Pennsylvania's State System for Higher Education
Charge for Combined Human Resources & Labor Relations Working Group
December 11, 2020

Overview

The framework for the Working Groups (WG) includes:

- Integrations Overall Charter – Provides the purpose and organizational structure for the overall Integrations initiative, including Integration Guidelines with Guiding Principles.
- Working Group Charter – Defines the roles and responsibilities of the Working Groups and articulates the purpose, goals, principles, scope, roles, and deliverables with which the WGs are charged.
- Working Group Charge (this document) – Includes specific milestones, questions, and goals to be addressed by each WG specifically.
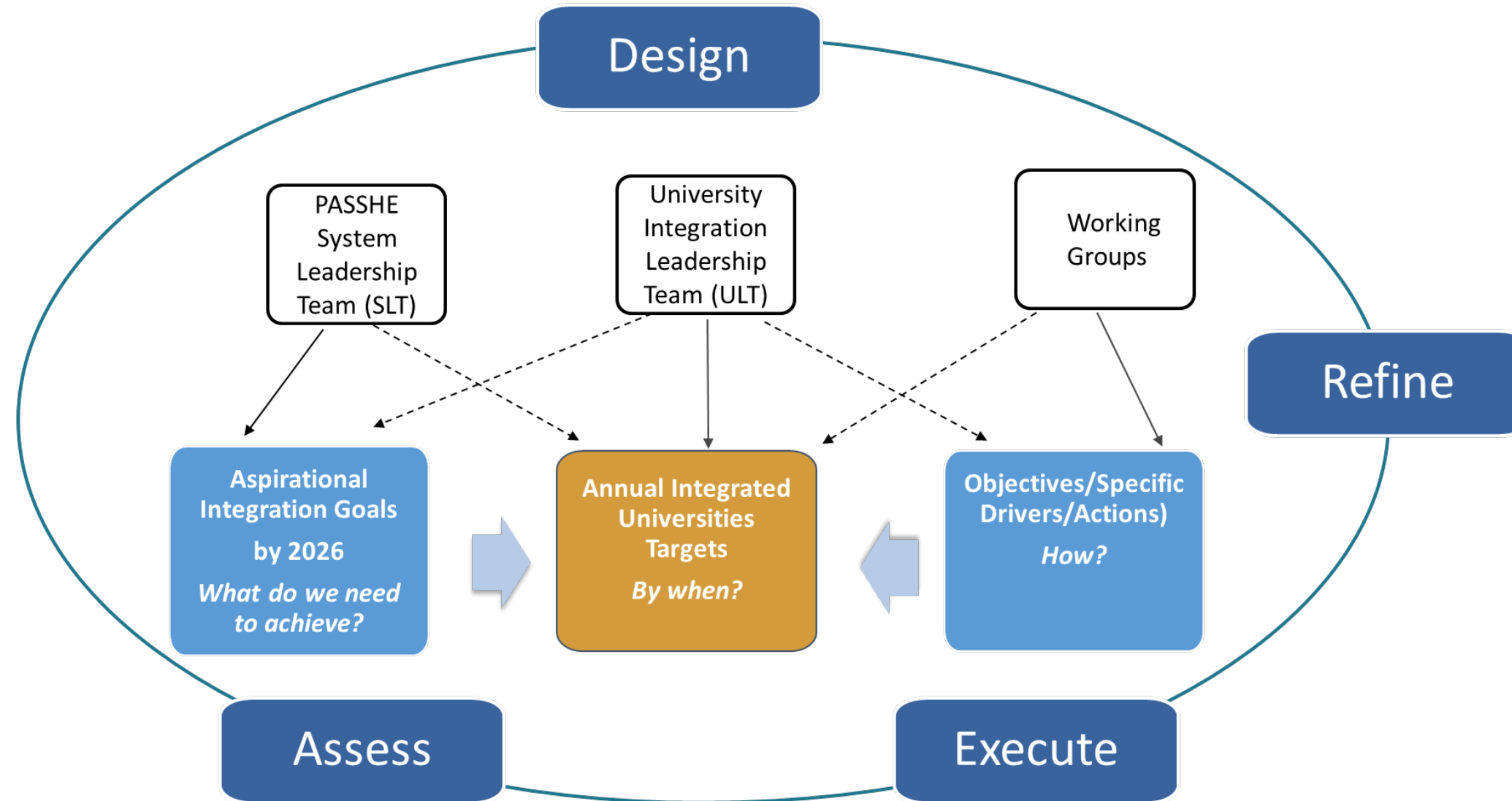
WG Deliverables and Timing

Timing	Deliverable	Details
11/18/20	**Consultation Plan** – Determine who to consult with, how, and how WG consultation aligns with initiative-level consultation	See *Consultation Plan template* provided on SharePoint.
12/4/20	**Critical Path August 2022 –** Confirm the critical path milestones and define the critical path steps and timing to meet critical path milestones for Fall 2022 (what must be done by August 2022 for successful launch and how long will it take)	See *Critical Path Milestones* and *Critical Path Steps template* provided on SharePoint.
12/11/20	**Aspirational Goals and Annual Targets –** Aspirational goals to accomplish by 2026, and define annual integrated institution targets to evaluate progress	See below and *Goals/Targets template* provided on SharePoint.
1/8/21	**Priority 1 Questions (First Draft) –** Use above to filter, prioritize, and develop draft recommendations for Priority 1 questions (i.e., key questions to define the future state) and accompanying organizational charts and impact analysis	See below, *Priority 1 Recommendations template*, and *Organizational Chart template* provided on SharePoint.
1/15/21	**Priority 2 Considerations for 2022-2026** – Outline considerations for what can be done after August 2022 and how it can be sequenced (i.e., known prerequisites)	See below and *Priority 2 Considerations template* provided on SharePoint.
2/12/21	**Priority 1 Questions (Second Draft)** -- Update recommendations, incorporating feedback from Systems Leadership Team (SLT) on First Draft	See above.
3/12/21	**Priority 1 Questions (Final Draft)** – Update recommendations, incorporating feedback from SLT on Second Draft	See above.

Goal Setting

Related to the aspirational goals provided in the Integrations Initiative Charter, define annual integrated institution targets against which to evaluate progress.

Integration Goal Setting Process

Design

PASSHE System Leadership Team (SLT)

University Integration Leadership Team (ULT)

Working Groups

Aspirational Integration Goals by 2026
What do we need to achieve?

Annual Integrated Universities Targets
By when?

Objectives/Specific Drivers/Actions)
How?

Refine

Assess

Execute
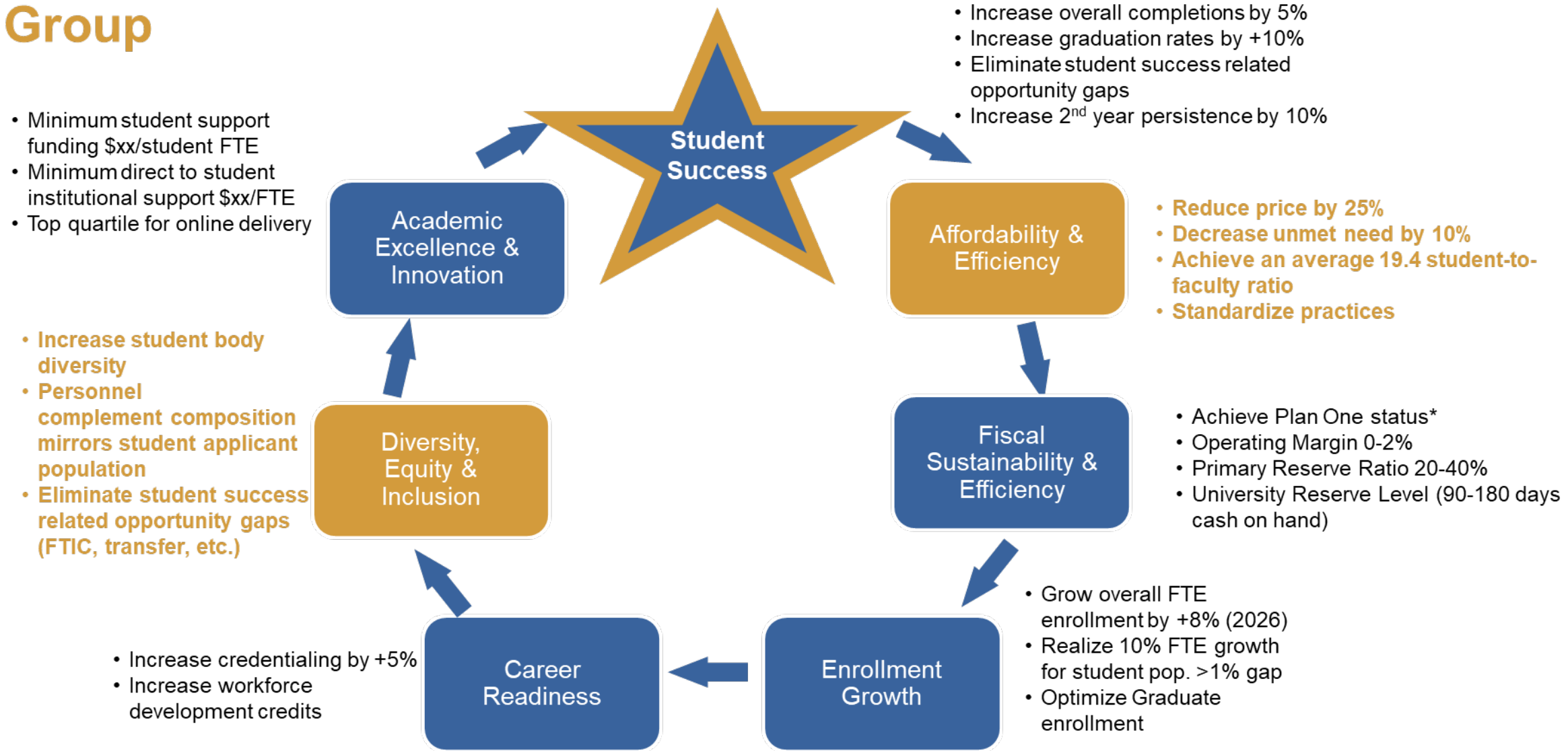
The overall integrations-level aspirational goals are included below and within the Integrations Initiative Charter. Address the highlighted goal(s) applicable to your WG.

Goals Relevant to Human Resources & Labor Relations Working Group

- Increase overall completions by 5%
- Increase graduation rates by +10%
- Eliminate student success related opportunity gaps
- Increase 2nd year persistence by 10%

Student Success

- Minimum student support funding $xx/student FTE
- Minimum direct to student institutional support $xx/FTE
- Top quartile for online delivery

Academic Excellence & Innovation

Affordability & Efficiency

- **Reduce price by 25%**
- **Decrease unmet need by 10%**
- **Achieve an average 19.4 student-to-faculty ratio**
- **Standardize practices**

- **Increase student body diversity**
- **Personnel complement composition mirrors student applicant population**
- **Eliminate student success related opportunity gaps (FTIC, transfer, etc.)**

Diversity, Equity & Inclusion

Fiscal Sustainability & Efficiency

- Achieve Plan One status*
- Operating Margin 0-2%
- Primary Reserve Ratio 20-40%
- University Reserve Level (90-180 days cash on hand)

Career Readiness

Enrollment Growth

- Grow overall FTE enrollment by +8% (2026)
- Realize 10% FTE growth for student pop. >1% gap
- Optimize Graduate enrollment

- Increase credentialing by +5%
- Increase workforce development credits

DRAFT

Integration Overarching Considerations

- What is the current resource inventory for the area (people, facilities, technology, policies)?
- What elements can be integrated into a singular structure for performing the necessary functions (and, as an exception, which require joint and concurrent delivery models)?
- What data do we have regarding existing functions in this area? What data will inform decisions?
- What are the qualitative considerations related to integrating this function?
- Have we kept the guiding principles, goals, and objectives in mind in our efforts?
- What input from other working groups is critical to forming alternatives and recommendations?

For Each Recommendation, Assess the Impacts

- People – Student, faculty, staff, governance (e.g., trustees, organizations) – individuals impacted by the change and any know required activities to support the change (classification, side letter changes, training etc.)
- Process – Policy, procedures, contracts, partnerships, etc., that support the current state which would have to be changed to support the recommendation
- Technology – Systems, support, applications that support the recommended changes and if any updates would be required
- Finance – Required funding to implement or lead to a cost savings
- Physical Assets – Physical assets (buildings) that would be impacted by recommendations
- Compliance and Legal – Federal, state, and local laws, regulations, and other requirements that would need to be changed to implement the recommendation
- Community – Known community stakeholders impacted by the recommendation
- Benefits – Anticipated benefits associated with the recommendation – linked to goals and objectives, if possible
- Risk – Known risks associated with implementation of the recommendation

Use the considerations and questions below to discuss, prioritize, and develop draft recommendations for Priority 1 questions to define the future state and impact analysis.

Human Resources (HR) and Labor Relations (LR) Working Group

	High-Level Areas of Consideration	Questions to Inform Recommendations

Human Resources and Labor Relations Working Group	• Labor Relations/Collective Bargaining Agreements (CBA)
	• Regional HR shared services
		Priority 1 Questions – Critical Path (What design assumptions must be determined for the regional HR shared services?)
		
		Regional HR shared services related:
		
		1. Given the strategic importance of HR assisting with the implementation, what does leadership need of HR to support not just the transition but the long-term support of the organization?
		2. What services need to be the same in both the Northeastern and Western regions?
		3. What steps are necessary to conduct a complete organizational restructuring assessment?
		   • Leveraging recommendations from the Northeastern and Western working group and sub group teams to assist with the following:
		      • Determine training needs, including leadership development
		      • Assess technology in place and needed
		      • Communication - manage employee resistance, Marketing and Communications involvement
		      • Identify and implement HR/LR methodologies across the campuses
		      • Develop/evaluate various staffing support models revolving around distributed, centralized, team and hybrid combinations of such (HR shared services survey is data source)
		      • Assess potential of centralization of support services (staff) and systems (software) such as applicant tracking
		      • Identify existing HR related services and other outsourced contracts in place that can be optimized for use on all campuses

	High-Level Areas of Consideration	Questions to Inform Recommendations

		4. What specific shared services make sense? Include larger shared services model for HR across the State System to avoid two rounds of conversion to shared services Integration System Wide
		    • Payroll, benefits, leave administration, workers' compensation, classification, organizational management, data requests, searches, compliance, HRConnect
		5. What other deadlines and time dependent issues need to be addressed by August 2022?
		    • Shared software systems, labor relations M&D's
		    • Technology, Imaging, document signature
		    • Complete as soon as possible to be positioned to support integration
		
		Labor relations/CBA related:
		
		6. What are the CBA issues that need to be coordinated and addressed centrally?
		7. What staffing and opportunity considerations should be made centrally? What processes should we be following to coordinate this?
		8. How do we ensure Diversity, Equity and Inclusion are considered in the integration?
		
		Priority 2 Considerations – Implementation Considerations and Any Known Prerequisites
		• Cultural support considerations for leadership
		• Piloting automation services to ultimately unify campus processes
		• One central employment services area with unified processes: What variances exist between across functional areas on each campus and how does that impact job duties and combined services?
		    o Assess processes and forms that are likely similar, adopt best practices, compare/contrast org charts and job descriptions for classifications
		• What are the post integration measurement factors?
		    o Efficiencies
		    o Standardization
		    o Employee and Leadership Satisfaction
		    o SLA's