

2017-18 Associated Students

Personnel Office

AS Structure and Program Advisory Committee



Introduction-

The currently approved statement of purpose for Personnel Office is:

"The AS Personnel Office is responsible for the Human Resources of the Associated Students. This includes, but is not limited to, upholding all aspects of the AS Employment Policy, orchestrating and overseeing all AS student employee hiring, processing all employment paperwork for AS student employees, the placement of work-study positions, and organizing AS-wide employee recognition and Staff Development. The current office is charged with assessing the needs of the organization concerning day-to-day activities and supporting AS employees whenever possible. "

Program/Services Provided-

The AS Personnel Office provides the following:

Functions:

- The human resources office for Associated Students employees, serving all relevant personnel-related needs of employees (e.g. on-boarding paperwork, payroll questions/adjustments, grievances/concerns, training, recognition, policy interpretation and development via Personnel Committee)
- Managing employment roster and on-boarding
- Conflict resolution for employees
- Grievances and disciplinary actions
- Authorizing and managing searches and hiring

Programs:

- Trainings and staff development events for all AS employees (Fall Staff Development, pre-quarter trainings, and optional mid-quarter trainings)
- Directs the AS Spring Hiring Process
- On-going staff recognition program ("Stars" notes of appreciation)
- Quarterly staff recognition and appreciation events
- Annual End-of-the-Year Banquet/Celebration
- Personnel Director chairs the Personnel Committee, dealing with position edits, grievances, discipline, policy change, etc.

SW/COT Chart:



Section 7: SWOT Analysis

| | | HELPFUL | HARMFUL |
|---|--|---|----------------|
| 1 N Z Q R S T U V W X Y Z | (S) Strengths | | (W) Weaknesses |
| | Welcoming Environment. Staff in the office when needed. | We Advertise at Summer Start to recruit for our work study positions in the AS | |
| | Enforce Employment Policy. (We are backed up by the employment policy which structures procedures) | Employment Policy is constraining and has grey areas. | |
| | Personnel Committee, helps personnel committee get a variety of inputs regarding personnel matters. | Student files are not locked and secured | |
| | Membership of hiring committees when from three to two, making it more affordable | Switch from salary to hourly caused uneasiness among employees. | |
| | Personnel Office Recognizes employees with recognition and awards. | Some job descriptions lack position specific preferred qualifications. | |
| | We pay people and can hold them accountable to their job responsibilities | Office Setup rearranged | |
| | Personnel Office has resources to be able to improve employees work through training and evaluation processes, (ex: Have allocated budgets to be able to do so.) | Summer Quarter! Personnel Office is understaffed. | |
| | Have access to resources/connections Able to provide answers for students | A Challenge: Coordinate trainings that are not repetitive for returning staff. & employees come at different skill levels basics vs. advance levels. | |
| | Student Employee Handbook makes policies clear to students. | | |
| 1 N Z Q R S T U V W X Y Z | (O) Opportunities | | (T) Threats |
| | New IT manager | Sensitivity: Some content covered during the pre-quarter trainings may offend some people. | |
| | Teambuilding options are available | Not being able to hire a work study in fall quarter really is hard because intensive training goes behind the hiring process which the work-study is heavily involved in. | |
| | There are Bellingham caterers who can | WWU opening work study jobs in the summer, but our staff does | |

| | | |
|--|--|--|
| | provide vegan/gluten-free/vegetarian options reliably for a good price at trainings. | not come back until the fall therefore, we are looking for a much smaller pool of work study students. |
| | New construction may lead to more available space | Negative feedback from staff |
| | Having a color printer would be useful for certificates and cards. | Construction has displaced the office |
| | | AS will be running a deficit in the next coming years |
| | | Negative attitudes around staff developments |

Areas for Improvements/Recommendations'

The following are the Structure and Program Advisory committee's recommendations for strategic goals over the next four years:

1. Dunn's' the budget process, recommend a budget increase for food supplied at quarterly training events.

One of the core values of the AS is inclusivity. Currently the Training Budget is a budget to use to provide lunch to employees during quarterly trainings. Many of our employees are dairy-free, gluten-free, vegan, or vegetarian. Accommodating for these needs/preferences is quite expensive. We Recommend that the Personnel Office budgets AS Personnel Training fund be given a budget that is able to fill the needs of the AS Personnel Office Value of accommodating the dietary needs/preferences of our AS employees. TLDR: additional budget allocation is needed for increased food costs.

2. Provide the Personnel Office with undated phones.

The Personnel Office uses phones to communicate between offices as well as to contact employees and job applicants. The phones currently in the office are outdated and a hassle to use. To access voicemails, for example, a code

must be typed in. It also has a lengthy, outdated dial-out system. With new phones the office would be able to operate more smoothly.

3. *Provide the Personnel Office with a Inchingüle cabinet.*

The Personnel Office houses many confidential documents containing sensitive information about employees and the AS in general. Currently, these files are housed in an unsecured file cabinet. With the acquisition of a more secure housing these documents would be better protected and be less of a liability to the AS and WWU as a whole.

4. *4. Conduct a Thorough Evaluation of the Position Classifications and Equity in Pay Levels across AU Positions in the AS.*

After a number of years of several departments making edits to position descriptions and classifications that seem to make sense for that department, there is a possibility that position classifications in one department may differ from those in another department while the duties may be very similar. The AS currently has very few Assistant Coordinator positions and no Associate Director positions, so a good look at why the structure has evolved this way would be helpful for potentially re-leveling in some areas. Also, the switch from salaried employees to hourly and the need to revise the Salary Determination Policy have made it clear that there are important philosophical and practical questions to answer about how AS personnel is structured that can hopefully increase transparency, equity, and access.

The AS Personnel Committee (2017 - 2018) is in favor of this recommendation happening in the next academic year. The idea would be to form a working group (a more task-oriented committee) that would engage deeply in this project beginning in fall and complete the work by mid-winter quarter, to allow for edits to take effect for the following spring hiring cycle, contingent upon AS Board of Directors and/or AS Budget Committee approval.

5. *Develon Learning Outcomes for the AS Employment Experience and Structure Traininrr and Evaluations around Those Outcomes*

This has been a goal among the VU/AS professional staff advisors for quite a while. By developing and clearly naming the intended learning outcomes of the AS positions, we can shift the organizational culture more strongly

toward an educational learning model, rather than an output-centered focus. With established learning outcomes as the foundation for training and staff development, the benefit to the employee would be easier to identify and to measure our effectiveness in conveying. Using a shared language about what students are gaining from employment will help to articulate those skills and abilities to future employers as well. A useful and ambitious set of learning outcomes will allow the organization to continually and critically analyze whether or not enough support, training, and focus is being put into action to develop students in these positions.

The work of developing the outcomes and restructuring AS trainings would primarily rest with the Personnel Office and advising staff who are credentialed educators familiar with the implementation and assessment of learning outcomes. The timing of this work would be early enough in summer that it could inform the planning of Fall Staff Development.