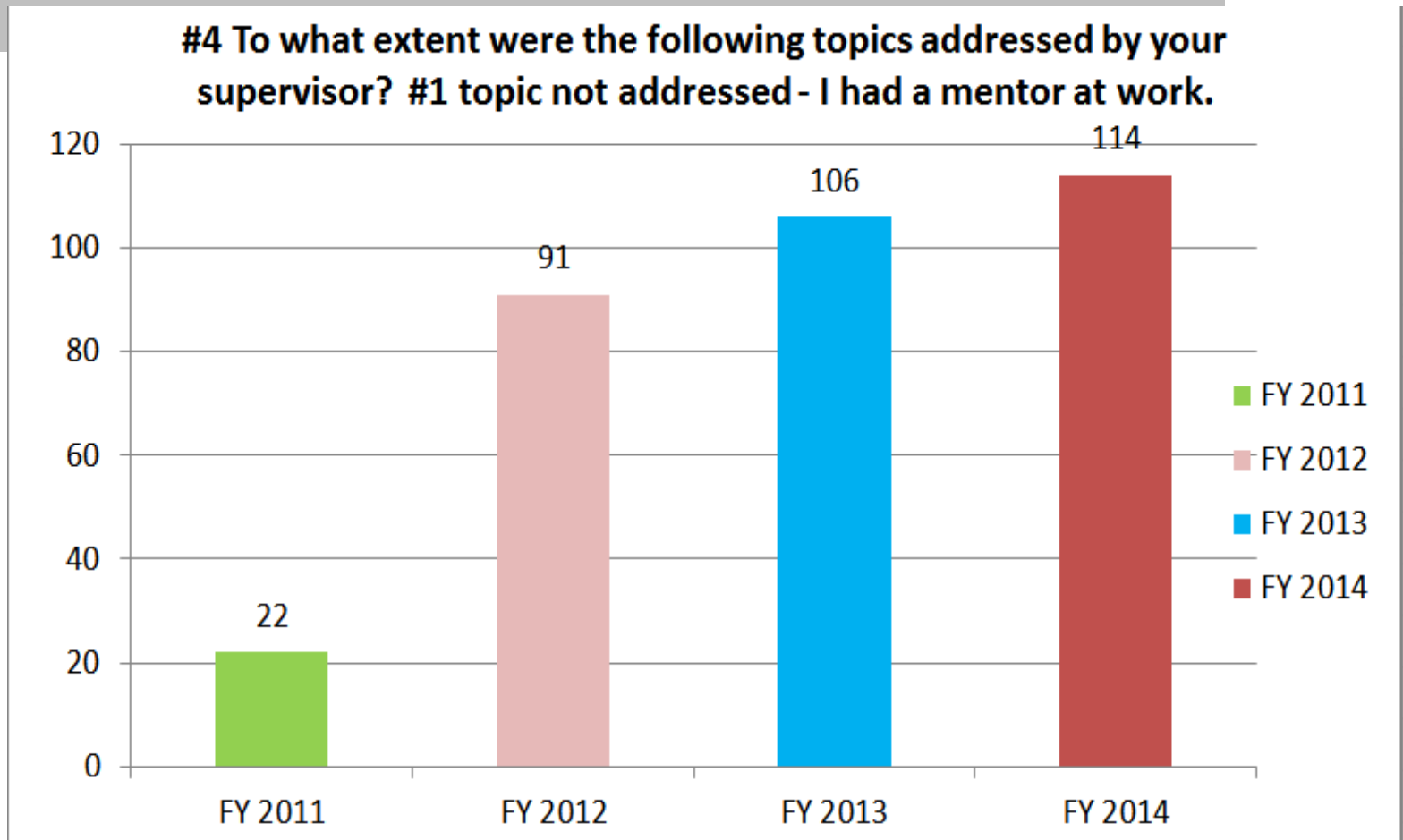
- Greatest issues on question #3 are:
  - Career Opportunities
  - Pay
  - Duties/responsibilities and culture of the department.

Exit Interview – Question #4

- Greatest issue consistently for the last 3 fiscal years has been that employees have indicated they did not have a mentor at work.

- For FY 2014 this issue was the top issue at 40% and has increased from last year's 38%.

Exit Interview – Question #4

#4 To what extent were the following topics addressed by your supervisor? #1 topic not addressed - I had a mentor at work.

	FY 2011	FY 2012	FY 2013	FY 2014
Value	22	91	106	114

Exit Interview

- – The 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."*

Exit Interview

- Do we have the ability to impact turnover within our departments and as an institution?

- Survey:
  - Who has conducted internal exit interviews?
  - Who has implemented departmental new employee handbook?

Contact/Questions

Magdalena Vigil-Tullar:
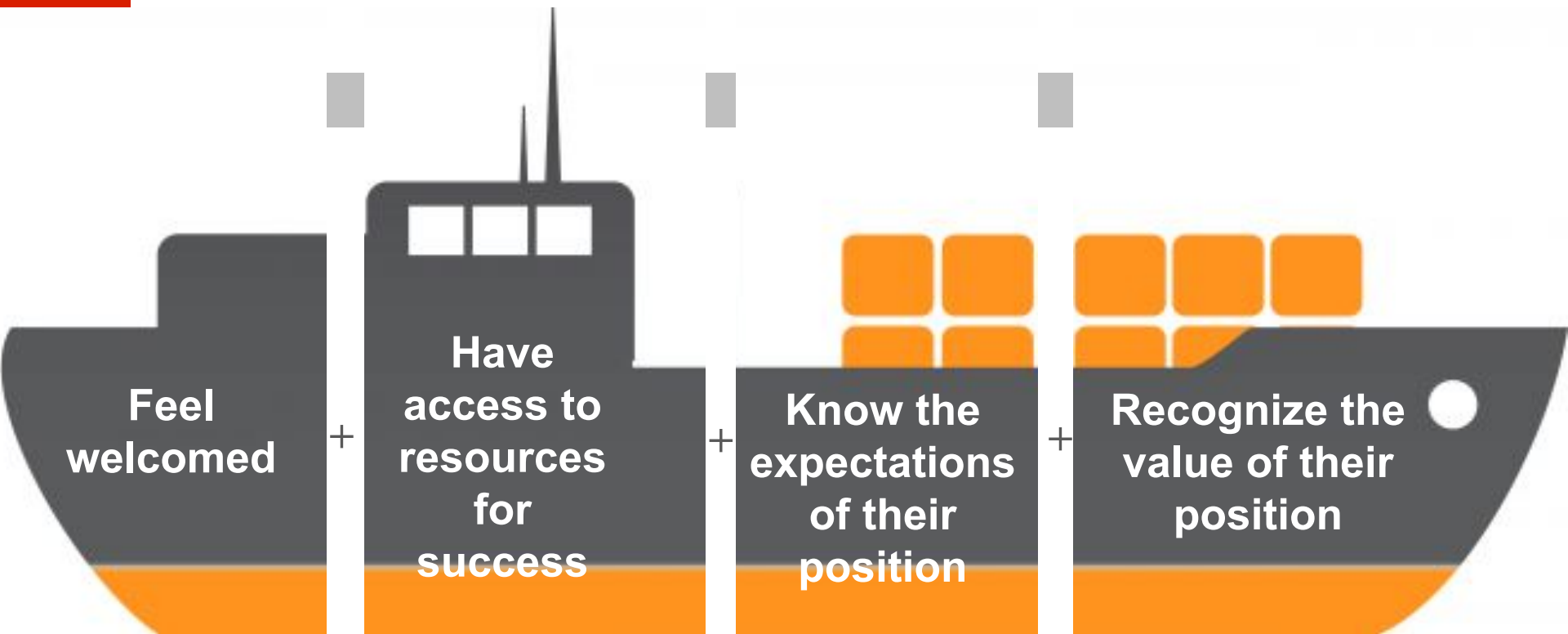
505.277.4993

msvigil@unm.edu

Employee Retention
A Follow-up on Residence Life & Student Housing's Onboarding Program

Stacie Jackson
HR Admin

Review of our Targeted Onboarding Outcomes

Feel welcomed + **Have access to resources for success** + **Know the expectations of their position** + **Recognize the value of their position**

= an employee who is ready and able to contribute in meaningful, lasting ways to the organization

Review of our Methods
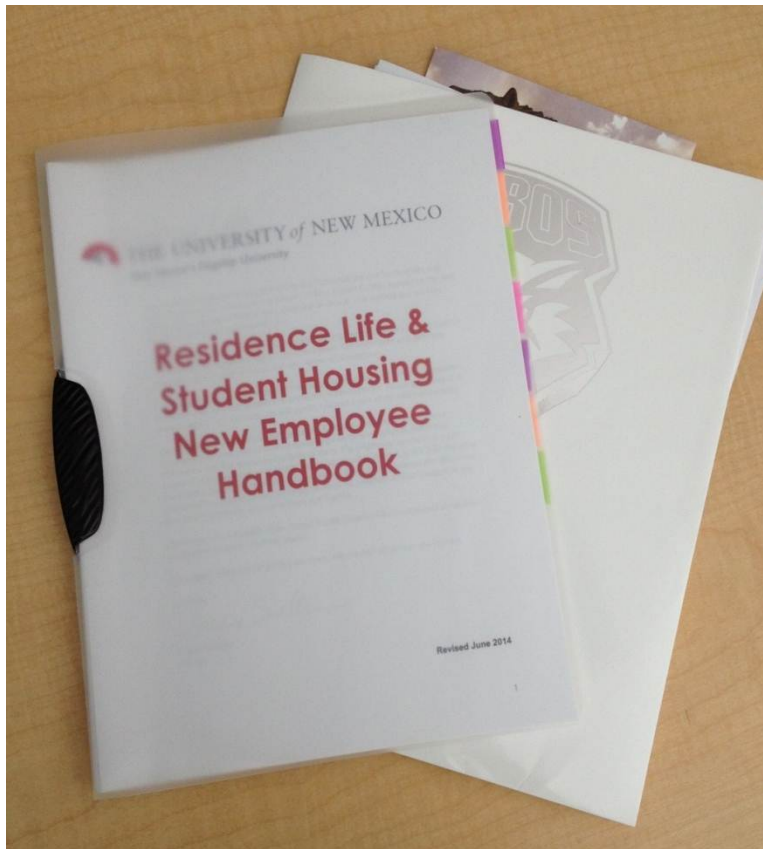
- Welcoming arrival
- Helpful information
- Handbook to guide socialization
- Mentor relationship

Preliminary Results

- Implemented in June 2014
- Engaged 11 employees in the program
- Results
  - Decreased turnover
  - Improved perceptions
  - Enhanced performance

What now?

- Expanding to students and temps
- Aligning recruitment & personnel management efforts to program intent

Contact/Questions

Stacie Jackson

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sjack@unm.edu

UNM | Office of Equal Opportunity

Accounting and Finance Study

Anelisa Simons
Sr. Compensation Specialist

Accounting and Finance Study

Scope: 12 Classification Titles

Area	Number of Incumbents
Branch Campus	5
HSC	92
Main	161
Grand Total	258

Overall Approach

- Review of market data
- Participation of subject matter experts representing HSC and Main Campus
- Simplify classification structures
- Identify paths for career progression
- Address recruitment and retention needs
- Review of minimum qualifications

Accounting and Finance Study (grade alignment):

PCLS	Title	Current Grade	Proposed Grade
B3001	Accountant 3	13	13
B2001	Accountant 2	11	12
B1001	Accountant 1	10	11
B4012	Sr Fiscal Services Tech	10	11

Any grade modifications will be market-based and not the result of reclassifications. This means that such changes **will not, per UNM policy, trigger pay increases** for individual employees **except** in those unique circumstances in which an employee's salary rate falls below the minimum of the new pay range. The identified impact of this review on departmental budgets is minimal.

Accounting and Finance Study (next steps):

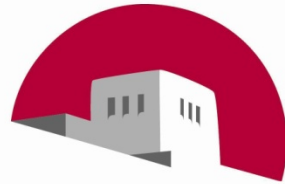- ✓ Campus communications:

  - HR Forums

  - Compensation Website

- ✓ Department specific communications

- ✓ Target implementation date: August 1, 2015

Questions?

Anelisa Simons

505-277-1219

anelisa@unm.edu

Payroll Update

Patty McLaughlin
Payroll Department

ePAF Contact

- Payroll Website
  - http://payroll.unm.edu/epaf-contacts.html

Contact/Questions

Patty McLaughlin

Phone: 277-2353

Email: patty@unm.edu