

# Human Resources



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

# Human Resources

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

# Human Resources

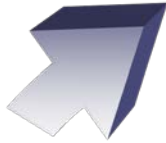


## **WORKLIFE CYCLE OF AN EMPLOYEE**

# WORK LIFE CYCLE OF AN EMPLOYEE

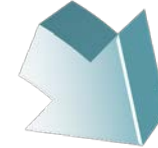
## Offboarding

Exit Interview (Resignations, Retirements, Terminations)



## Vacancy

Need for Position



## Executive Council Approval



## Recruitment

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



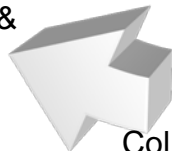
## Search Process

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



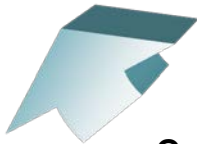
## Hire

CUNY Bylaws  
Collective Bargaining Agreement  
Civil Service Law/Employment Law



## Onboarding

Orientation,  
Benefits, Policies &  
Procedures

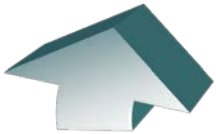


## Professional Development & Training

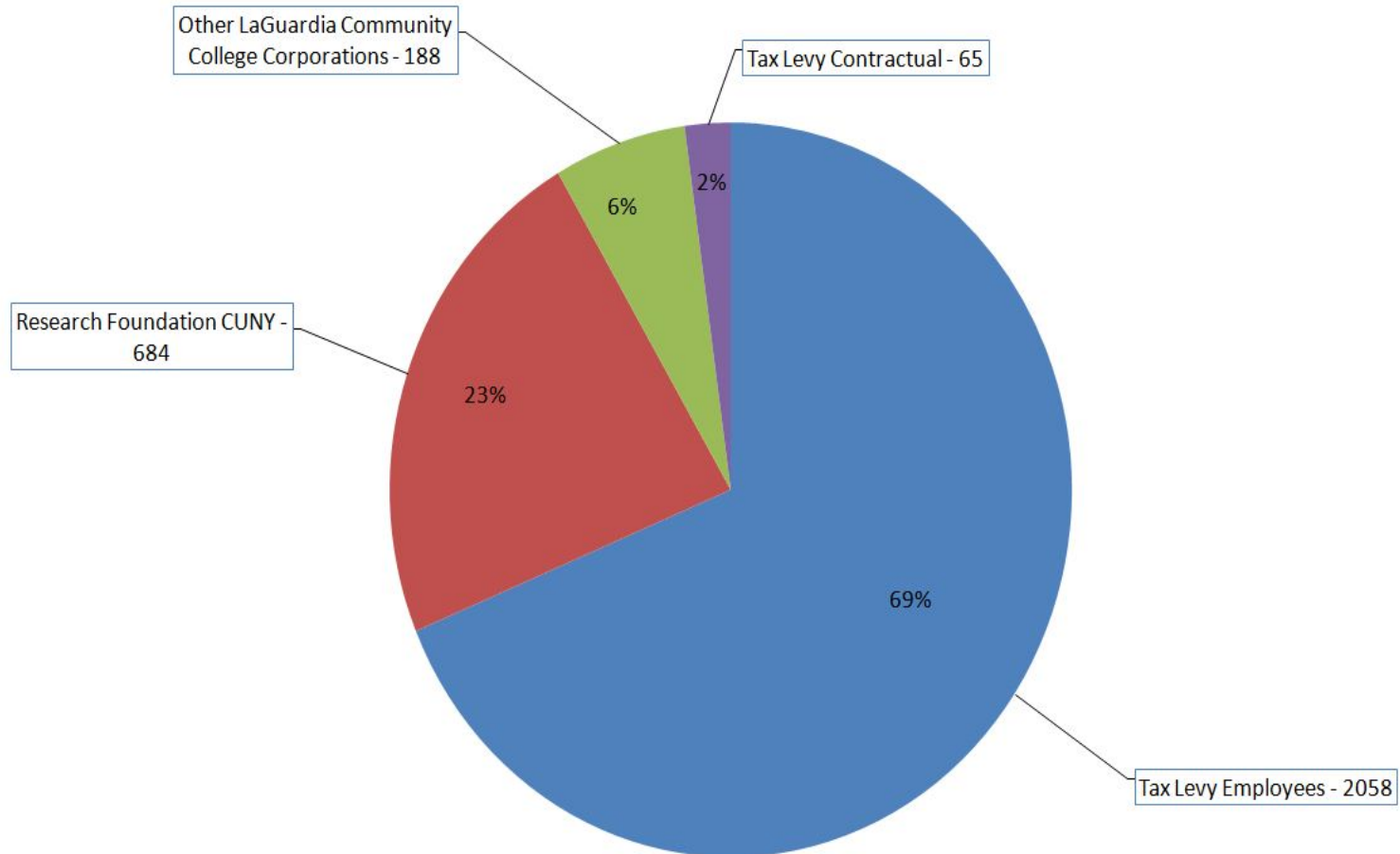
## Performance Management

## Reappointment/Promotion

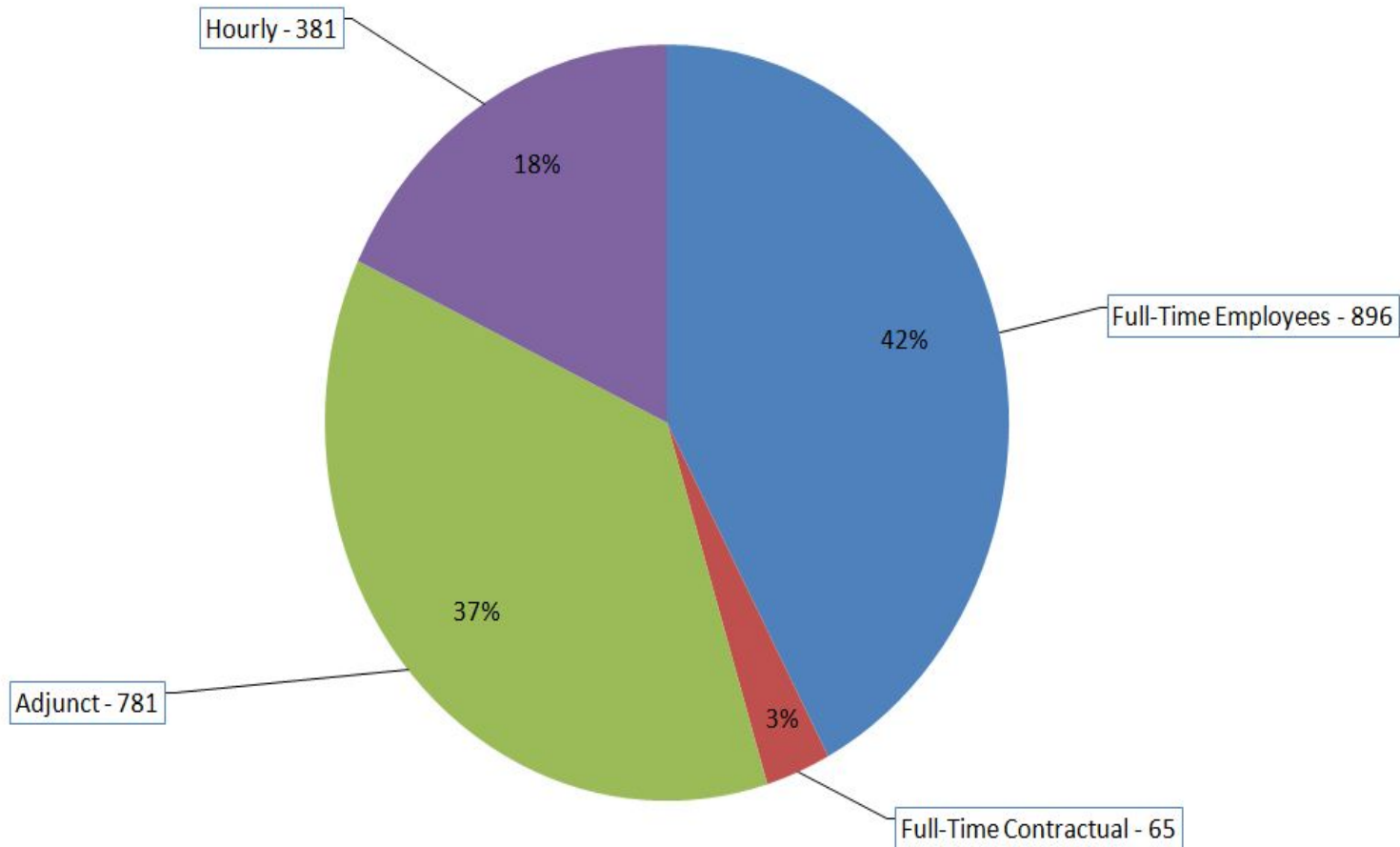
PRC (Personnel Review Committee) or  
P&B (Personnel & Budget Committee)



# LaGuardia Community College Total Employees by Business Entities 2995



# LaGuardia Community College Total Employees by Title



# Human Resources



## **Recruitment**

# RECRUITMENT

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

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



# Recruitment Efforts

Strategic Plan Target 2.4.1

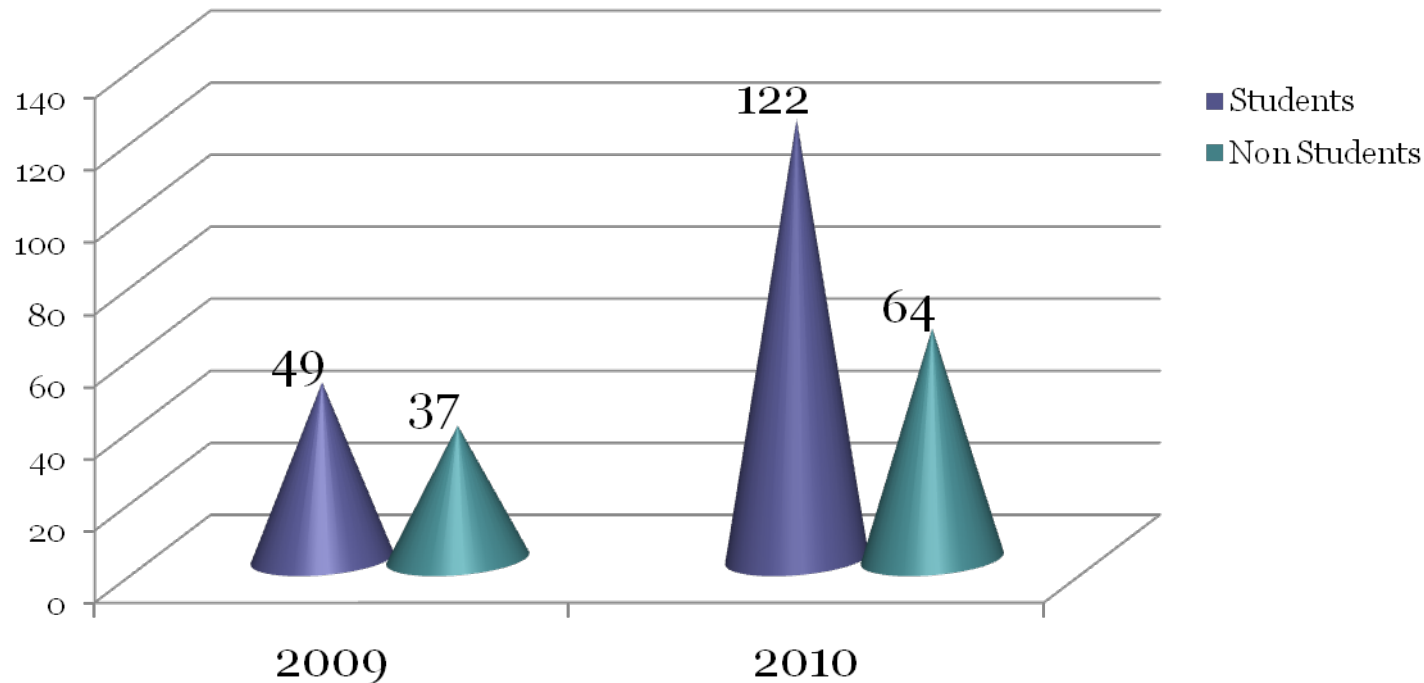
- **FY06/07**
  - New York University Job Fair
- **FY 07/08**
  - New York University Job Fair
  - New York Diversity Job Fair
  - Pace University Job Fair
- **FY08/09**
  - New York University Job Fair
  - St. John's University Job Fair
  - Yale University Job Fair
  - Pace University Job Fair
- **FY09/10**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

# Jobs for Students 2009 vs. 2010

ON-CAMPUS STUDENT EMPLOYMENT PROGRAM

Strategic Plan Goals and Targets for the 2009-10

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



# Human Resources



**Personnel  
and  
Budget  
Committee**

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

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

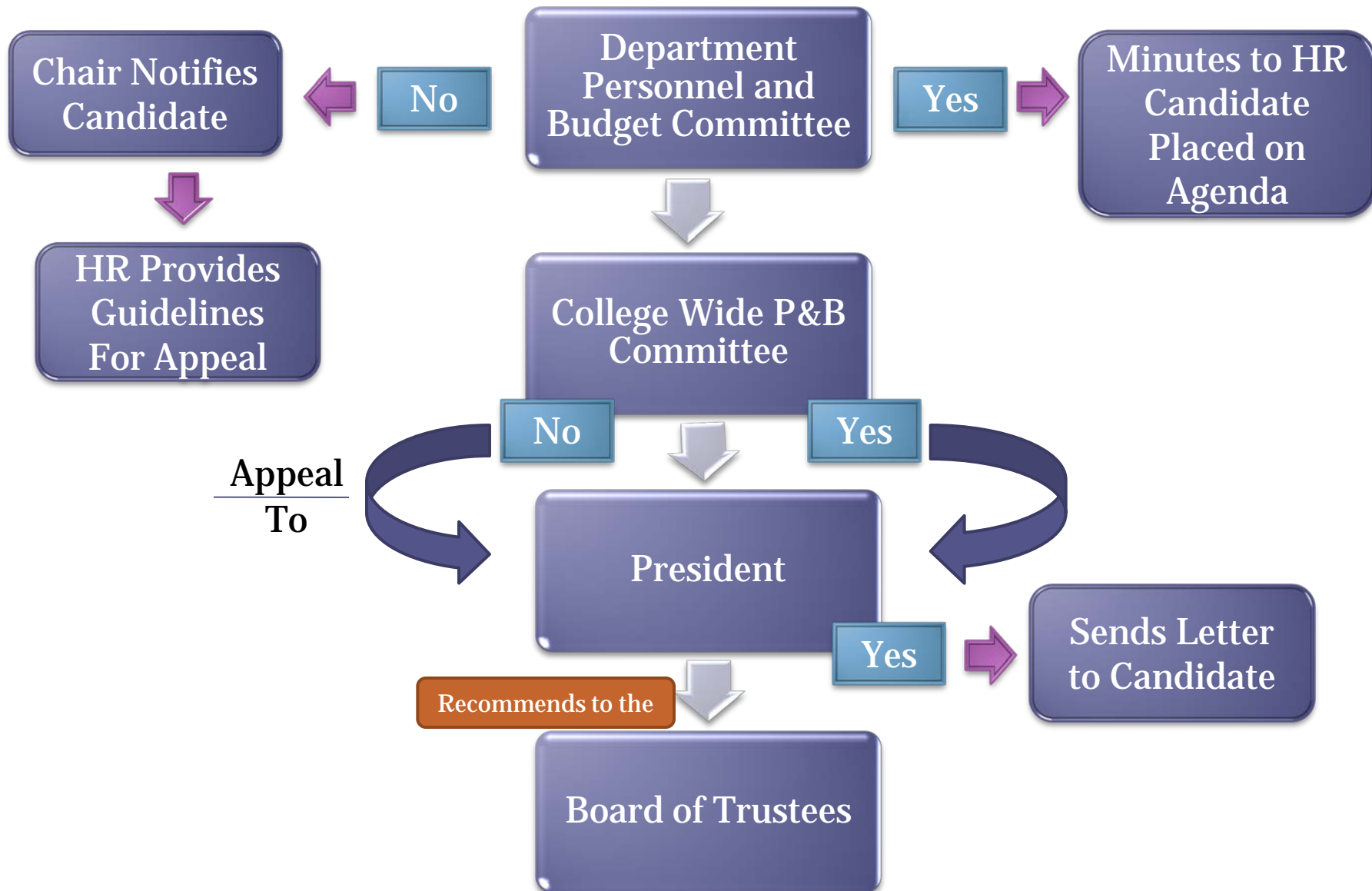
# The Functions of the College Wide Personnel and Budget Committee

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

# Reappointments of Instructional Staff

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

# Flow of P & B Actions



# Granting of Tenure/CCE

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



# Promotion within Professorial Titles

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

# Human Resources



**Personnel  
Review  
Committee**

# Purpose of the Personnel Review Committee

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

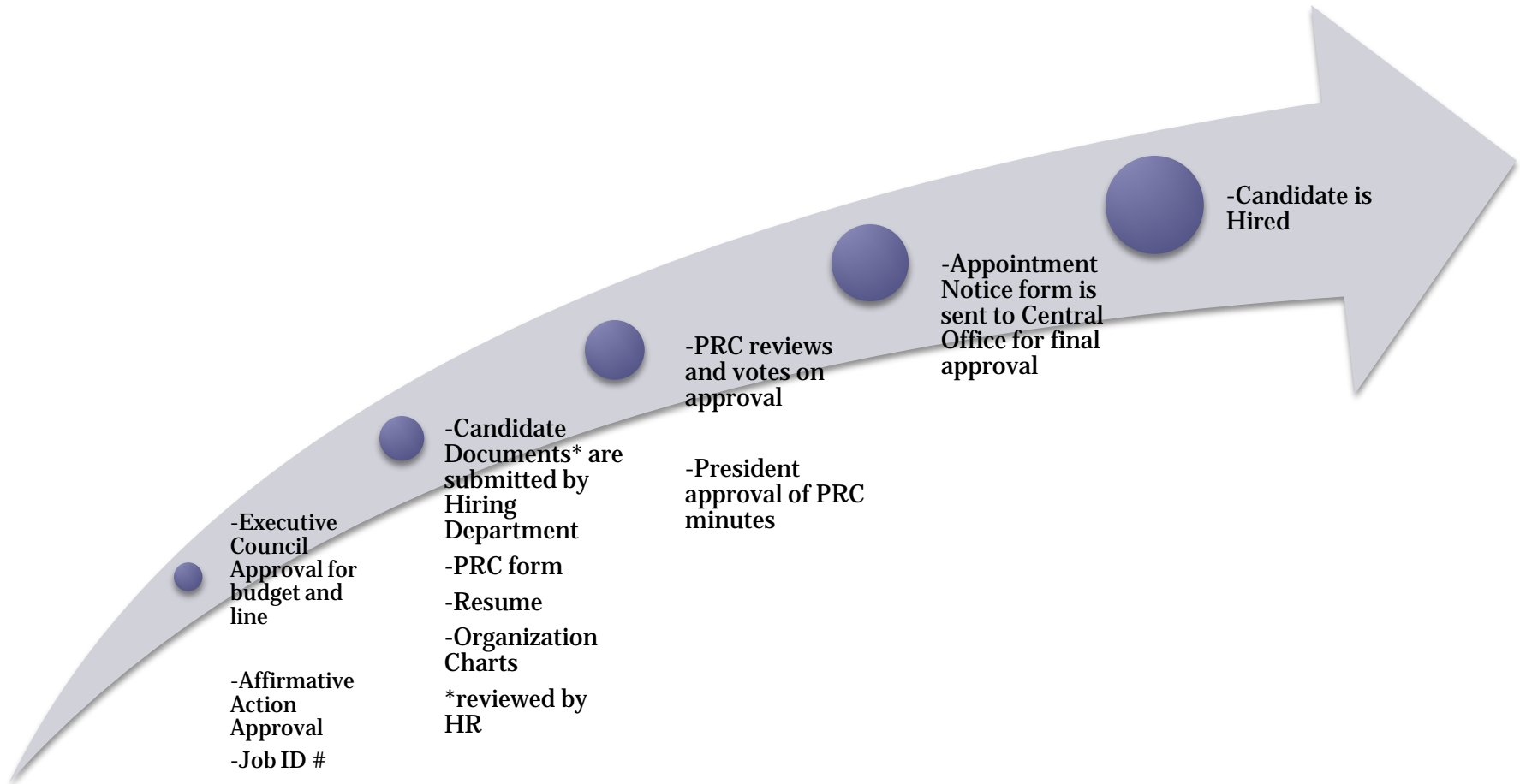
# Who are the Members of the Personnel Review Committee?

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

# Types of Actions Reviewed by PRC

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

# Personnel Review Committee (PRC)



# Human Resources



**Onboarding:**

**The Smooth, Effective**

**Entrance into the Workplace**

# ONBOARDING PROCESS

## HUMAN RESOURCES

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

## THE MANAGER

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



# Human Resources



## **Performance Management**

# HEO Series Performance Management

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

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

# SAMPLE

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

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

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

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

# HEO Performance Management Reports

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

# Human Resources



## **Training and Development**

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

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

# Training Needs Assessment

116 Respondents

## Identified Areas For Training

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

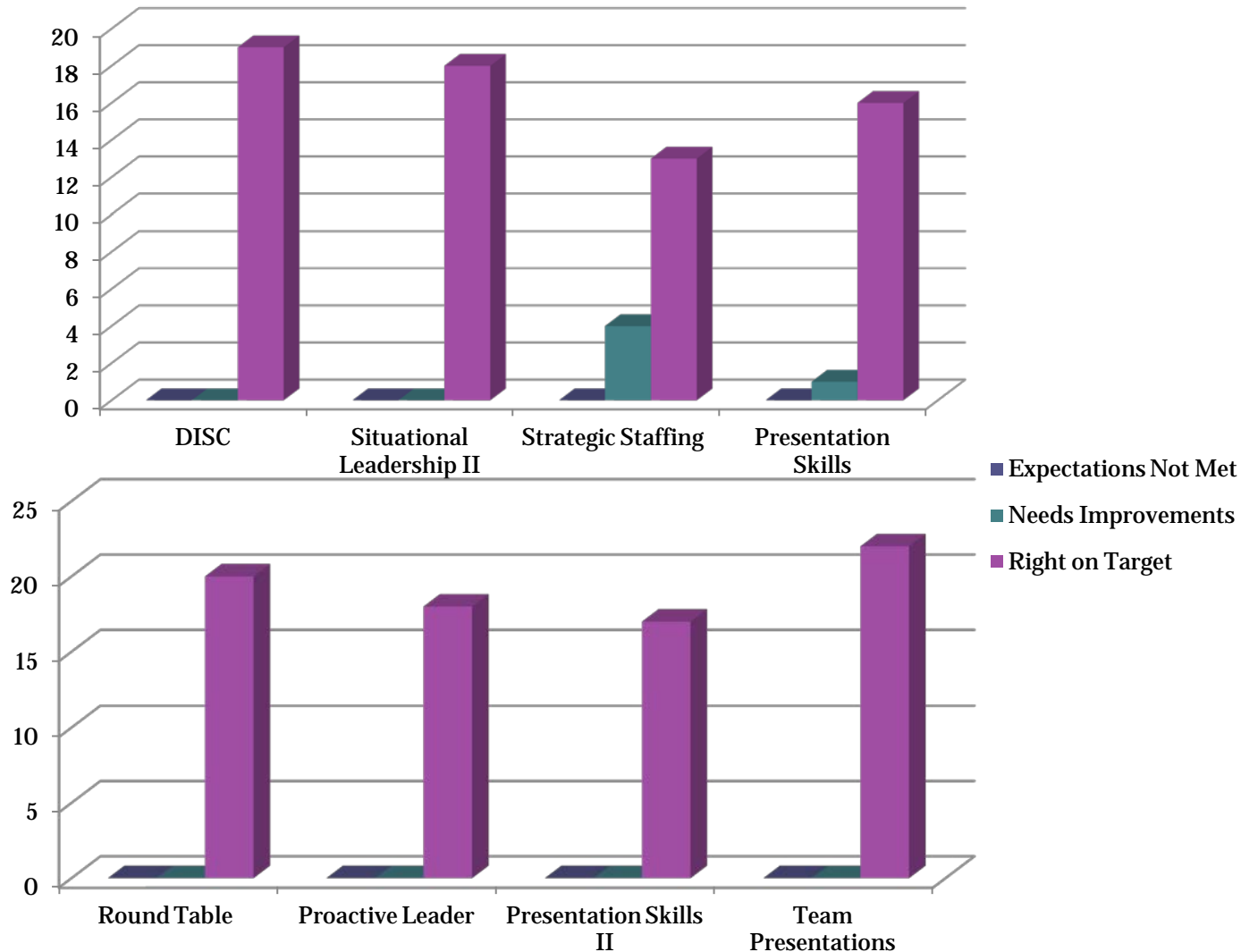
# Leadership Development

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



# Leadership Development Assessment

- Leadership Development Program - 2010



# Leadership Development

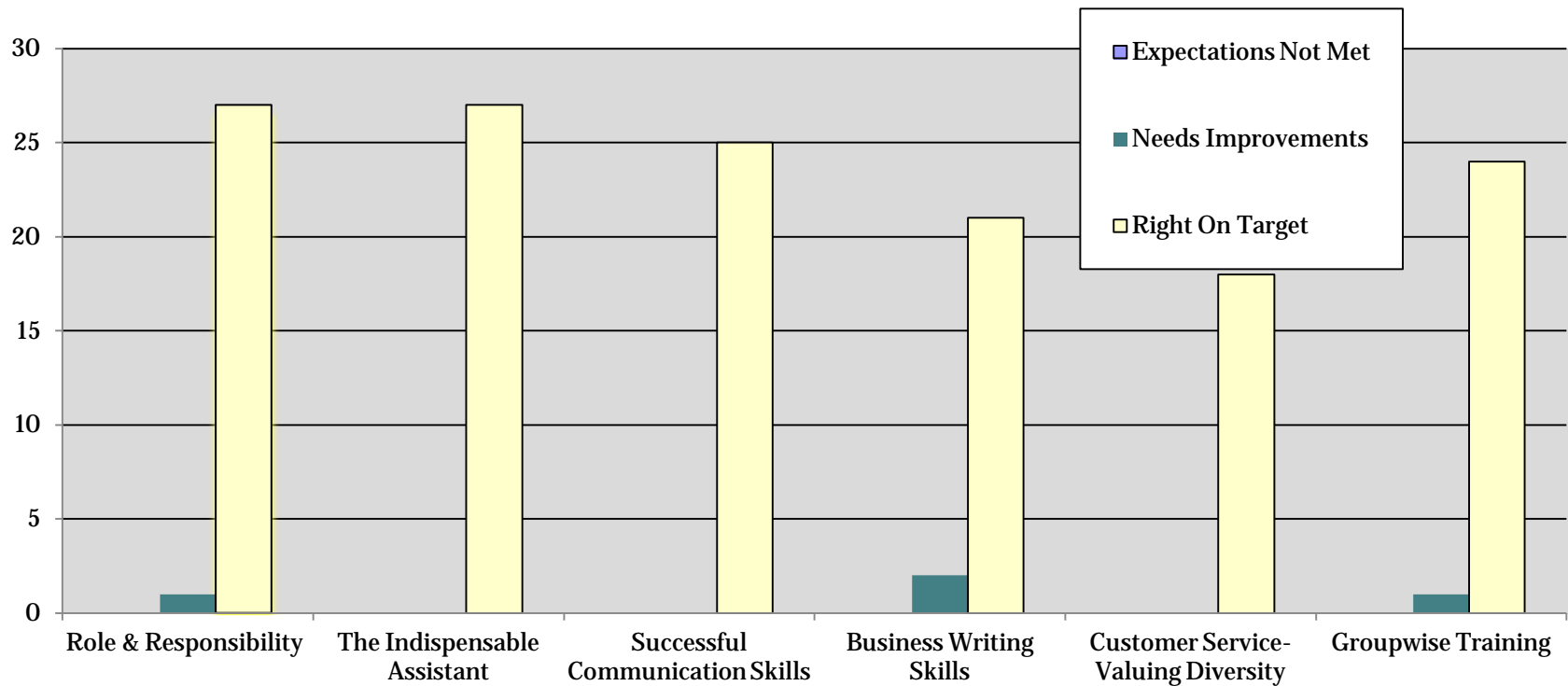
- **Leadership Essentials for Administrative Assistant Development – LEAD**

Strategic Plan Target 9.2.3

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

# Leadership Development Assessment

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

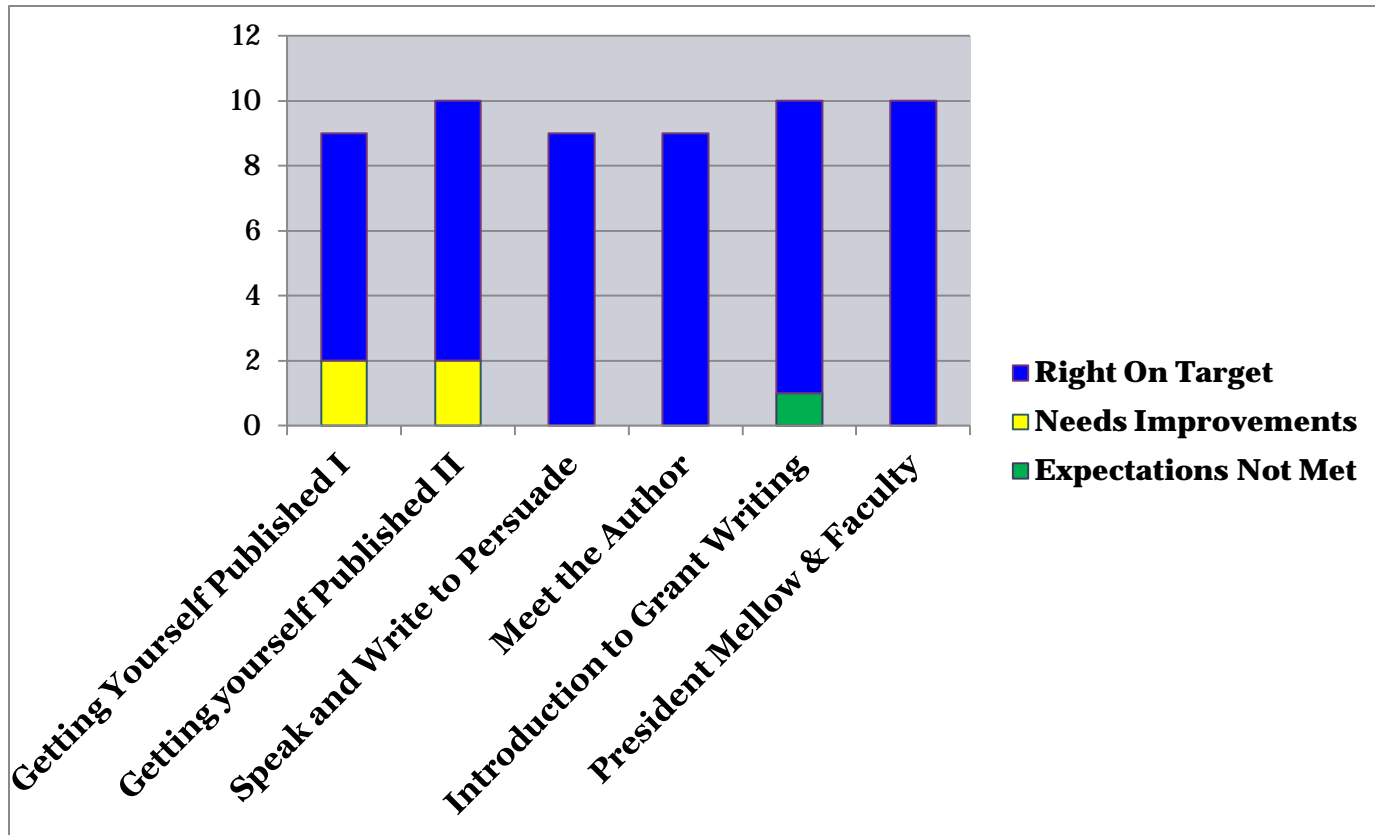


# Faculty Professional Development

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

# Faculty Professional Development Assessment

- **PATH 2010**

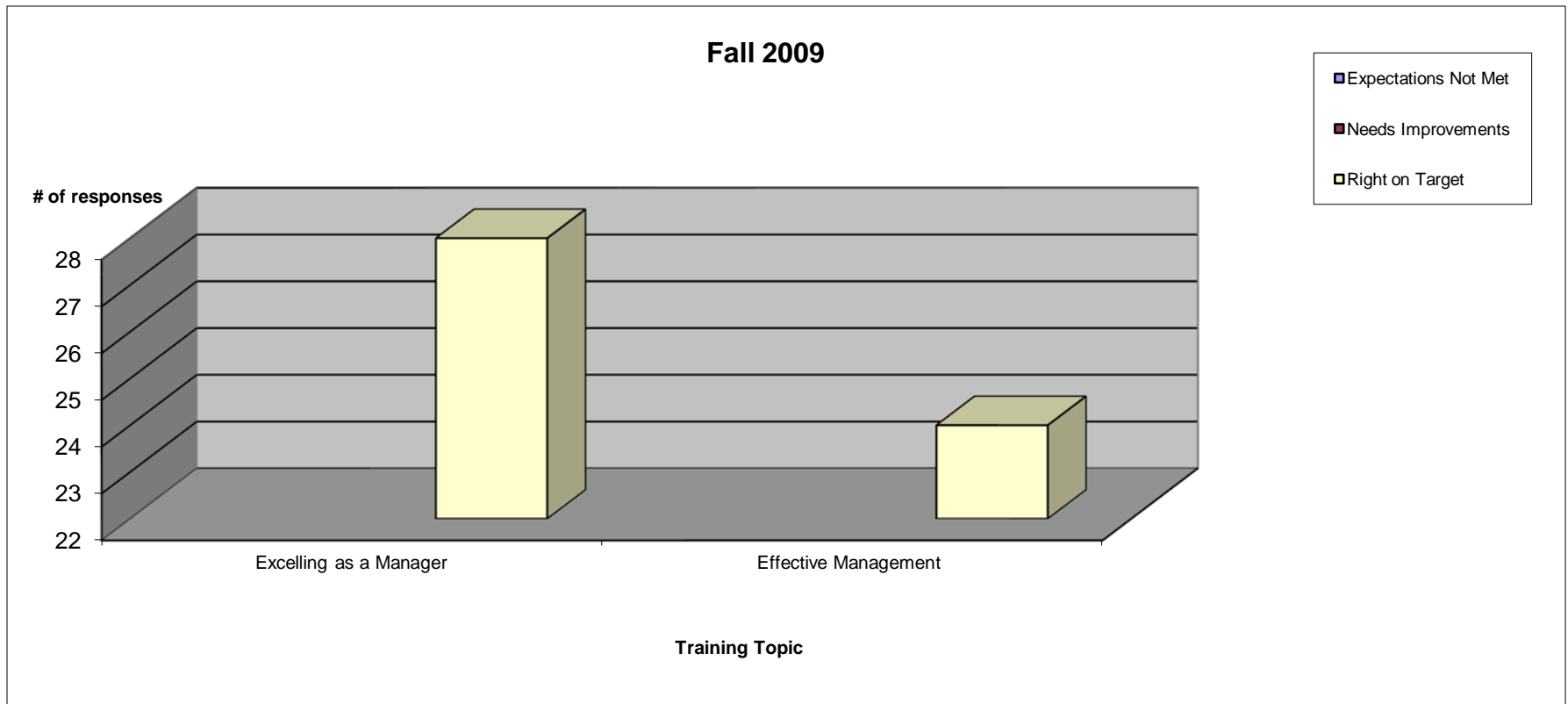


# Managerial/Supervisory Development

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

# Managerial/Supervisory Development Assessment

- STEP 2009



# Other Professional Development

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



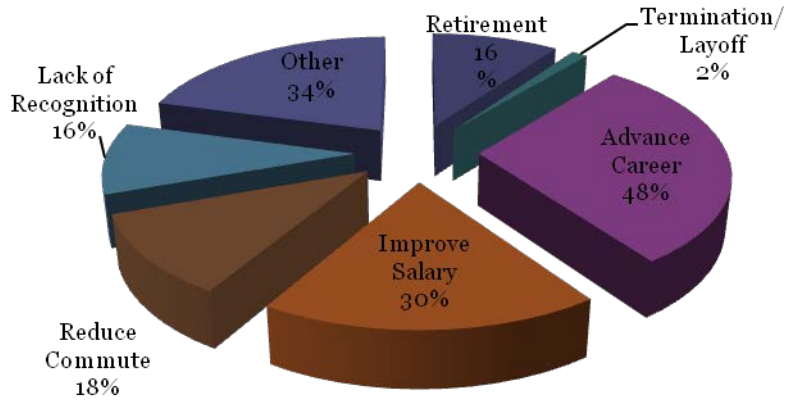
# Human Resources

## **Offboarding: Exit Policy and Procedures**

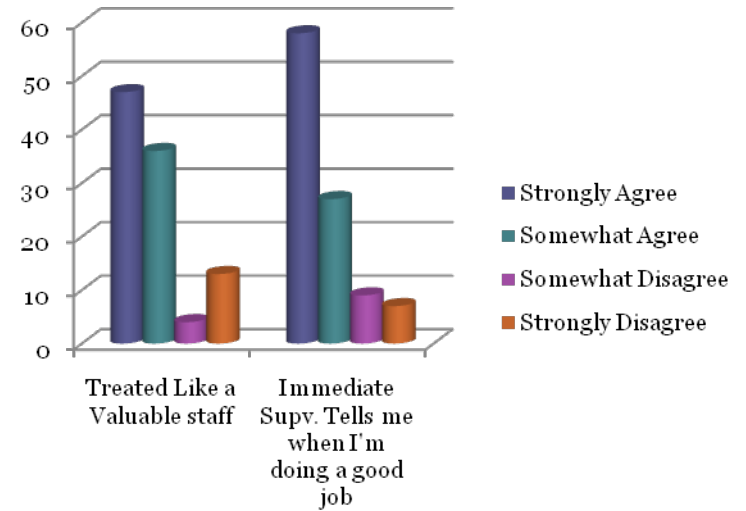
# SEPARATION (EXIT) PROCESS

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

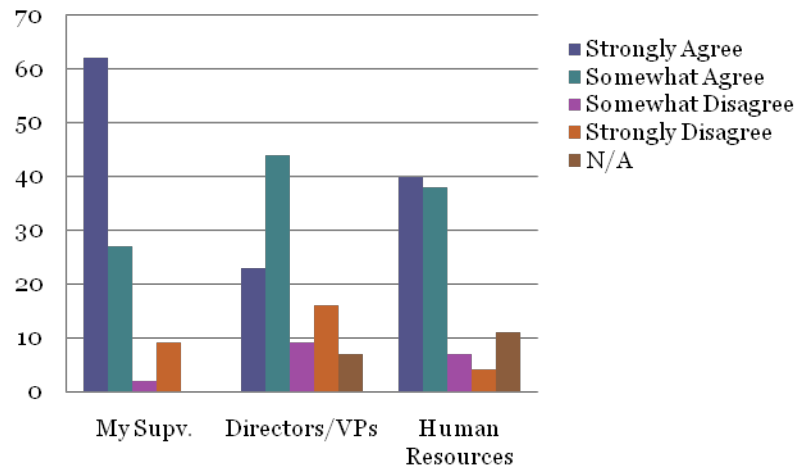
### Why Are You Leaving?



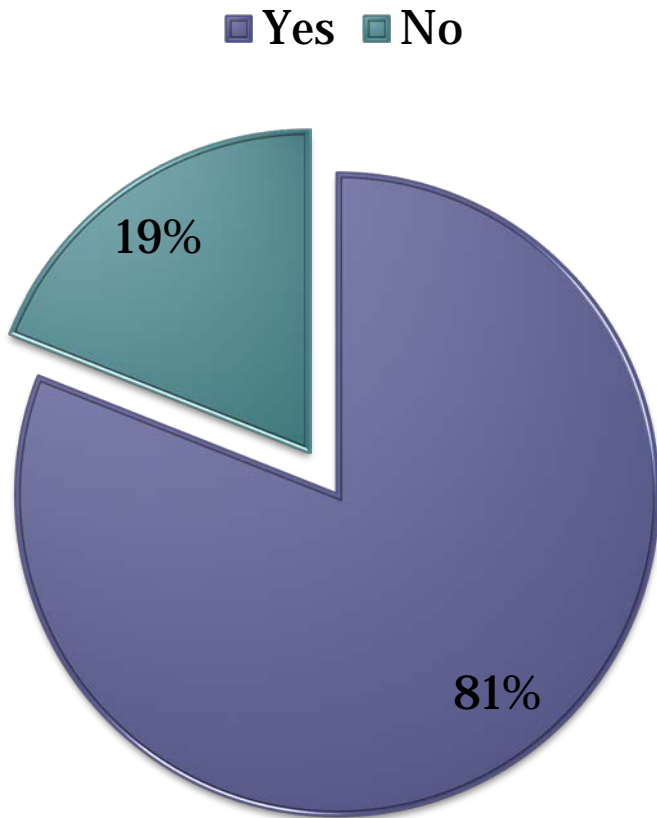
### Your Treatment Here



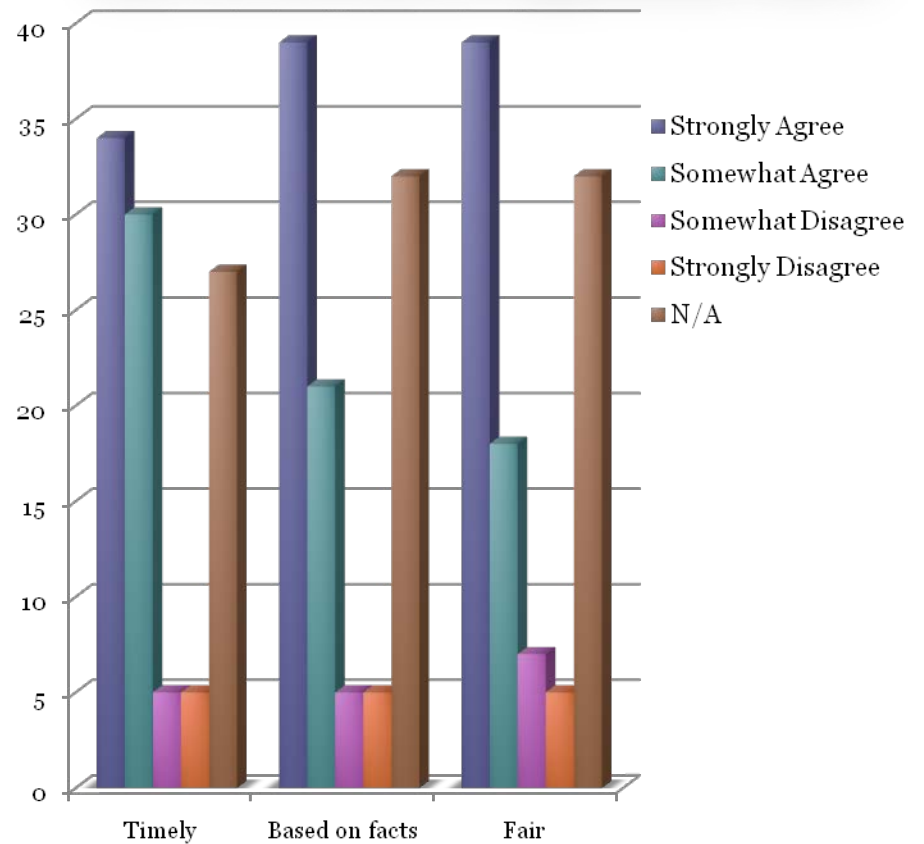
### If I had Questions or Concerns, I felt Comfortable Speaking with:



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



### My Performance Appraisals Were



# Questions & Answers

## *Contact Information:*

**Human Resources Department**

**718-482-5075**

**Rooms E407 and E408**

# Executive Compensation Plan

## Hiring Process

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