Contents

Region Admin

14 Attachment C

***Non-Standard Service Offerings Negotiated here**

13 Attachment B HR Client Services Division of Labor

Client Services Director

Strategic partner to Executive Leadership
Executes HR strategy & consultative services:
General Employment Practices/Employee Relations/Labor Relations/Organizational Development/Compensation & Benefits/Affirmative Action/Equal Employment Opportunity/Policy Development & Interpretation/Workplace Investigations/HR Regulatory Compliance/HRIS Utilization/Workforce Planning/Talent Acquisition/Career Development/Succession Management/Employee Engagement
Partners with Central offices to execute strategic initiatives (OED, TCW, Payroll, OEO, etc.)
Develops, monitors & modifies client service level agreements
Ensures service expectations are achieved
Provides overall leadership & guidance to HR functional area; directs HR staff activities & workflow
Conducts appraisals & provides coaching & counseling to HR staff

Sr. HR Consultant

Handling Special Projects
Mentoring HR Consultants
Employee Relations Incidents/Labor Relations Consulting (in partnership with LR)
Conduct workplace investigations (with central HR & OEO as appropriate)
Job Analysis/Job Descriptions/Position Classifications (in partnership with TCW)
Interviewing & Selection (participate in search committees)
Staff Development & Conduct Training Sessions
Labor Law Guidance (in consultation with Academic Personnel & LR)
Policy Interpretation & Administration
Organizational Development (in partnership with OED)
Talent Management/Succession Planning (in partnership with OED)
Performance Management/Performance Appraisal Review & Consultation
Leave Management (i.e., FMLA) and Administration
Provides counsel on Promotions, Transfers, Demotions
Counsel & Administer Non-Rep Merit Program
Attendance Management
Employee Reorganization/RIF Administration

HR Consultant

Employee Relations Incidents/Labor Relations Consulting (in partnership with LR)
Conduct workplace investigations (with central HR & OEO as appropriate)
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Leave Management (i.e., FMLA) and Administration
Provides counsel on Promotions, Transfers, Demotions
Counsel & Administer Non-Rep Merit Program
Attendance Management
Employee Reorganization/RIF Administration

Talent Management Coordinator

Talent Acquisition (job posting – OHS and external sources, resume review, conducts phone screens, candidate testing, interview guide development*, interview & selection* participation in search committees*, provide consultation to Hiring Manager on candidate selection* extend & negotiate job offers* creates position #'s for new pool/new grant funded positions)*
Provide Guidance to Client on Hiring Practices
OHS Administration and Auditing of OHS
Pre-hire Preparation (background check per policy, reference check, I-9 eXpress, E-Verify)
Facilitates background check process for all employees, students and appropriate volunteers
Conducts New Hire Orientation
Prepares Onboarding Schedules
Conducts Exit Interviews; Compiles & Analyzes Exit Data
I9 eXpress, eVerify Daily Review & Change of Status
Tracks Talent Management Metrics (i.e., retention rates, turnover, new hire failure rate, cost per hire, time-to-fill, vacancy rate, performance appraisal metrics, etc.)
Ensures eVerify Requirement are Fulfilled
Coordinates College Work Study & Student Assistant Hiring Process
Facilitates Work Authorization Process (in partnership with OISS)
Coordinates all Temporary Direct Hires & Temporary Agency Staffing Needs (screens & interviews temp employees & temp staffing candidates)

HR Coordinator

Oversees & Coordinates all HR Transaction Processing and Workflows
Approves all HR Transactions
Resolves Transactional Problems Related to HR & Payroll Processing
Reviews HRMS Data to Ensure Data Accuracy
Codes & Enters Data into HRMS/Uploads & Indexes into Employee Record
Interprets University Policy Related to Transaction Processing
Compiles Statistical Reports from Various Systems (i.e., metrics, temp employee monitoring of hours, labor reports, etc.)
Monitors cyclical events (i.e., renewals, contract end dates, Visa end dates, etc.)
Oversees Electronic Personnel File Requests via Pipeline, In-person & Email
Conducts Research to Evaluate Employment Services
Partners with Various Central Offices (i.e. payroll, central HR) on payroll & other issues related to transaction processes)
Assists With Roll-out of New HR Systems
Monitors work performed by HR Administrator

HR Administrator

Processes HR Transactions & Employee Changes into Various Systems (Banner, EPAF, Halogen,etc.)
Provide guidance on appropriate paperwork required for processing & assistance related to EPAF's
Interprets University Policy related to HR transactions
Prepares PAR's for Reclassifications
Ensures Data Integrity is Maintained with HRMS/conducts Periodic Audit
Uploads/Indexes Documents to Personnel File
Processes Paperwork for all Termination Reasons (i.e., voluntary, involuntary, retirement, death, etc.)
Determines Employee's Eligibility to Receive Leave Bank Payout Upon Termination
Enters Degree & Emergency Contact Information into Banner
Enters Volunteer Faculty Assignments in Banner
Assigns Reviews & Supervisor Reassignment/Proxies in Halogen

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Organization & Employee Development

THE ROLE OF THE SENIOR HR CONSULTANT & HR CONSULTANT
DEFINE YOUR PERSONAL BRAND

Whether we've consciously built it or not, we all have a personal brand - how we are perceived by those with whom we work. The factors that go into our brand include:

- What we choose to work on
- The people and groups with whom we choose to work
- What we are good at and enjoy doing
- How we respond to difficult situations
- How we deal with challenge
- How others perceive us based upon experiences with us and our work

Instructions:
What do you want to be known for at WSU? To define your personal brand, circle three to five words that best represent the strengths you have now or wish to acquire. Then consider ways in which you could emphasize these in your interactions with others.

Accountable	Action-Oriented	Adaptable	Agile
Agreeable	Analytical	Approachable	Assertive
Attentive	Benevolent	Bold	Bright
Calm	Carefree	Charismatic	Clever
Collaborative	Committed	Compassionate	Competent
Concerned	Confident	Confrontational	Conscientious
Considerate	Consistent	Creative	Curious
Decisive	Dedicated	Deliberate	Dependable
Determined	Diplomatic	Disciplined	Driven
Easy Going	Efficient	Energetic	Enthusiastic
Even-Tempered	Fast	Flexible	Friendly
Fun-Loving	Happy	Helpful	Honest
Hopeful	Humble	Independent	Innovative
Insightful	Inspired	Integrative	Intelligent
Intimate	Inventive	Kind	Knowledgeable
Listener	Lively	Logical	Loving
Loyal	Nurturing	Optimistic	Organized
Outgoing	Passionate	Patient	Peaceful
Persistent	Personal	Playful	Pleasant
Polite	Positive	Pragmatic	Prepared

 Adapted from HR from the Outside In: The Next Era of Human Resources Transformation by Ulrich, Brockbank, Younger & Ulrich, 2012

Proactive	Productive	Quality-Oriented	Reality-Based
Respectful	Responsible	Responsive	Results-Based
Savvy	Self-Confident	Selfless	Sensitive
Service-Oriented	Sociable	Straightforward	Thorough
Thoughtful	Tireless	Tolerant	Trusting
Trustworthy	Unyielding	Values-Driven	

BUILDING YOUR BRAND REFLECTION QUESTIONS

What stands out to you about the strengths you've selected?

How do your signature strengths align with the needs of those with whom you interact?

In what way could you capitalize upon these signature strengths in your interactions with others?

 Adapted from HR from the Outside In: The Next Era of Human Resources Transformation by Ulrich, Brockbank, Younger & Ulrich, 2012

Personal Skill Assessment - *Optional*

As we move through the HR Transformation curriculum, it may be helpful to complete a personal skill assessment to identify areas of unique strengths and areas for continuous improvement. These responses could then be compared against the short and long-term HR transformation training plan to zero in on any areas of particular focus.

The framework for this assessment is the **Human Resource Competency Study (HRCS)**. This study, conducted jointly by the *RBL Group and the Ross School at the University of Michigan*, identified the following HR competencies based upon the feedback of over 20,000 HR professionals and line managers over the past 20 years:

- Credible Activist
- Capability Builder
- Technology Proponent
- Strategic Positioner
- HR Innovator & Integrator
- Change Champion

Instructions:
Using the HRCS self-assessment for context, identify the level of skill you currently demonstrate for each competency and compare it to the importance of improving that skill based upon the needs of WSU S/C/D partners. **Circle the number that best reflects your assessment, with 1 indicating low competence or value and 5 indicating high skill or value.** Then determine 1-2 competencies in which you offer unique strengths and 1-2 competencies in which you would like to continuously improve.

	My Current Competence 1=low, 5=high	**Value of Improved Competence to WSU** 1=low, 5=high
Credible Activist *Earning trust through results, influencing and relating to others, improving through self-awareness and shaping the HR profession*		
1. Has track record of results	1 2 3 4 5	1 2 3 4 5
2. Demonstrates personal integrity and ethics	1 2 3 4 5	1 2 3 4 5
3. Works well with his or her management team	1 2 3 4 5	1 2 3 4 5
4. Communicates effectively	1 2 3 4 5	1 2 3 4 5
5. Takes appropriate risk	1 2 3 4 5	1 2 3 4 5
6. Seeks to learn from both successes and failures	1 2 3 4 5	1 2 3 4 5
7. Plays an active role in professional bodies	1 2 3 4 5	1 2 3 4 5
8. Invests in developing the HR function	1 2 3 4 5	1 2 3 4 5
Capability Builder *Auditing organizational capability, aligning strategy/capability/employee behavior, and creating a positive and meaningful work environment*		
9. Ensures the organization clarifies organizational capabilities required for business success	1 2 3 4 5	1 2 3 4 5

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	My Current Competence 1=low, 5=high	Value of Improved Competence to WSU 1=low, 5=high
10. Audits capability effectiveness	1 2 3 4 5	1 2 3 4 5
11. Measures the impact of culture on achieving sustained business performance	1 2 3 4 5	1 2 3 4 5
12. Designs and delivers integrated HR practices (i.e. staffing, training, rewards and recognition, performance management etc.) that create and sustain the desired culture	1 2 3 4 5	1 2 3 4 5
13. Crafts a culture that encourages work/life balance	1 2 3 4 5	1 2 3 4 5
14. Crafts a culture that helps employees find meaning and purpose in their work	1 2 3 4 5	1 2 3 4 5
Technology Proponent *Improving efficiency of HR systems through technology, connecting each other through technology, and leveraging social media*		
15. Leverages technology for HR processes (HRIS)	1 2 3 4 5	1 2 3 4 5
16. Removes low value-added or bureaucratic work	1 2 3 4 5	1 2 3 4 5
17. Formulates a comprehensive communication strategy		
18. Provides alternative/flexible policies to motivate different generations of employees	1 2 3 4 5	1 2 3 4 5
19. Leverages social media for business purposes	1 2 3 4 5	1 2 3 4 5
20. Uses technology to facilitate a remote and mobile workforce	1 2 3 4 5	1 2 3 4 5
Strategic Positioner *Interpreting business context, decoding customer expectations, and co-crafting a strategic response*		
21. Understand industry dynamics and competitive forces	1 2 3 4 5	1 2 3 4 5
22. Understand expectations of internal stakeholders (i.e. WSU leadership, employees)	1 2 3 4 5	1 2 3 4 5
23. Understand expectations of external stakeholders (i.e. students, alumni, donors etc.)	1 2 3 4 5	1 2 3 4 5
24. Helps articulate a student-focused value proposition that guides internal organizational actions	1 2 3 4 5	1 2 3 4 5
25. Spots potential opportunities and obstacles to business success	1 2 3 4 5	1 2 3 4 5
26. Translates business strategy into a talent (workforce) and culture (workplace) set of initiatives	1 2 3 4 5	1 2 3 4 5

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	My Current Competence 1=low, 5=high	Value of Improved Competence to WSU 1=low, 5=high
HR Innovator and Integrator *Ensuring today and tomorrow's talent, developing talent, shaping work and organizations, delivering performance management and building leadership brand*		
27. Establishes standards or competencies for required talent	1 2 3 4 5	1 2 3 4 5
28. Assesses key talent	1 2 3 4 5	1 2 3 4 5
29. Designs meaningful development experiences	1 2 3 4 5	1 2 3 4 5
30. Knows how to form and leverage teams	1 2 3 4 5	1 2 3 4 5
31. Performs organizational diagnoses and audits	1 2 3 4 5	1 2 3 4 5
32. Ensures that performance standards adapt to changing strategic demands (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
33. Deals with non-performance in a fair and timely way (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
34. Invests in future leaders (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
35. Measures or tracks leadership effectiveness (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
Change Champion *Initiating and sustaining change*		
36. Helps people to understand why change is important -i.e. creates a sense of urgency (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
37. Identifies and overcomes sources of resistance to change (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
38. Articulates the key decisions and actions that must happen for change to make progress (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
39. Ensures the availability of resources to stick with the change - i.e. money, information, technology, people (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
40. Monitors and communicates progress of change processes (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5

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PERSONAL SKILL ASSESSMENT REFLECTION QUESTIONS

What stands out to you about these competencies and the needs of your S/C/D partners?

In what area do your strengths fall?

In what area might you like to continuously improve? Consider identifying one development goal:

What options are available to help you achieve this goal? In what way does the HR transformation training short term and long term plan provide support? What other support may be helpful?

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

CUSTOMER SERVICE ASSESSMENT

Instructions:
Use the following rating scale and circle the number associated with the rating factor that you feel is most appropriate.

1–Strongly Disagree	2-Disagree	3-Undecided	4-Agree	5-Strongly Agree

1	When I help clients, I try to delight them by exceeding their expectations.	1	2	3	4	5
2	I adjust my interaction style to suit the characteristics of the client I am helping.	1	2	3	4	5
3	I ask appropriate questions to get as much information as possible about clients' needs.	1	2	3	4	5
4	I find it easy to recall the details of what customers have said to me	1	2	3	4	5
5	I have an easy time giving feedback to coworkers.	1	2	3	4	5
6	When people try to hide their feelings, I am good at figuring out what they really feel.	1	2	3	4	5
7	When necessary, my coworkers can rely on me to meet a client's needs.	1	2	3	4	5
8	I am very comfortable using the resources available to me to do my job well.	1	2	3	4	5
9	I am comfortable dealing with clients who have personal characteristics that are different from mine.	1	2	3	4	5
10	I know what types of questions are appropriate to ask clients to gauge an understanding of their needs.	1	2	3	4	5
11	Even when I know how I might respond to clients, I still listen and ask questions.	1	2	3	4	5
12	I actively seek feedback from my clients to assess my effectiveness.	1	2	3	4	5
13	I am good at conveying appropriate feelings through facial expressions and body language.	1	2	3	4	5
14	I feel it is important to share information and resources openly within a team.	1	2	3	4	5
15	When I cannot do what clients want, I find alternative solutions to help them.	1	2	3	4	5
16	I get along well with many different types of people.	1	2	3	4	5
17	I use open-ended questions to obtain feedback from my clients.	1	2	3	4	5
18	I approach every client interaction as a new service opportunity, without making any assumptions about clients want.	1	2	3	4	5
19	I can receive feedback without becoming defensive or self-doubting.	1	2	3	4	5
20	I know how to use my tone of voice, facial expressions, body posture, eye contact, and rate of speech to make my clients feel comfortable.	1	2	3	4	5
21	I am comfortable relying on the support I receive from my manager to achieve my goals.	1	2	3	4	5

CUSTOMER SERVICE ASSESSMENT SCORING

Instructions:
Write your ratings from your assessment in the appropriate spaces below.

	Client Service Boosters to Achieve Great Customer Service	Your Ratings			Total
1	Takes Initiative to Meet or Exceed Expectations				
		1	***8***	***15***	
2	Valuing Differences is Important				
		2	***9***	***16***	
3	Effective Questions Get Results				
		3	***10***	***17***	
4	Listening: More Than Hearing				
		4	***11***	***18***	
5	Feedback: A Matter of Give and Take				
		5	***12***	***19***	
6	Nonverbal Cues: True Feelings Shine Through				
		6	***13***	***20***	
7	Building Internal Partnerships is Key				
		7	***14***	***21***	

HR Division of Labor Client Services

Client Ser Director

Strategic partner to Executive Leadership
Executes HR strategy & consultative services:
General Employment Practices/Employee Relations/Labor Relations/Organizational Development/Compensation & Benefits/Affirmative Action/Equal Employment Opportunity/Policy Development & Interpretation/Workplace Investigations/HR Regulatory Compliance/HRIS Utilization/Workforce Planning/Talent Acquisition/Career Development/Succession Management/Employee Engagement
Partners with Central offices to execute strategic initiatives (OED, TCW, Payroll, OEO, etc.)
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HR Division of Labor Client Services

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Provide Guidance to Client on Hiring Practices

OHS Administration and Auditing of OHS

Pre-hire Preparation (background check per policy, reference check, I-9 eXpress, E-Verify)

Facilitates background check process for all employees, students and appropriate volunteers

Conducts New Hire Orientation

Prepares Onboarding Schedules

Conducts Exit Interviews; Compiles & Analyzes Exit Data

I9 eXpress, eVerify Daily Review & Change of Status

Tracks Talent Management Metrics (i.e., retention rates, turnover, new hire failure rate, cost per hire, time-to-fill, vacancy rate, performance appraisal metrics, etc.)

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Determines Employee's Eligibility to Receive Leave Bank Payout Upon Termination

Enters Degree & Emergency Contact Information into Banner

Enters Volunteer Faculty Assignments in Banner

Assigns Reviews & Supervisor Reassignment/Proxies in Halogen

University Fast Facts

- One of the nation's 50 largest public universities, with Michigan's most diverse student body.
- More than 370 degree and certificate programs in 13 schools and colleges.
- Annual research expenditures of nearly $260 million.
- Nearly 400 student organizations.
- Nearly $357 million in financial aid was awarded in 2012; lowest undergraduate resident tuition of Michigan's three research universities.
- Affiliations with more than 100 institutions worldwide.
- Among only 2.3 percent of U.S. universities with the Carnegie Foundation classification of RU/ VH (Research University, Very High research activity).
- The Department of Chemistry was ranked among the top 100 in the world by the Academic Ranking of World Universities, which studied more than 1,000 universities and published results of the best 500 at shanghairanking.com.
- Wayne State is a partner with Michigan State University and the University of Michigan in the University Research Corridor, helping create a vibrant state economy.
- Wayne State's swimming and diving teams have swept the 2013 Great Lakes Intercollegiate Athletic Conference (GLIAC) Swimming and Diving Championships three years in a row.
- With more than 1,600 students, the School of Medicine is the nation's largest single-campus medical school.
- TechTown, Wayne State's research park and business incubator, serves nearly 120 tenant companies.
- The Hilberry Theatre, which recently celebrated its 50th anniversary, is the nation's first and longest-running university graduate repertory theatre.
- Sixth-largest Detroit employer.
- Alumni of the College of Fine, Performing and Communication Arts include a Pulitzer Prize-winning journalist and recipients of and nominees for the Grammy, Emmy, Tony, Golden Globe, Obie, Screen Actors Guild and Caldecott awards.
- A leader in green technology, the College of Engineering was first in the nation to launch an electric-drive vehicle engineering program and offer an alternative energy technology master's program.
- Home to the only National Institutes of Health branch dedicated to the study of premature birth and infant mortality. Since locating to Detroit in 2002, the Perinatology Research Branch (PRB) has produced life-saving research, cared for more than 20,000 at-risk mothers, contributed more than $350 million to Michigan's economy, and employed more than 130 physicians, researchers and staff members.
- Awarded a new 10-year contract in 2013 to continue the PRB's groundbreaking research. Studies have concluded that the PRB's economic impact during this period will exceed $347 million, and new earnings to Michigan residents over the contract's life are expected to total $143 million.
- Study abroad opportunities in 20 countries on five continents.
- One of only six Michigan universities selected for the Woodrow Wilson Teaching Fellowship program, designed to address a significant shortage of math and science teachers.
- Seventy-five Percent of WSU's 240,000 alumni live in Michigan, providing leadership for the state's economic renewal.
- About thirty percent of Michigan's practicing physicians—and more than forty percent of practicing physicians in Wayne, Oakland and Monroe counties—received all or part of their medical training at Wayne State University.
- Seventy-five percent of Wayne State Law School graduates live and work in Michigan.

Wayne State in 30 seconds

Since 1868, Wayne State University has anchored the city of Detroit as an engaged and motivated community of scholars. Today, nearly 29,000 students from every U.S. state and 70 countries are pursuing degrees on our Midtown campus and five extension centers, earning an education at a nationally ranked research university strengthened by the culture, industry and diversity of its urban environment.

Cindy Pellow

From:	Katie Marie McDowell <katie.mcdowell@wayne.edu>
Sent:	Monday, July 01, 2013 5:22 PM
Subject:	Your HRT Training Schedule
Attachments:	Accessing AEDT - Job Aid.docx

To help you prepare for your new role, we have created a series of custom HRT Training sessions for your group.

Your first training session will be Banner Navigation on 7/2, located in UGL Lab A.

A tentative training schedule was provided at the Client Service Team Meeting on Thursday, June 27th. Once you have attended Banner, please discontinue using that schedule as a reference, as many of the details may have changed.

Your ultimate guide to HRT Training will be located in the "Training. Seminars. Workshops.(TSW)" database. TSW is used for scheduling purposes only. All training content information will be located in Accelerate (more details listed below).

We will register you for all of the sessions in which you need to attend shortly. You will receive a confirmation email in your inbox for each session in which you are enrolled. No further action is required on your end.

To view your HRT Training schedule:
1. Go to your Employee tab in Pipeline at www.pipeline.wayne.edu 2. Click on the "Training. Seminars. Workshops." icon located on the right side of the page 3. Click on the "My Sessions" link in the upper right corner.

"My Sessions" will show a list of all upcoming training sessions in which you are currently enrolled.

Please do not remove yourself from any of the HRT Training sessions in which you are enrolled - even if you are unable to attend. Many of you may have scheduling conflicts (vacation time, responsibilities for your current role, etc.) that will not allow you to attend a particular training session. Information on how to make up these sessions is upcoming.

Please note:

- All HRT Training is mandatory. Be sure to sign an attendance sheet at each of your sessions so your participation is accounted for.
- Be sure to notify your managers of your training schedule.
- Be sure to add each training session to your calendar. The sessions will not automatically populate your Outlook/Zimbra calendars from TSW.

All of the content for each of your sessions will be housed in "Accelerate Employee Development Tools (AEDT)". See the attached Job Aid on how to locate your course content.

Be sure to review the "Session Overview" in Accelerate for each of your Training sessions. This is where you will find information on any pre-reqs, associated eLearning modules and other requirements for each course.

If you have any questions regarding your schedule, please contact me.
We look forward to seeing you at your HRT Training session!

Katie McDowell
Training Coordinator
Organization & Employee Development

Consultant Training Schedule (Tentative)

Date	Course	Format	Time	Location
7/2	Banner Navigation with WSU Application Overview	Classroom	9:00 - 12:00	UGL Lab A
7/3	The Role of the Senior HR/HR Consultant	Classroom	1:00 - 3:30	3700 AAB
7/9	WSU HR Fundamentals	Classroom	9:00 - 10:30	3700 AAB
7/9	EPAF Introduction	Classroom	10:30 - 11:30	3700 AAB
7/10	Labor Relations/Academic Personnel	Classroom	1:00 - 2:30	4339 FAB
7/12	AppXtender	Classroom	8:30 - 10:30	UGL Lab A
7/12	Cognos	Classroom	10:30 - 12:30	UGL Lab A
7/15	Staffing Overview	Classroom	1:00 - 3:30	3700 AAB
7/18	Employee Relations & WSU Introduction Panel	Classroom	10:30 - 12:30	4339 FAB
7/18	Labor Law and Employee Relations Foundation	Classroom	1:00 - 4:00	4339 FAB 4347 FAB 4351 FAB
7/19	Classification/Compensation Practices & Benefit Basics	Classroom	2:00 - 3:30	3700 AAB
7/23	Ethics	Classroom	TBD	TBD
7/29	Performance Management	Classroom	2:00 - 4:00	3700 AAB
7/29	WSU Attendance Standards, Leave of Absence and the FMLA Process	Classroom & FMLA Source eLearning	9:00 - 12:30	3700 AAB
7/30	Coaching/Counseling/Discipline	Classroom	12:00 - 3:00	3700 AAB
7/31	Investigations: Handling Employee Concerns/Complaints	Classroom	10:00 - 11:30	3700 AAB
7/31	Terminations	Classroom	2:00 - 3:30	3700 AAB
8/1	WaynePM	Classroom & eLearning	11:00 - 12:00	1700 AAB
8/1	Reductions in Force	Classroom	9:00 - 10:00	3700 AAB
8/2	Web Time Entry**	eLearning	n/a	Accelerate
8/2	Culture of Respect**	eLearning	n/a	Accelerate
8/2	Higher Education Fundamentals (CUPA-HR Boot Camp)**	eLearning	n/a	Accelerate

*** These courses must be completed by all new WSU employees and any existing WSU employees who have not previously completed the course.*

All Gate Parking (Non-Premium)

Per the Parking Office, the following structures and lots are included in the all gate parking access.

Structures

Number	Location
1	450 W. Palmer (across from A/AB)
2	Between the Lodge and Anthony Wayne Dr.
3	45 E. Warren
4	E. Canfield (near Scott Hall)
5	5501 Anthony Wayne Drive
7	John R
8	91 West Forest

Lots

Number	Location
13	6008 Cass Ave.
33	5521 Woodward
35	5555 John R
40	5095 Lodge Service Dr.
56	50 W. Hancock
60	4710 Second
62	80 W. Forest
75	E. Canfield (Near Scott Hall)

As of 6/27/13

Human Resources Update

July 3, 2013

HR *transformation*

Logistics Update

Region	Final Locations	Preliminary Relocation Schedule
Region A *(CLAS, Social Work, Fine Arts)*	Core Admin Team: CLAS Consultants: CLAS, Social Work, Fine Arts	Staffing relocation week of 7/22-7/26/13
Region B *(Libraries, Research, Research Support, Honors College, Provost)*	Core Admin Team: Purdy Kresge Library Consultants: UGL and Purdy Kresge Library, 5057 Woodward, FAB	Staffing relocation week of 7/22-7/26/13; Director, Sr. Consultant and support team will be temporarily moved to A/AB if permanent space is not available. August 2013-Final relocations for Core Admin Team, Director and Sr. Consultant.
Region C *(Law, Business, Education, Engineering, Grad School)*	Core Admin Team: Rands Annex Consultants: Law, Prentis, Education, Engineering	Staffing relocation week of 7/22-7/26/13
Region D *(Medicine, Pharmacy, Nursing)*	Core Admin Team: SoM - Lande Consultants: SoM Lande, Pharmacy, Nursing	Staffing relocation week of 7/22-7/26/13
Region E *(Administrative Services)*	Core Admin Team: AAB Consultants: Beecher House, C&IT, Public Safety, Student Center	Staffing relocation week of 7/22-7/26/13 Core Admin Team and Consultant to be temporarily moved to 1900 A/AB until permanent 3rd floor A/AB space is available.

Revised 07/21/14

Human Resources Main Phone List
Department Main Number 313.577.3000

AVP's Office	AAB, Suite 3660	7-2017 (MAIN)	Mobile	Email
Alicia Pendleton	Associate Vice President	7-6401		ac6543@wayne.edu
Brittany Thompson-Johnson	Executive Assistant	7-6393		av9227@wayne.edu
Johnetta Williams	Student Assistant	7-9476		ef7117@wayne.edu
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Mary Earhart	Associate Director	7-0251		aq6198@wayne.edu
Erica Phillips	HR Systems Solutions Specialist	7-0160		fq7945@wayne.edu
Mauricia Dawson	Data Integrity Specialist	7-0528		fs1773@wayne.edu
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Daryl Bowen	Comp & Benefits Analyst	7-6348		aa5595@wayne.edu
Charlene Allemon	Benefits Officer	7-6351		bq1193@wayne.edu
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Deborah Foster	Customer Service Associate	7-3685		ae7381@wayne.edu
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OED	**AAB, Suite 3638**	**7-2111 (MAIN)**	**Mobile**	**Email**
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Dawn Aziz	Manager	7-9341		ej1150@wayne.edu
Diane Staif	eLearning Specialist	7-0619		eh3071@wayne.edu
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Katie McDowell	Training Program Analyst	7-2111		fe6879@wayne.edu
Kimberly Sayles	Talent Mgt. Consultant	7-4986		av1906@wayne.edu
Christine Sumner	Intern	-		fs1481@wayne.edu
Region A	**2155 Old Main**	**7-6821 (MAIN)**	**Mobile**	**Email**
Keyantee' Davis	Director, Region A	7-4901	313.319.1992	fm9044@wayne.edu
Roy Barnett	Senior HR Consultant	7-4910	586.872.5514	dr9480@wayne.edu
livia Thompson	HR Consultant	7-4915	313.930.0641	eb3827@wayne.edu
Marcia Lovett	HR Consultant	Social Work: 7-4907 Fine Arts: 7-4908	313.850.7266	at6643@wayne.edu

Robin Collins	TMC	7-4935		aa5882@wayne.edu
Marnita Lloyd	TMC	7-4960		ab5619@wayne.edu
Deborah McCreless	HR Coordinator	7-4916		aa3591@wayne.edu
Amy Hays	HR Administrator	7-4923		ab7855@wayne.edu
Andrea Steckle	HR Administrator	7-4925		fa5580@wayne.edu
Region B	**122 Purdy/Kresge**	**7-6822 (MAIN)**	**Mobile**	**Email**
Tarry Paylor	Director	7-7707	313.729.1476	cz2413@wayne.edu
Lynn Anglebrandt	Sr. HR Consultant	7-7708	248.396.5780	fn3877@wayne.edu
Toi McWilliams	HR Consultant	7-7710	313.850.5153	ab2983@wayne.edu
Mildred Fuller	HR Consultant	7-7711	818.822.3799	dy0898@wayne.edu
Gary Morden	TMC	7-7715		ak1511@wayne.edu
Joanne Lewan	HR Coordinator	7-7712		ab2484@wayne.edu
Nakia Robinson	HR Administrator	7-7714		ah7892@wayne.edu
Joanne Miyamoto	HR Administrator	7-7713		ad6020@wayne.edu
Region C	**217 Rands House**	**7-6823 (MAIN)**	**Mobile**	**Email**
Diane Dailey	Director	7-8561	248.514.7674	bk5634@wayne.edu
David Blanton	Sr. HR Consultant	7-8533	734.604.9954	fn4205@wayne.edu
Carmen Albert	HR Consultant	7-8538	248.568.8471	bb0280@wayne.edu
TeAundra Moore	HR Consultant	Business: 7-8541 Law: 7-8539		av3957@wayne.edu
Kellie Lauder	TMC	7-8559		ai6552@wayne.edu
Valecia Chandler	HR Coordinator	7-8549		ab1749@wayne.edu
Maria Coleman	HR Administrator	7-6823		an9760@wayne.edu
Kimberly Miller	HR Administrator	7-6823		ah3238@wayne.edu
Region MPN	**154 Lande**	**7-6824 (MAIN)**	**Mobile**	**Email**
Brian Wittenberg	Director	Pharmacy: 7-9313 SoM: 7-9618	760.220.9176	eu0615@wayne.edu
Kristan Darty	HR Consultant	Nursing: 7-9685 SoM: 7-9609	313.743.3193	cj4720@wayne.edu
Dwanja King	HR Consultant	7-9639	586.484.2144	ab9665@wayne.edu
Ivonne Allen	Sr. HR Consultant	7-9637	313.461.4249	ao0003@wayne.edu
Tara Kopasz	Talent Acquisition Specialist	7-0396	248.345.1826	fs2904@wayne.edu
RaShan Duckworth	TMC	7-9691		fe3893@wayne.edu
Sherry Pruitt	TMC	7-9679		ab6119@wayne.edu
Julianne Maruszewski	HR Coordinator	7-9667		ac8612@wayne.edu
Dina Hardeman	HR Administrator	7-9672		ab7981@wayne.edu
Linda McCraw	HR Administrator	7-9676		ab0166@wayne.edu
Admin Region	**AAB, Suite 3638**	**7-2111 (MAIN)**	**Mobile**	**Email**
Lila Asante-Appiah	Senior Director	7-6519	248.444.5467	fk1260@wayne.edu
Sharon Walker	Sr. HR Consultant	C&IT: 7-5010 BAO: 7-5017	248.885.0496	ab9448@wayne.edu
Cindy Pellow	HR Consultant	7-5016	586.596.8434	ad7634@wayne.edu
Chelsea Henson	HR Consultant	7-5019	734.642.8261	fm9690@wayne.edu
Melissa Clarke	TMC	7-5049		ay7189@wayne.edu
Jennifer Bidlingmaier	HR Coordinator	7-5039		bb8649@wayne.edu
Dina Curry-Weems	HR Administrator	7-5031		ac3005@wayne.edu
Karla Mclaurin	HR Administrator	7-5023		ab9550@wayne.edu

Key Milestones Achieved

- ✓ Completed the represented staffing process. All HR Coordinator positions filled. All HR Administrators positions filled, except one, which was filled but subsequently vacated.
- ✓ All non-represented positions have been filled except for (2) Sr. HRC positions and (1) Talent Management Coordinator (TMC) position (1 of the 2 vacant Sr. HRC positions was filled, but was subsequently vacated).
- ✓ One HR Director (Keyantee' Davis) started work on 7/1. One TMC and one Sr. HRC will start on 7/8.
- ✓ Lila Asante-Appiah appointed as Director to lead the team supporting the Administrative Region
- ✓ Completed draft of Service-Level Agreements. Provided to EAC for review and final approval.
- ✓ Completed drafting standard operating procedures

Next Steps

- ❑ Team placements to be communicated today (7/3). Regions, units building
- ❑ Continue the HR Director search:
  - Four candidates invited to campus during the week of 7/8
- ❑ Directors to meet with Regions leaders and BAOs to plan the handoff of activities to the team; introduce team members
- ❑ Employee moves to begin the week of 7/15
- ❑ Finalize review of Service-Level Agreements and present to S/C/Ds for sign-off (sign-off by 7/22)
  → maybe adjustments to SLAs for each unit.
- ❑ Client Services team members to continue to participate in training leading up to the transition

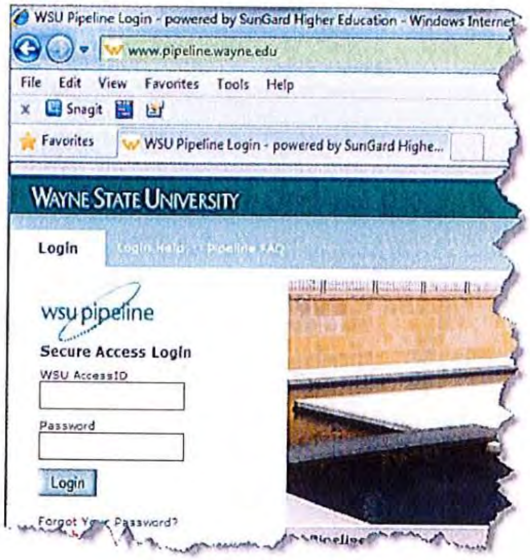
HR Transformation – Logistics Staffing Moves Overview

Project Phases	Staffing Space	Telephones	Computing Equipment & Enterprise Applications Access	Preparation for Moves	Parking/Building Access/Keys	Staffing Moves
Phase I **Permanent moves** • Region A • Region C • Region D **Temporary moves** • Region E (Administrative Services) • Region B **Phase II** • Central HR • Permanent moves for Regions B & E	1. Renovations work will be completed for each location. In locations that are occupied, team members will be moved to temporary locations or in some instances, work will be completed during training days. 2. Carpet will be cleaned for each location- This will occur during non-business hours 3. Furniture and/or office cubicles will be delivered and installed prior to week of 7/22/13.	1. New data/voice jacks will be installed in locations where jacks currently do not exist; Existing data/voice jacks that are not active will be activated effective 7/22/13. 2. Telephones for all staff members will be deactivated or repurposed (within the existing S/C/D, if requested), effective 7/22/13 and new numbers for staff will be available on this date. 3. Each staff person will have his/her own extension and each region will have a team number that will be provided to customers.	1. New computers or laptops will be configured for all team members. 2. Network related permissions will be assigned based on each employee's role. (e.g. director, consultant, etc.) 3. Enterprise Application (e.g. Banner, Cognos, etc. will be assigned based on each employee's role. 4. Existing security levels will be replaced with new security levels 5. Computers will be deployed 1-3 business days prior to each	1. Logistics contacts, supervisors and employees will be notified of move dates for each team a minimum of 1 week <u>prior</u> to move date. 2. Each employee will receive boxes and labels at least 1 week prior to the scheduled move date. 3. We will work with existing IT support staff to ensure that computers and related peripherals are disassemble d on the <u>evening</u>	1. Each team member's parking access will be modified, based on his/her selection. 2. Building and/or suite access will be modified, based on requirements for each location. Each employee will receive keys for his/her new areas.	1. All boxes should be labeled and ready for moving, no later than the business evening <u>prior to</u> the scheduled move date. 2. Movers will move staff boxes to new locations. 3. Obsolete items (e.g. file cabinets, bookshelves, etc.), as needed, will be moved to the WSU Property Office or alternate locations within the S/C/D, as determined by the S/C/D Logistics contact.

Note: Staff assigned to region offices or cubicles that are not ready during the weeks of 7/22-7/29/13 will be moved to temp locations. Rev: 6/27/2013

Accessing your eLearning & online resources
Accelerate Employee Development Tools (AEDT)

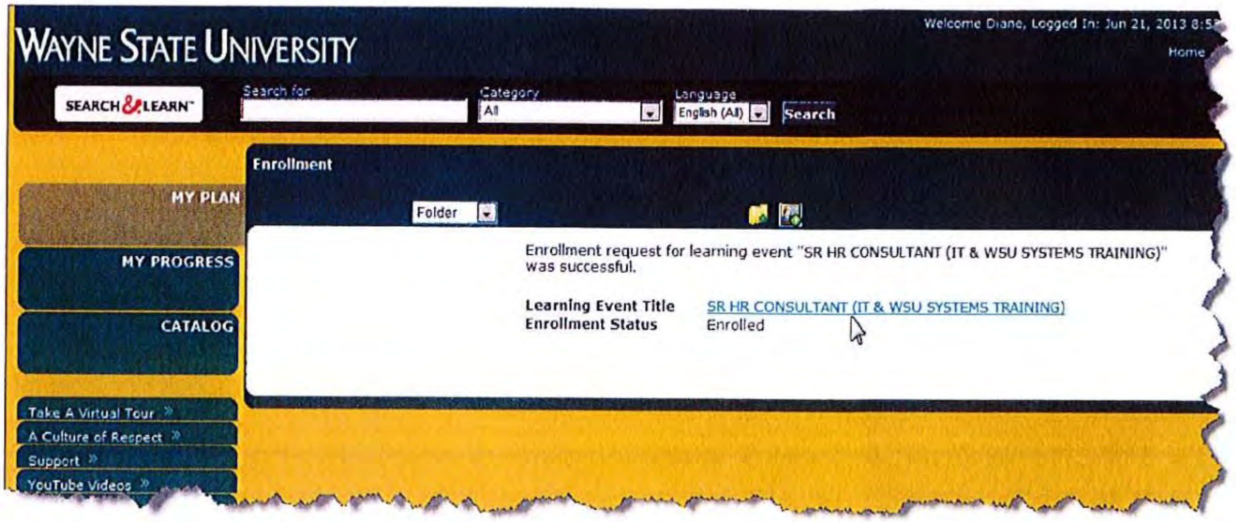
Step 1: Logon to Pipeline at www.pipeline.wayne.edu using your Access ID and Pipeline password.



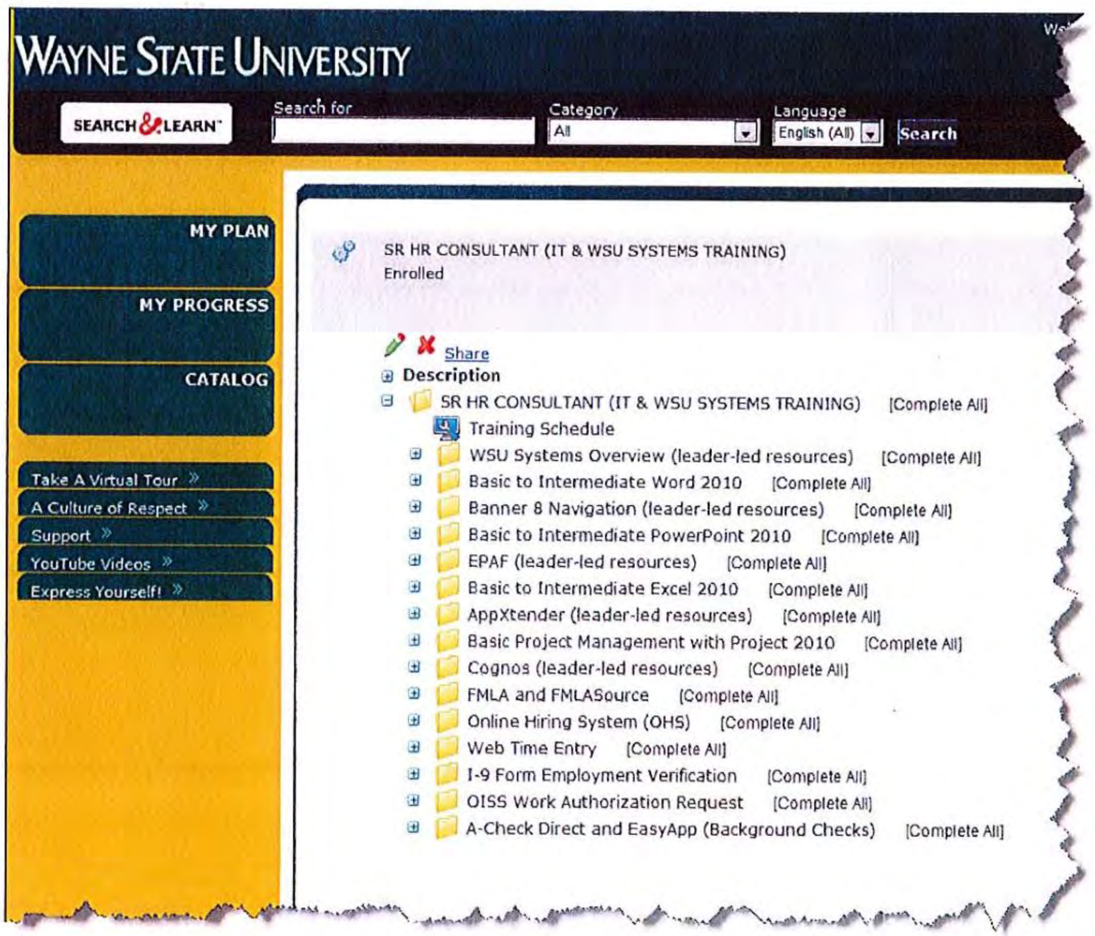
Step 2: If necessary, click the Employee tab.

Step 3: Click the Accelerate icon located on the right side of the screen.

Step 5: A message displays indicating that you have successfully enrolled. To view your learning program resources, click the link to display the folders.

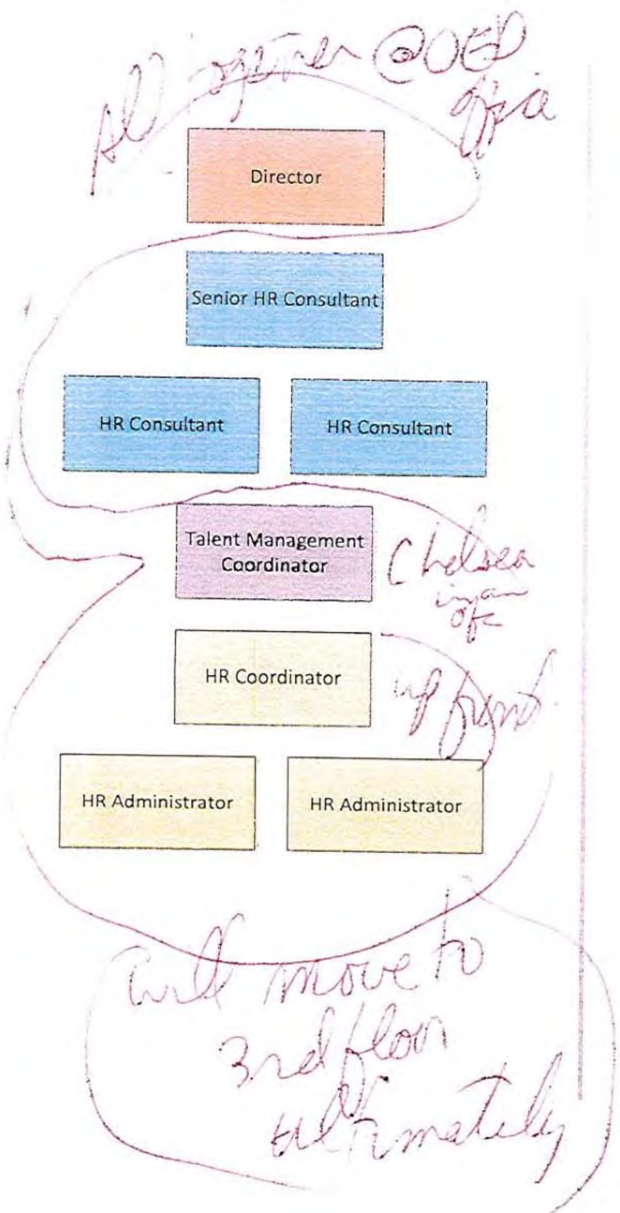


Step 6: The folders containing your training resources are displayed. Please refer to your specific training schedule for a complete list of training requirements and deadlines.



Should you need any assistance with accessing your Accelerate resources please contact Diane Staif (eh3071)

Administrative Services



Proposed Team Assignments

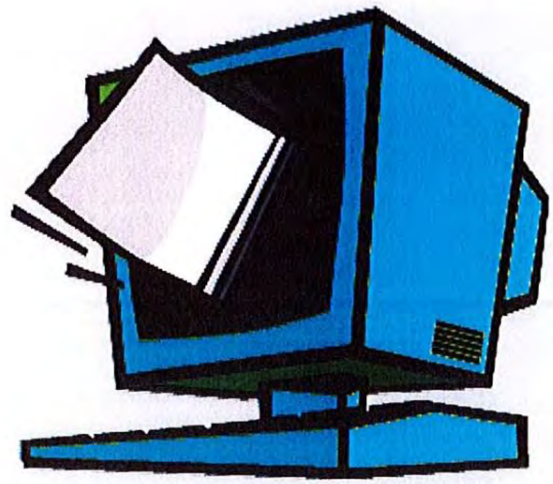
Employee Name	New Role	Current Department	Units Serving
Lila Asante-Appiah	Director	NA	**FAB Units** – General Counsel, Gov. Affairs, President's Office, Sec. Board of Governors; (Also will support all other units)
Sharon Walker	Sr. HR Consultant	C&IT	C&IT, Public Safety, Athletics, WDET
Cindy Pellow	HR Consultant	Development	Development, **AAB Units**- Fiscal Operations, HR, Internal Audit, Invest., Debt and Risk, Labor Relations, Marketing, VP Finance and Facilities OEO
Roy Barnett	HR Consultant	Human Resources	Business Operations, FP&M
Chelsea Henson	Talent Management Coordinator	NA	All
TeAundra Moore	HR Coordinator	CLAS – Biology	All
Dina Curry-Weems	HR Administrator	Medicine	All
Pending Offer	HR Administrator		All

AppXtender

WAYNE STATE UNIVERSITY

APPLICATIONXTENDER

WEB ACCESS



FOR DOCUMENT STORAGE AND MANAGEMENT

Contents

Introduction

Welcome to the Application Xtender: Web-Based training guide. In this guide you will find the information and job tools you need to successfully use the Application Xtender program for document storage and management. As you progress through the lesson, feel free to take notes in the spaces provided. If at any time you require help to understand something, please ask your instructor.

Terminal Learning Objective:

At the end of this lesson, you will be able to perform the functions necessary to utilize the Application Xtender program.

Enabling Objectives:

1. Describe Application Xtender
2. Access Application Xtender
3. Locate a Document

Objective 1: Describe Application Xtender

TOPIC 1: DEFINE APPLICATION XTENDER

What is Application Xtender?

Application Xtender is a web-based application. It is a Document Management System used to track and store and manage electronic documents.

These documents are maintained in an electronic personnel file and are sorted by document type.

Documents are associated with a person, by a Banner ID. They are not with any outside applications or transactions.

Documents may be stored in different electronic folders within the application. These folders are created by selecting a document type.

Securing Documents in Application Xtender

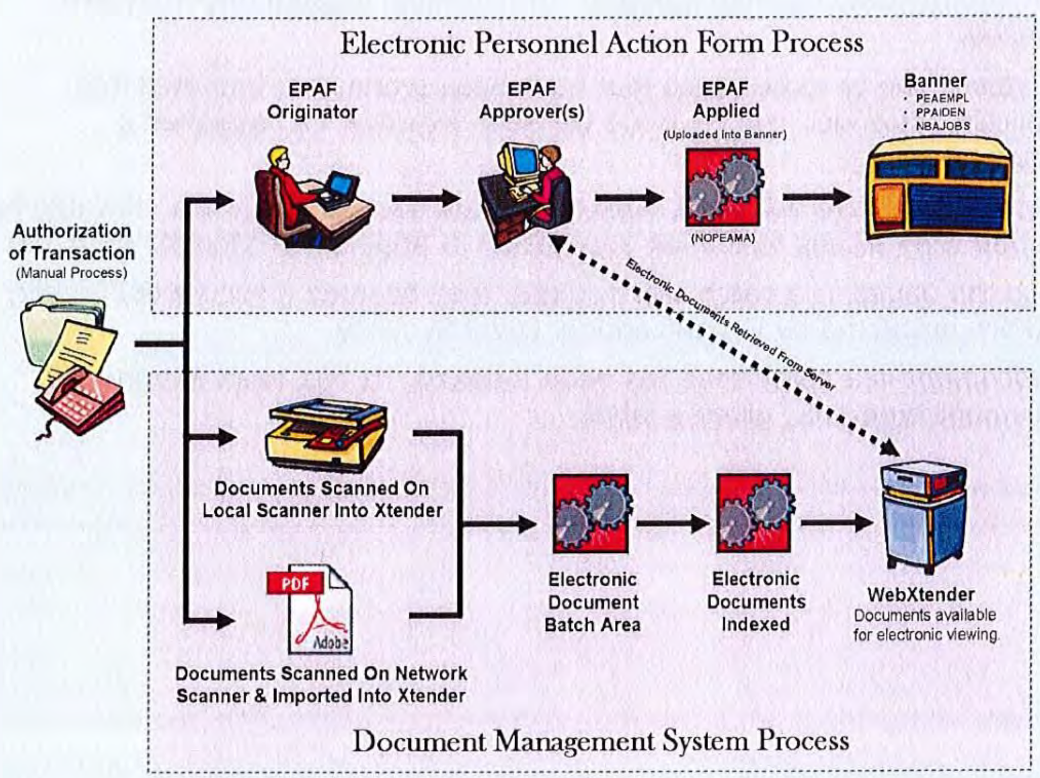
Pages scanned into Application Xtender are only secure after they have been indexed and become *documents*.

- When you scan or import one or more pages into Application Xtender, they are automatically put into a *batch*. They remain a batch until they are indexed.
- A *Batch* is one or more pages that have been scanned or imported into Application Xtender, but have not yet been *indexed*, i.e., assigned a document type.
- Batches that have not been indexed are not secure. They are viewable by anyone with access to the HR application in Application Xtender (B-H-ID).
- Once the pages in a batch are indexed, they become a secure d*ocument*, and are protected by Organizational Level Security.
- A *document* is a batch that has been indexed. It has been assigned a document type, i.e., given a label.

EPAF-Xtender Process Overview

The front-end process of personnel transaction, the initiation and authorization of a personnel transaction, remains a manual process.

- The document(s) that authorize an originator to create an EPAF transaction must me scanned/imported and indexed into WSU's Document Management System using **ApplicationXtender**.
- If you have a local scanner (connected directly to your PC), you will **scan** the document(s) into Xtender.
- If you use a networked scanner or multi-function machine to do your scanning, you will **import** the document(s) into Xtender.
- Documents that are scanned or imported into Xtender are first placed into the **batch area**. This area is outside Home Org security.
- Documents in the batch area are **indexed** (using the employee's Banner ID) into the ApplicationXtender server. Once indexed, the documents are once again under Home Org security.



Objective 2: Access Application Xtender

TOPIC 1: INITIAL PC SET-UP

If you have never accessed ApplicationXtender from your PC or the last time you used ApplicationXtender was prior to March 23, 2008, you or a technical support staff person in you department will need to install an update to the ApplicationXtender Web Access software on you computer.

The steps for installing this update are located on C&IT's website:

http://computing.wayne.edu/banner/docmgnt/ax-web-access-upgrade.php

If you have **administrative rights** to your PC (in other words, you can install software on your PC) and you are comfortable performing the step provided, you can perform your own installation. If you do not have administrative rights to your PC or you are uncomfortable performing the installation, contact your local technician for support.

If you do not know who your local technical support person is, you can go to the web page above and click the link "technical support staff person in your department" and a listing for finding local technicians will display. Find your local tech and request his or her assistance.

TOPIC 2: INTERNET EXPLORER BROWSER

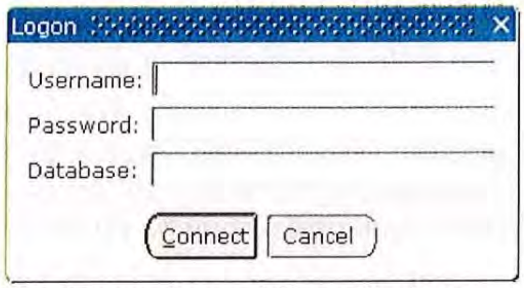
ApplicationXtender will not launch in Mozilla's Firefox or any other internet browser; you can only use Internet Explorer. Beginning with Internet Explorer 7 (IE 7), **do not** install updated versions of Internet Explorer until you receive notification from C&IT that they have tested the newer version and have verified that it will support all WSU applications, e.g., Banner Self-service, ApplicationXtender, and Cognos.

If you inadvertently upgrade your version of Internet Explorer and find that one or more of your WSU application do not function as they did prior to the upgrade, you will have to **uninstall** the newer version and **reinstall** the previous version before the applications will function properly.

TOPIC 2: ACCESS APPLICATION XTENDER

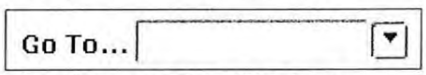
Application Xtender is accessible through Banner in two ways, through two different toolbar buttons. The task you will perform in Application Xtender will determine which toolbar button you select. Both buttons take you to the same application, but they take you to different screens within the application. To access Application Xtender:

1. Log on to Banner as you normally would.



The Banner *General Menu* displays.

2. In the **Go To** box, **type the Banner form name**, such as PEAEMPL or NBAJOBS, and press the **Enter** key.



The Banner form displays.

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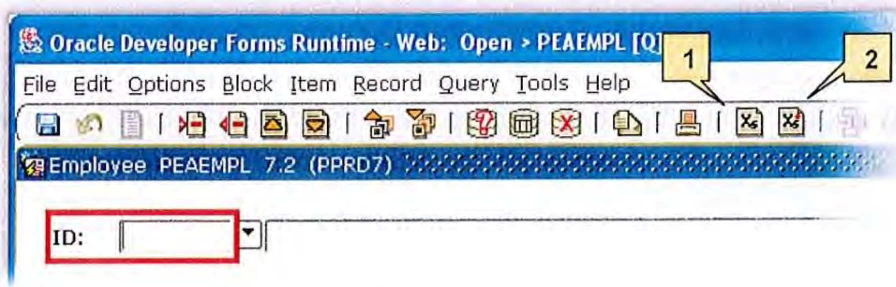
3. You now have two choices for accessing Application Xtender.



Choose Your Path

Button 1: The first shortcut toolbar button is called the Banner Xtender Solutions.

Use: Click this button to locate, and then view, existing documents. To locate existing documents you will first enter a Banner ID in the field depicted above. When you enter the Banner ID and click the Xtender Solutions button, all documents related to the Banner ID will display.

Button 2: The second shortcut toolbar button is the BXS-Add Document toolbar button.

Use: Click this button to begin when you want to begin adding documents to the application. You will be directed to the screen in Application Xtender where you may begin scanning or importing documents.

Objective 3: Scan and Import Pages

TOPIC 1: SCAN AND INDEX

Scanning and Importing Tips

- Scanner software is unique to the scanner being used. Your software may look and work different from the software of other scanners.
- Use the smallest file size and resolution that still allows you to view the documents legibly.
- Gray scale is a good choice for many scanners because it has a low resolution and file size.
- PDFs are the recommended file format for importing due to the smaller file size and ease in converting documents to this file type.

Preparing for Scanning

Before beginning the scanning procedure, it is important to make sure your documents and scanner are ready to scan. Here are some general guidelines:

- Make sure all staples and paper clips are removed from the documents.
- Depending on your scanner, documents with color or watermarks may need to be photocopied first so that a black and white copy may be scanned.
- If the order of the documents is important, make sure to put them in the correct order before scanning them. Ordering can be corrected, but with several added steps.
- Make sure you have tested your scanner, and have it set to the recommended WSU quality and file type standards.

Selecting a Document Type

As part of scanning and indexing, you will select a document type and comment. This process is referred to as indexing. In essence, you are selecting a folder label for the documents that you are storing in ApplicationXtender.

Instructions for obtaining the document type and comment from the HR Document Types web site are located in the Appendix section of this Job Aid.

The document type you will select depends on the specific document you are adding to the application. There are over 150 Human Resource documents, each belonging to a specific document type.

The available document types are:

- Identity
- Benefit
- Medical
- Payroll
- Personnel
- Department
- Equal Opportunity
- Pre-Employment
- Finance
- Legal Labor

Objective 4: Locate a Document for Viewing

Topic 1: Locate a Document

Documents are stored in Application Xtender so that they can be located with ease. You may wish to locate a document to view it, or perhaps even modify it. In either case, you will use the Banner ID associated with the documents in order to locate the documents.

Locate a Document in Application Xtender	
Use this procedure to locate documents in Application Xtender using a Banner ID.	
1.	Log on to Banner. The Banner *General Menu* displays. Note: The first time you access Application Xtender, you must do so from Banner.
2.	In the **Go To** box, **type the Banner form name**, such as PEAEMPL or NBAJOBS, and press the **Enter** key. The Banner form displays. Note: If you are an approver with outstanding electronic approval transactions, you will receive a pop-up message asking if you would like to view these transactions. Click **No** to dismiss it. Approvers will also receive a message asking if they wish to be notified of new transactions during the current session. Click **No** to dismiss this message, and the Banner form will display.
3.	Click in the **ID** field and type the person's **Banner ID.** The name of the person associated with the Banner ID populates in the next field. If the name is not correct, re-type the correct Banner ID and press Enter.
4.	From the toolbar, click the **Banner XtenderSolutions** toolbar button. • If only one document exists, it will automatically display in Application Xtender, in a new window. • If more than one document exists, Application Xtender opens in a new window with a list of documents displayed.
5.	If more than one document exists, locate the document(s) you wish to view. You can use the information on the screen, such as Activity Date or Comments, to help determine which document you are looking for. The Comments displayed on this screen are the comments that were entered on the indexing screen. Click the **Open Document** icon next to the document type name. The document will display.
6.	When you are done viewing the documents, you may click the **Logout** toolbar button, then click the **OK** button on the confirmation message.
7.	Click the **Close** button to close the browser window. **END**

Topic 2: Navigate Documents

Once you have located a document to view, you can navigate between pages using the navigation arrows. You can also navigate between documents when more than one document type exists for the Banner ID.

It is also possible to see the indexing information for an existing document while viewing it.

Navigate Documents

If you want to navigate between pages, you can use the navigation buttons .

You will see a page counter near the bottom left-hand portion of the screen.

If you want to navigate between documents, you can use the **Previous Document** and **Next Document** icons.

Click the **Document Index** icon to view the indexing information for the document(s). This will show you the activity date, person information, and comments, if any exist.

Click the **Close Indexing** icon to close the indexing panel when you are done viewing the information.

The document will still display in the viewer.

Appendix

ACCESSING HR DOCUMENT TYPES AND COMMENTS

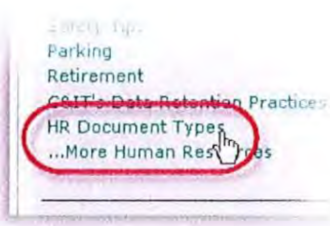
During the indexing stage of the process, you will need two pieces of information:

1. Document Type
2. Standard Comment

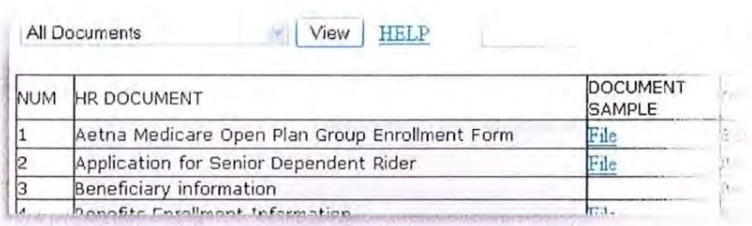
This information resides on a web site that you can access through Pipeline. To open this site, follow the steps below.

1. Log into Pipeline.'
2. Click the Employee tab.

3. Under Employee Services, scroll to the bottom of the panel and click HR Document Types.



4. If you are using Internet Explorer, the HR Document Types web page will open in a new browser



NUM	HR DOCUMENT	DOCUMENT SAMPLE
1	Aetna Medicare Open Plan Group Enrollment Form	File
2	Application for Senior Dependent Rider	File
3	Beneficiary information	

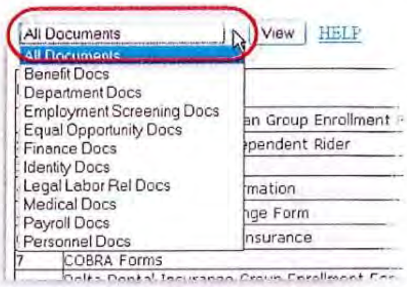
Navigating the HR Document Types and Comments Web Site

On this web site there are 156 Human Resource related documents many of which are associated with EPAF transactions. These documents are sorted into 10 categories or document types.

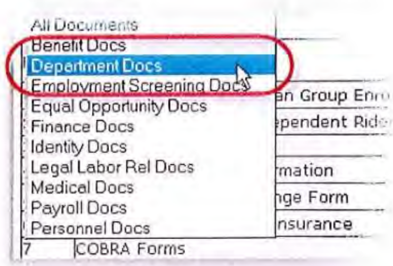
To assist you in locating the information you need, this web site is equipped with view (filter) and search functions.

The View Function

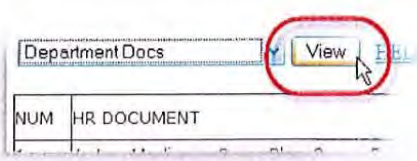
1. To view the documents within a specific document type, click the down arrow to the right of All Documents. A list of the 10 document types will display.



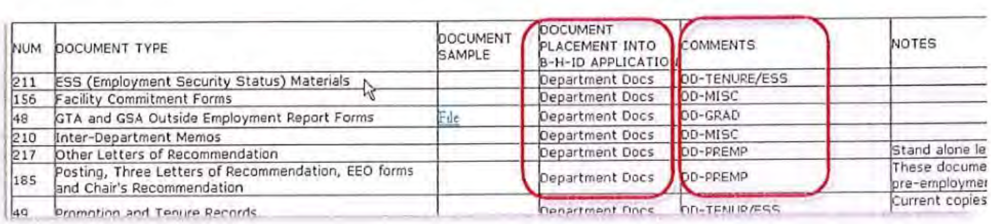
2. Select the document type you want to view from the list.



3. Then, click the View button.



4. When the page refreshes, only the documents within the document type you selected will display with the associated comments.

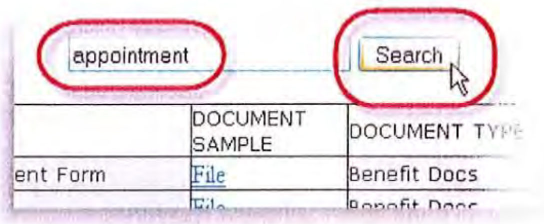


NUM	DOCUMENT TYPE	DOCUMENT SAMPLE	DOCUMENT PLACEMENT INTO B-H-ID APPLICATIO	COMMENTS	NOTES
211	ESS (Employment Security Status) Materials		Department Docs	DD-TENURE/ESS	
156	Facility Commitment Forms		Department Docs	DD-MISC	
48	GTA and GSA Outside Employment Report Forms	File	Department Docs	DD-GRAD	
210	Inter-Department Memos		Department Docs	DD-MISC	
217	Other Letters of Recommendation		Department Docs	DD-PREMP	Stand alone le
185	Posting, Three Letters of Recommendation, EEO forms and Chair's Recommendation		Department Docs	DD-PREMP	These docume pre-employme
49	Promotion and Tenure Records		Department Docs	DD-TENUR/ESS	Current copies

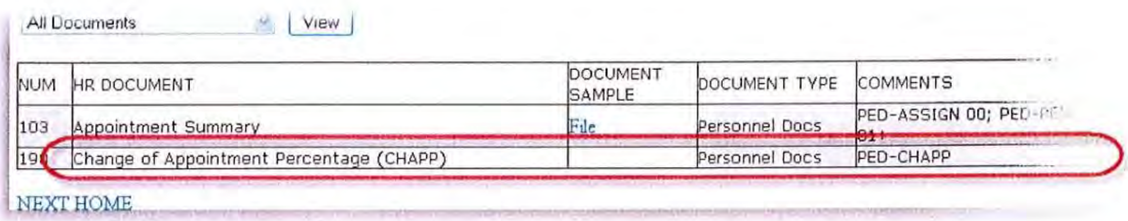
The Search Function

The Search function is a quick way to locate a document by its name. In this example, we will search for a Change of Appointment Percent memo. You can use all or a portion of the document name to search on.

1. From the first screen of the web site, enter the name or a portion of the name into the Search field and click the Search button.



2. When the page refreshes, only those document with the name or portion of the name you entered into the Search field will be displayed.



3. Locate you document in the list (if more than one is displayed), and you will find both the document type and comment for completing your document indexing in ApplicationXtender

HR Document Types and Comments Quick Reference Listing

This Document Types listing is provided to you as a quick reference to use in conjunction with the HR Document Types web site. To ensure accuracy of the indexing process, always obtain your document type and comments from the HR Documents Type web site.

Benefit Documents		
Aetna Medicare Open Plan Group Enrollment Form	Hardship Withdrawal Notice and Forms	Retiree Benefit Continuation Form
Application for Senior Dependent Rider	Job Audit Letter	Retiree Benefit Continuation Form (Age 65 and over)
Beneficiary information	Leave of Absence Benefit Continuation Application Form	Retiree Benefit Continuation Form (Under Age 65)
Benefits Enrollment Information	Life Insurance	Retirement Contribution Forms
Benefits Enrollment/Change Form	Life Insurance Change of Beneficiary Form (Retirees Only)	Retiring from University Service Forms
Cash in Lieu of Medical Insurance	Life Status Change Form	Salary Reduction Agreement
COBRA Forms	Long-Term Disability forms (application)	Spouse/Child Tuition Benefit Application
Delta Dental Insurance Group Enrollment Form for Retirees	Medical Insurance Forms	TIAA-CREF Enrollment Form
Dental Insurance Forms	Medical Plan Termination Form	Tuition Assistance Forms
Disabled Dependent Application and Employee Certification	Notice of Conversion Privilege / Request for Quotation	Vision Forms
Employee Tuition Assistance Application	Personal Health Application	Voluntary Vision Enrollment/Change Form
EyeMed Vision Insurance Group Enrollment Form for Retirees	Portability Application	WSU Retiree Medical Insurance Enrollment Form (Non-Aetna)
Fidelity Investments Account Application	Position Questionnaire	Young Adult Audit Letter
Group Life Insurance Enrollment/Change Form	Pre-tax Medical Opt Out Form	
HAP Senior Plus Group Enrollment Form	Retiree AccessID Request Form	
Department Documents		
Correspondence to Departments/Employees regarding employee status	FMLA request for leave form (inc. letter of approval)	Promotion and Tenure Records
Disciplinary Letters	GTA and GSA Outside Employment Report Forms	Request for Additional Service Assignment Graduate Assistants
ESS (Employment Security Status) Materials	Inter-Department Memos	Student Assistant - Declaration of Off Semester
Facility Commitment Forms	Posting, three Letters of Recommendation, EEO forms and chair's recommendation	Student Assistant - Exception to work beyond 20 hours per week
Student Assistant, CWS - Actual Sign-In and Sign-out Timesheets		

Equal Opportunity Documents		
ADA Accommodations paperwork	Request for Accommodation of Disability Form	Veteran Survey Form
Finance Documents		
5% Labor Exception	Agreement for Reimbusement of Moving Expenses (> $10,000)	Financial Responsibility Form
Change of Labor forms and supporting documents including 60 Day Wavier		
Identity Documents		
Certificate of Naturalization(Form N-550 or N-570)	OISS Clearance Forms	Unexpired Employment Authorization Card (Form 766, I-688, I-688A, I-688B)
Certificate of U.S. Citizenship(Form N-560 or N-561)	Original or certified copy of a birth certificate issued by a state, county, municipal authority or outlying possession of the United States bearing an official seal	Unexpired employment authorization document issued by DHS (other than those listed under List A)
Certification of Birth Abroad issued by the Department of State (FormFS-545 or Form DS-1350)	Permanent Resident Card or Alien Registration Receipt Card with photograph(Form I-151 or I-551)	Unexpired foreign passport, with unexpired Arrival-Departure Records, Form I-94
Driver's license issued by a Canadian government authority	School ID card with a photograph	Unexpired Reentry Permit (Form I-327)
Driver's license or ID card issued by a state or outlying possession of the United States containing a photograph or information such as name, date of birth, gender, height, eye color and address	School record or report card	Unexpired Refugee Travel Document (Form 1-571)
I-9 Employment Eligibility Verification Original Form with Signature	U.S. Citizen ID Card (Form I-197)	Unexpired Temporary Resident Card (Form I-688)
ID Card for use of Resident Citizen in the United States(Form I-179)	U.S. Passport (unexpired or expired)	
ID card issued by federal, state or local government agencies/entities, provided it contains a photograph or information such as name, date of birth, gender, height, eye color and address	U.S. social security card issued by the Social Security Administration) or Student IT/IN Card	
Legal Labor Related Documents		
Grievances		
Medical Documents		
Correspondence from Employee	Doctors' Statements	Notes regarding phone conversations with employee
Correspondence from Risk Management/Labor	FMLA Medical Certification	Second and Third Doctor opinions
Correspondence to Departments/Employees regarding employee status	FMLA request for leave form	Copy of Long-term Disability approval memo from TCW

Payroll Documents		
8233 Tax Treaty	W-8 Ben	Last Day of Work/Pay Notice
Court orders for garnishment (Payroll)	Canadian Direct Deposit	Michigan State Tax Cards
Late Paper Timesheets	Detroit City Tax Cards	W-2s
Stipend and/or Housing Subsidy Recipient Form	Federal Tax Cards (W-4)	
Personnel Documents		
Appointment Summary	Employment/Award Agreements	Requests to Review Files
Bonus Recommendations	ESS Letter with Signature	Sabbatical, Awards, P&T, Merit Salary
Certificate of Relevancy	Graduate Employee Organizing Committee Support Allocation Form	Separation /Severance Agreements
Change in Tenure Clock Start Date	Hiring Waivers	Settlements
Changes in Address	Jury Duty Notices	Tenure Clock Stopage
Changes in Name	Justification memos to hire	Tenure Letter with Signature
Conditions of Employment for Temporary Employee	Letters of Offer	Termination docs
Copies of Subpoenas	Mass Salary Notification	Transcripts
Curriculum Vitaes (CV)/Resumes	Performance Improvement Plans	Unpaid Leave of Absence Memo
Degree Waivers	Performance Reviews	Veteran Info/Service Order Military Leave Order
Employee Data Form for New Hires	Position Action Request Form	Waivers of Posting
Employment Applications	Posting	
Pre-Employment Documents		
Criminal Record Reports	Fingerprint Reports	
Workers Compensation Documents		
Correspondence regarding Worker's Comp	Litigated Documentation	Report of Injury/Investigative Report
File Notations	Medical Reports	State of MI Records
Invoices/Payments	Payroll/Wage Loss Information	

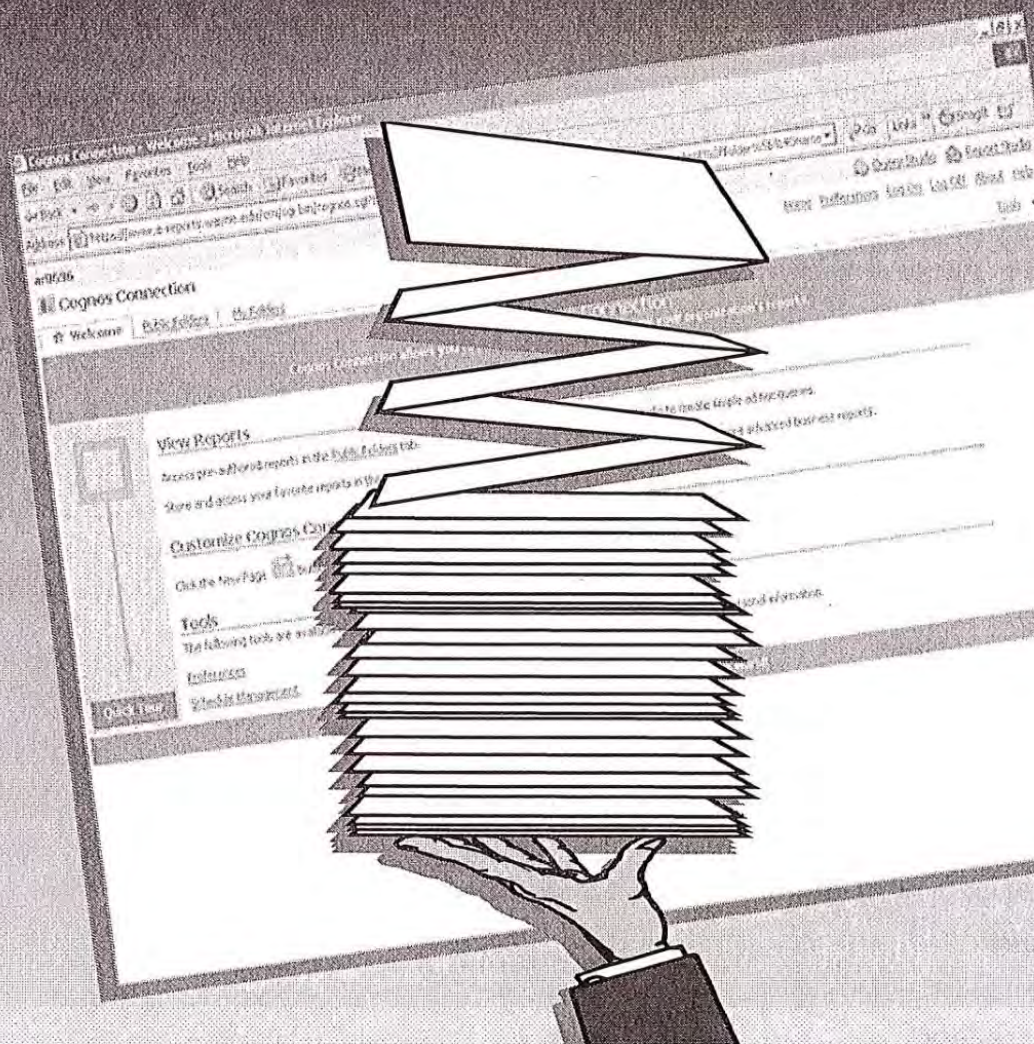
Glossary

This glossary includes a list of key terms that you should become familiar with when using Application Xtender for document management.

Document Management System	A computer-based system or program used to track and store electronic documents and/or images of paper documents
Application Xtender	The application used to manage electronic documents. Users will scan documents, and assign document types to them for viewing later.
Batch	Page(s) scanned into Application Xtender that have not yet been indexed.
Document	Page(s) scanned into Application Xtender that have been indexed, i.e., assigned a document type.
Page	This can refer to a single electronic page in either a *batch* or a *document*.
Scan	To capture a document electronically in Application Xtender by using a scanner that is recognized by Application Xtender.
Import	To bring an already existing electronic document into Application Xtender, such as a PDF. This does not require the use of a scanner.
Index/Indexing	Selecting a document type for page(s) scanned into Application Xtender.
Document Type	When indexing a batch, you must select a *Document Type*, e.g., Personnel or Identity, before saving the batch as a document. This groups documents of the same type together.
Comments	A field on the indexing panel where you can type up to 30-characters of information. These comments are saved with the document, and can make it easy to locate it among multiple documents.
Organizational Level Security	A way to secure documents that allows only authorized individuals to view them.
Secure (document)	A document that is only viewable by someone with the correct Organizational Level Security. Once a document is indexed in Application Xtender, it becomes a *secure* document.
Server	A physical storage location for documents kept in Application Xtender. Documents scanned or imported into Application Xtender are stored on a computer server.
B-H-ID	The Banner HR Common application. An HR application you are logged into when in Application Xtender. Only people with B-H-ID access can get into Application Xtender this way.

Cognos

Cognos Navigation



Handling Your Reports

Version 2.0/July 2013

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Cognos & ODS Overview

Terminology

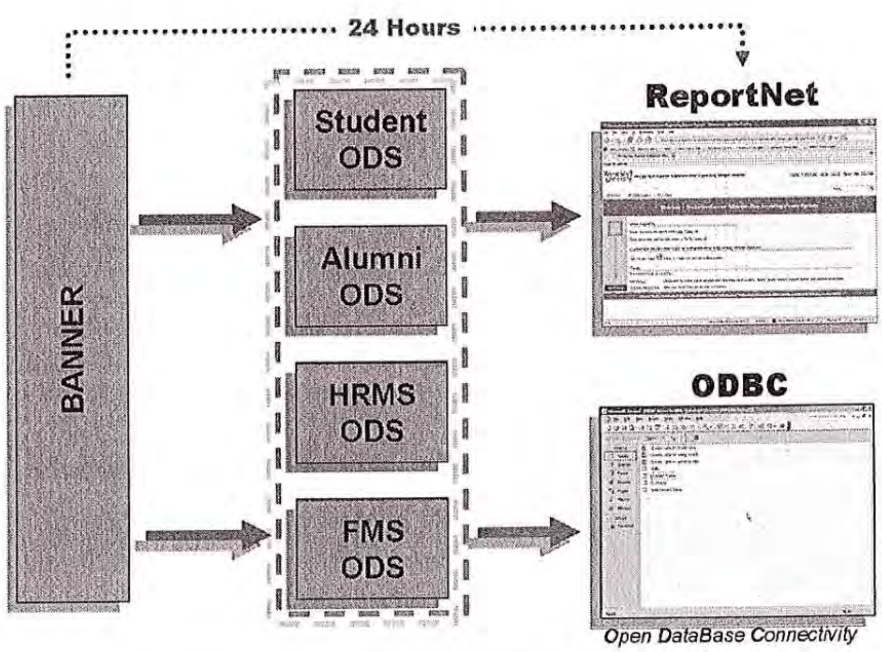
The reporting environment at WSU has recently undergone dynamic changes. The intent of the effort has been to simplify reporting for the report users. This change, however, has introduced new terminology to the reporting mix. The following definitions should help clear any issues or misunderstandings.

Cognos	The software brand name.
Operational Data Store (ODS)	Data storage system where data is retrieved for reporting.
Cognos	The suite of tools for viewing and creating E-reports.
Viewer System Portal	The user interface or entry point, for accessing the tools in Cognos.
Report Viewer	The default report viewer when reports are run for viewing.

The ODS Environment

For purpose of running and viewing reports, report data is not drawn directly from Banner. Every night Banner uploads data into the Operational Data Store (ODS) and only the data necessary for reporting.

For you the report viewer, this means the data on the report you are viewing today is yesterday's data. The vast majority of us do not require "just-in-time" data for making decisions and plans, so data that is delayed 24 hours posses no problem for us.



Cognos & ODS Overview

At WSU, data is extracted from the ODS from one of two ways: Cognos or Open Database Connectivity (ODBC). Cognos is WSU's report viewing and writing tool. Again, for the vast majority of us, this tool is sufficient for our needs.

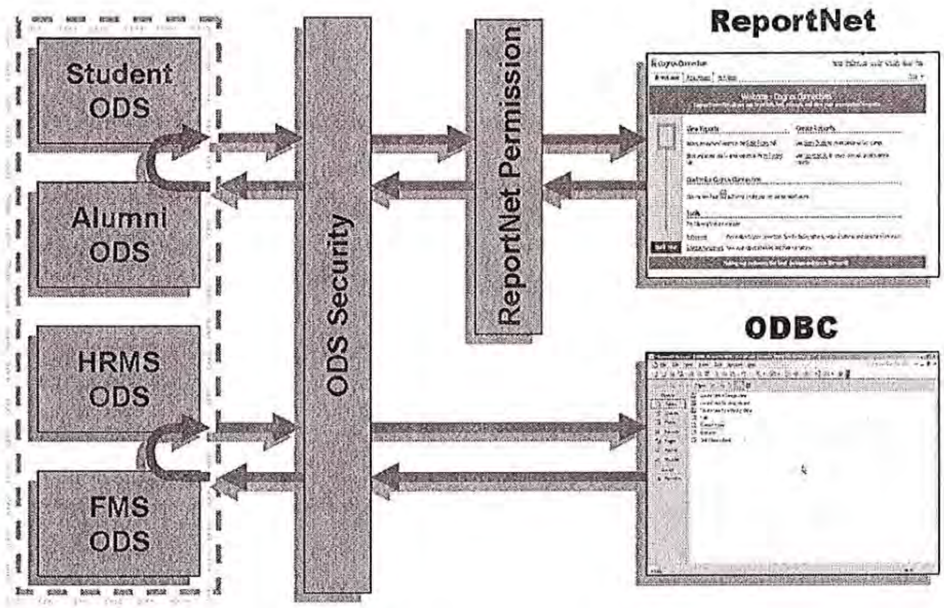
Occasionally, department need to use Banner data in another application, e.g., Microsoft Access. In those instances, the data is extracted from the ODS through a process known as ODBC.

ODS and Cognos Security

In our current data environment, there are two levels of security.

The first is WSU Security. They provide Banner access to the various business systems: Finance, Human Resources, Student, and Alumni. Combined with other variables like school, college, division, etc., a profile is created for each Banner user and report viewer. This profile sets the parameters for the Banner data that each user can see.

The second level of security defines which reports a user has access to. Once again, based on a set of variables and needs, a user is given permission to access and view specific reports. Report permission is granted by each Business System Custodian.



Armed with a Banner access profile and business system report permissions, you are now ready to view your reports using Cognos.

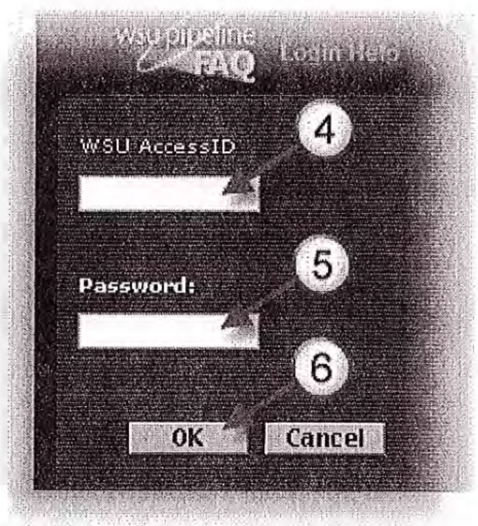
Notes

Opening Cognos

From WSU Pipeline

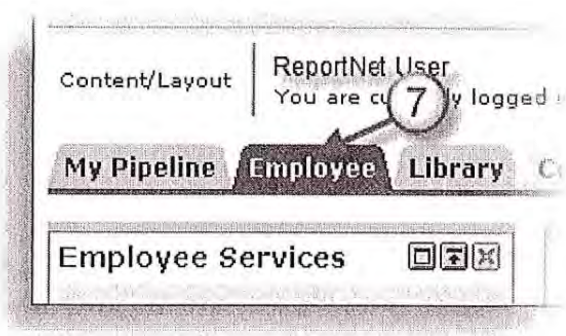
To open Cognos Cognos from Pipeline:

1. Open your Internet browser (**Internet Explorer** is strongly recommended).
2. In the **Address** field, type pipeline.wayne.edu or click this link to open **Pipeline** in a new browser.
3. Click the **Go** button or press the **Enter** key.
4. Enter your **WSU AccessID**.
5. Enter your Pipeline **password**.
6. Click **OK**.

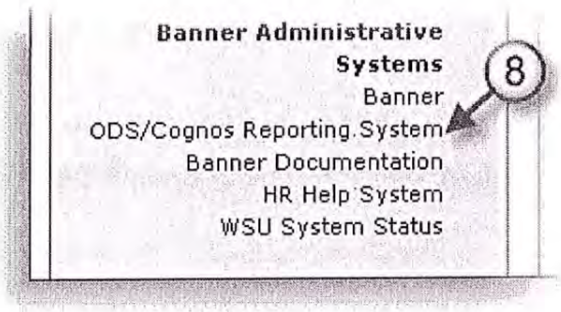


When Pipeline opens:

7. Click the **Employee** tab.



8. Click the **ODS/Cognos Reporting System** link in the left-hand margin under Banner Administrative Systems.



Cognos will open.

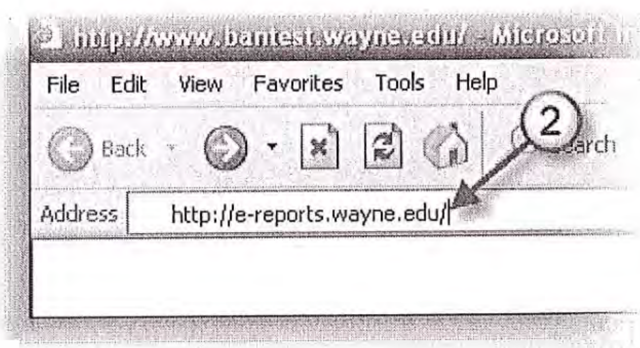
<u>**From Your Browser**</u>

To log on to Cognos without logging on to Pipeline first, you can simply enter the address directly into the address bar of your browser.

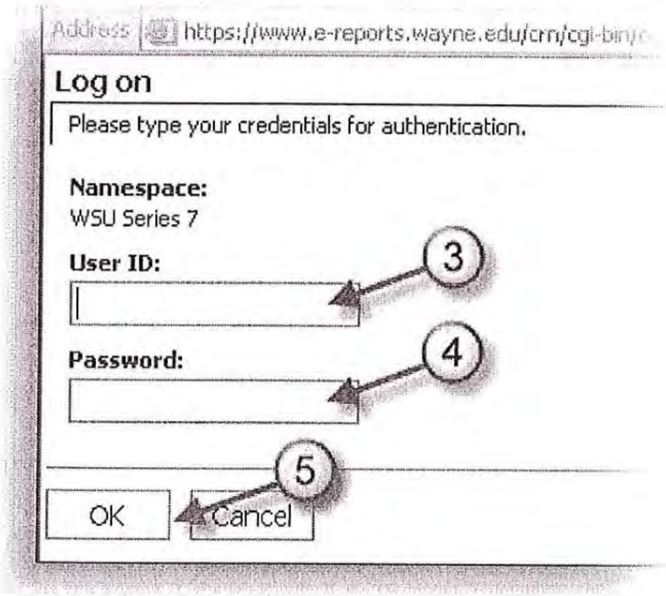
Note: You can also use this method if you do not have an "Employee" tab in Pipeline or if you do not have access to WSU Pipeline.

You can also use these steps if you do not have an Employee's tab in Pipeline.

1. Open your browser
2. Enter <u>e-reports.wayne.edu</u> into your browser's address bar. (Or click the previous link to open the log on screen in a new browser.)



3. When the Cognos **Log on** page appears:
4. Enter your WSU AccessID.
5. Enter your Banner Password.
6. Press the **Enter** key or click **OK**.



Cognos will open.

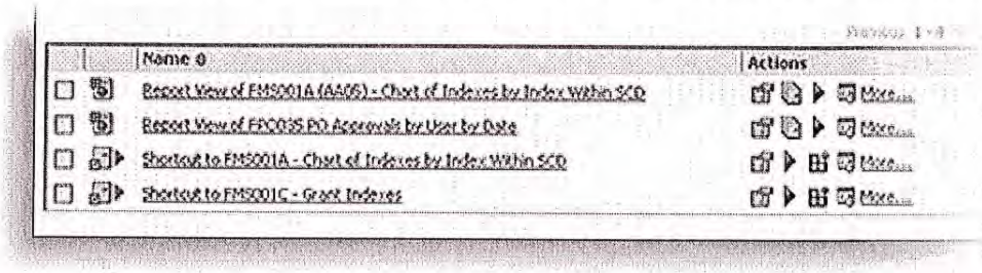
Notes

Folder Structure & Layout

This section describes the basic layout for **Public Folders** and **My Folders** pages. New pages that you may create have their own unique layout and will be covered later.

The Entry Area

Cognos refers to the items that appear in the list under the **Name** column as **entries**.



Entry Icons

In addition to **Folders** and **Reports**, several other types of entries appear here in this area.

- Shortcuts
- Report Views
- Scheduled Jobs
- URLs (Internet Addresses)

Familiarity with these icons gives you insight into the purpose and format of the entry

 Folder

 Shortcut to a Report

 Report View in PDF

 Report View in HTML

 Scheduled Job

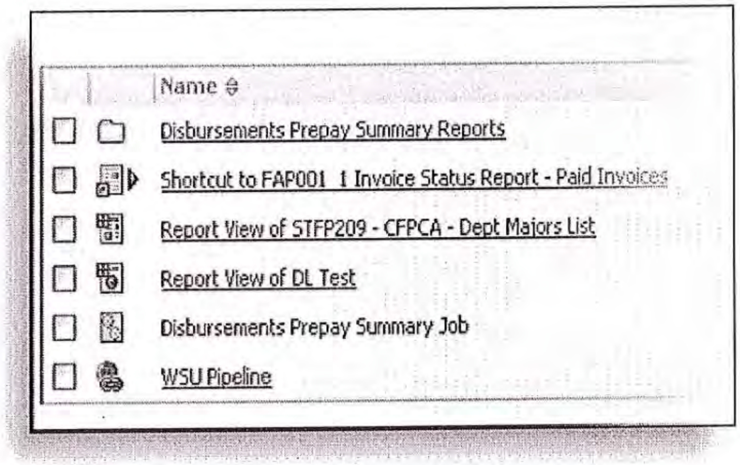
 URL (Internet Address)

 Broken Report View Link

 Broken Shortcut

Folder Structure & Layout

This illustration shows you how they might look in your entry area after you begin to customize your portal and tabs.



A. **Selection Boxes**

The entry check box must be checked prior to attempting to do any of the following commands on the tool bar:

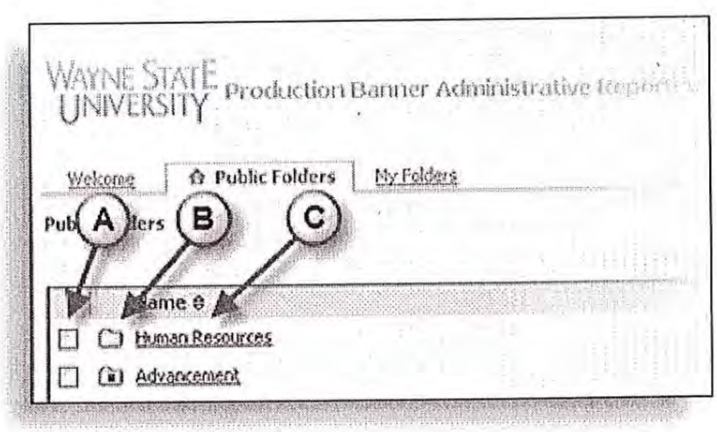
- Cut
- Copy
- Paste
- Delete

B. **Entry/Action Icons**

The icons indicate the type of entry that appears in the list.

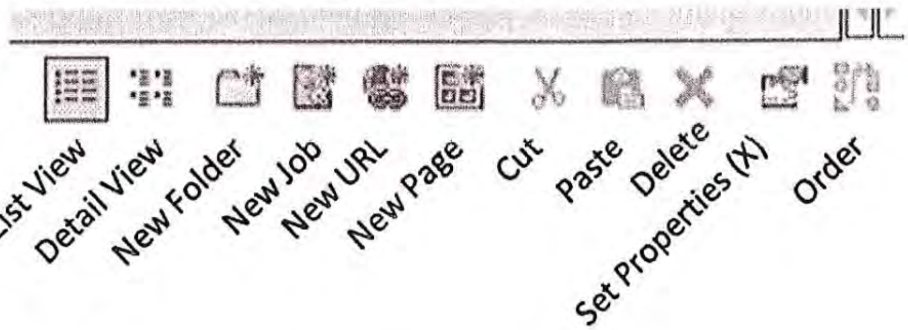
C. **Name**

Describes the entry and is the **hyperlink** to the ***entry***.



Tool Bar

This tool bar is available when you select either **Public Folders** or **My Folders** pages.



- **List View**: Default view of the **Public Folders** tab.
- **Detail View**: Option for changing the way **Public Folder** icons are displayed.
- **New Folder**: Creates new folders on **My Folders** tab.
- **New Job**: Creates "batch area" of reports for automatic scheduling on **My Folders** tab.
- **New URL**: Creates link to a web site on **My Folders** tab.
- **New Page**: Creates link to a customizable "portal" page on **My Folders** tab.
- **Cut**: Cuts an item from **My Folders** tab when element is selected (box checked).
- **Paste**: Pastes an item from **My Folders** tab for pasting into another folder on **My Folders** tab.
- **Delete**: Permanently deletes an item from **My Folders** tab when box is checked.
- **Set Properties (X)**: Sets properties for folder that is displayed on **My Folders** tab.

Action Buttons

The icons indicate the actions you can take with each of the entries.

Set Properties: You can only set properties for entries in My Folders.

Report View: View the output versions of the report that have been "saved" to your folder. Report will not be re-run.

Run with options: This will run the report. If parameter values must be set before report is run, you will be prompted for the parameters.

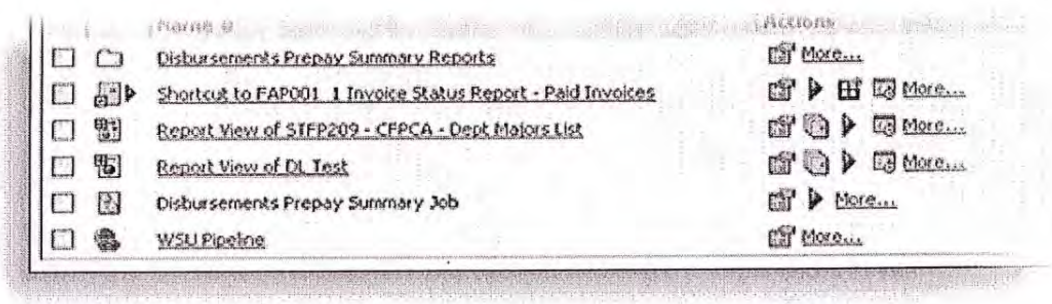
Schedule: You can schedule the report at the time and date of your choosing. You can also set the format and delivery method of the output.

More... **More...**:Provides additional actions that can be taken

Create a Report View of this report

Folder Structure & Layout

Not all action buttons appear for each entry type. This illustration shows the various combinations of buttons as they relate to specific entries on the **My Folders** page.



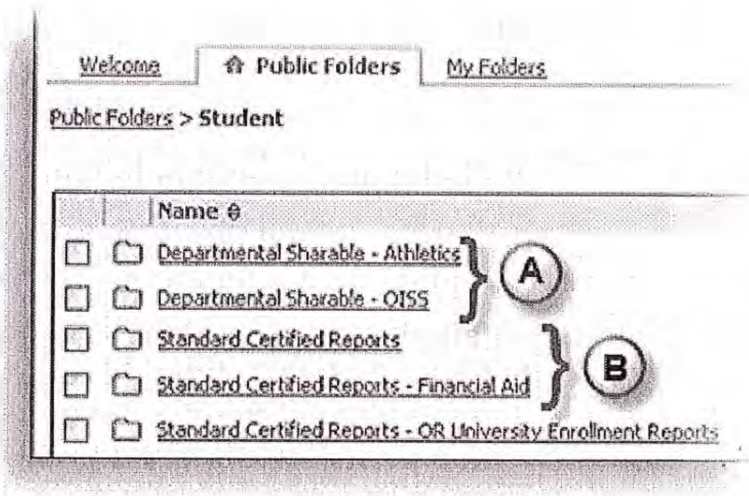
Report Types

As stated in the section on ***ODS and Cognos Security***, access to reports in Cognos is a two tiered process. WSU Security grants access to the Banner business system modules and the Business System Custodians grant permission to specific reports with each business system.

If you cannot run a particular report or a report folder is empty, it may be the result of missing one or both of the security approvals.

Reports in the **Public Folders** tab fall into one of two categories:

A. Departmental Shareable Reports
B. Standard Certified Reports (SCR)



The folder name indicates the type of reports that are contained within the folder.

Departmental Shareable Reports

- These reports contain data that is unique to individual departments and is only viewable by users within the department.
- Access to the Departmental Shareable Folders and Reports is granted to report users by **business system custodians**.

Standard Certified Reports (SCR)

- These reports are intended for use throughout Wayne State.
- Access to the Standard Certified Reports is granted by the **business system custodians**.

Notes

Locating Your Report

Finding the report you want to view is simply a matter of "drilling down" through the folder tree until you locate the report for which you are looking. By clicking the folder names, you will drill-down until the report you are looking for displays.

The degree of difficulty you will face in finding your report depends largely on your familiarity with the reports. If you have viewed reports in the past, you should not experience much difficulty finding your reports in Cognos.

If the folder structure is not intuitive to you, you can use the Report Crosswalks listed below. Armed with the "old" report name, you can find the folder location of the report you are seeking even if it has a "new" report name.

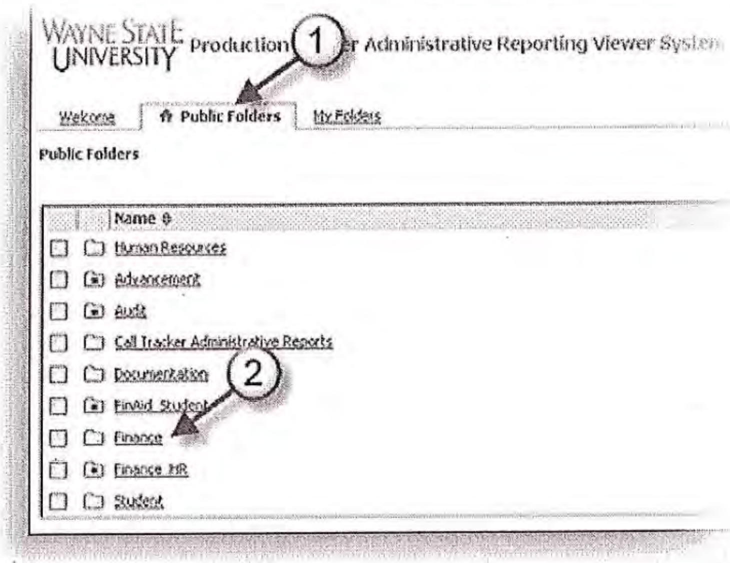
On the other hand, if you are a new report user, you may experience some degree of difficulty. Without an "old" report name you will not be able to use the Crosswalk to find the folder location of the report, and if the name has changed, it may even be more difficult. Several hints to help you in your search:

- Find a report user in your department/area and ask him or her which forms they use.
- Open the Crosswalk where you believe your report might be located and review it looking for the report you need.
- Drill-down through the Public Folders structure. You may find that it is more intuitive than you might have guessed.

Running and Viewing a Report

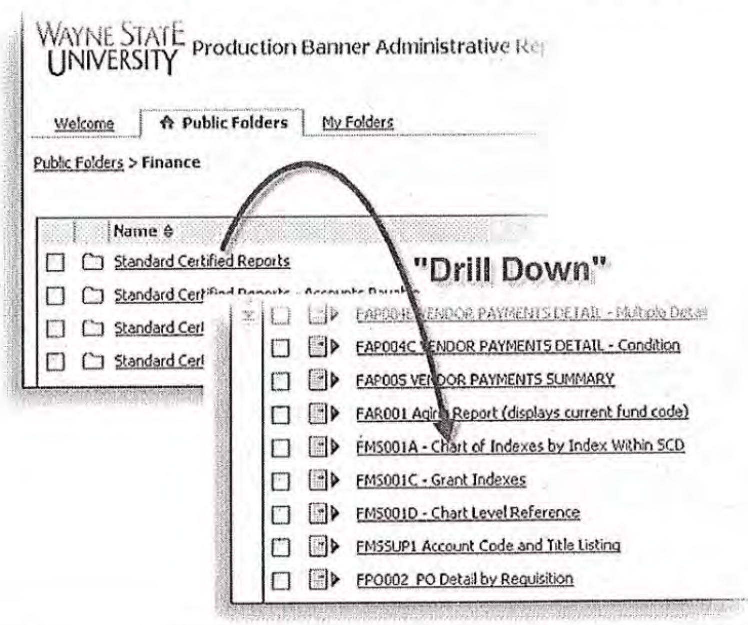
To view an E-report in the **Public Folder**, follow these steps:

1. Click the **Public Folders** tab if it is not already active.
2. Click the folder link where the e-report you wish to view is located.

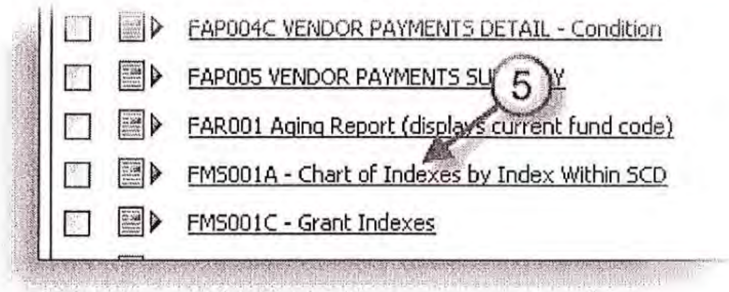


Drilling-down

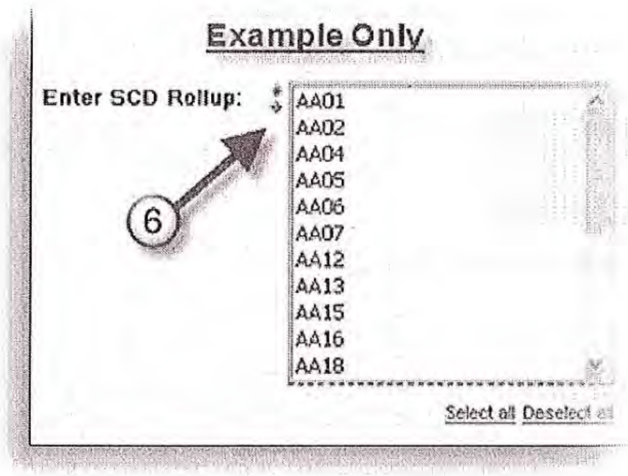
Getting to your report may require several layers of "drill down" before the report name is visible. Once you open the folder containing your report, the folder may contain more reports than are actually displayed on the page. No scroll bar is present and there is no numerical indication of how many reports are in the folder.



4. Once your report is visible, you can run the report by clicking the report name, e.g., **FMS001A - Chart of Indexes by Index within SCD**.



5. If your report requires parameters before it will run, you will be prompted to select them. When you click the **Finish** button located near the bottom of the screen, your report will run.



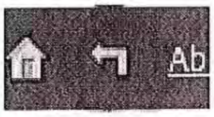
Note: a **red asterisk** next to a parameter field indicates the parameter is required to run the report. In addition, a report may have multiple parameters required.

7. While the report is running, you may see this message, "**Your report is running.**" (The **3-D Cube** will be rotating to indicate the passage of time.)
8. It is possible to reroute your report results from your printer to an "electronic copy" called a Report View or to an email address for distribution. These topics are addressed in the article "**Can I change the delivery of my report results while my report is running?**"
9.

Your report will display in the **Report Viewer**.

10. You can view your report by using the page control buttons at the bottom of the window or by scrolling with the vertical scroll bar.

11. To return to the portal, click the **Return** link in the upper left-hand corner of the window.

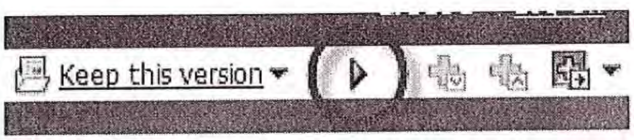


Re-running a Report

You can re-run your report and change the parameters without returning to the portal.

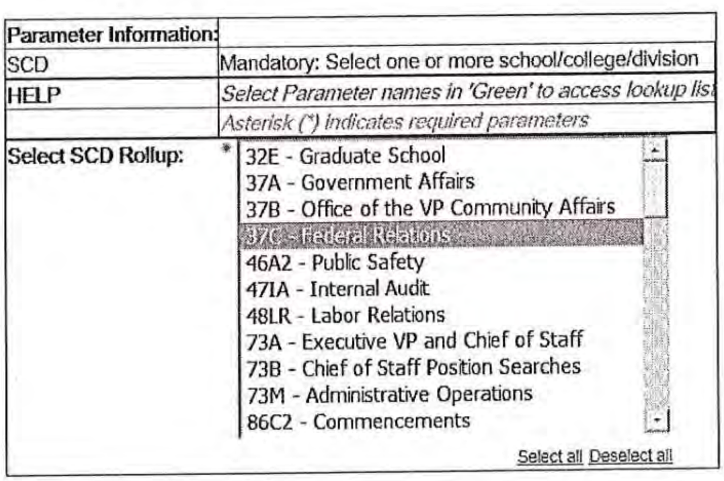
If you run your report in either HTML or PDF formats, the report results will display in your browser. To re-run the report and change the parameters, follow these steps:

1. Click the **Run** icon in the upper left-hand corner of the window.



The page will refresh and you will return to the parameters page.

2. Enter the new parameters.
3. Click the **Finish** button to re-run the report.



Your report results will display in your browser.

Note: If you initially ran your report in either an Excel or CSV format, your results will not display in the browser — so there will be no Run with options button to click on. In this case, you will have to return to Public Folders and run your report from the portal once again.

Notes

Saving Your Report Data

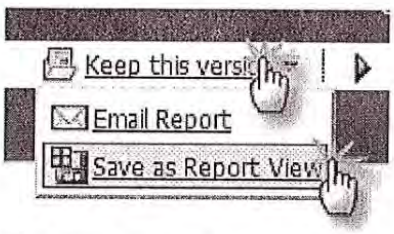
Creating A Report View

Creating a Report View is your way to "save" the results of a report that was run with specific formatting and parameters.

As an example, you have run a leave balance report for the first two quarters for the calendar year. If you have a need to "keep" the results of this report, you can create a report view.

Follow these steps to create a report view:

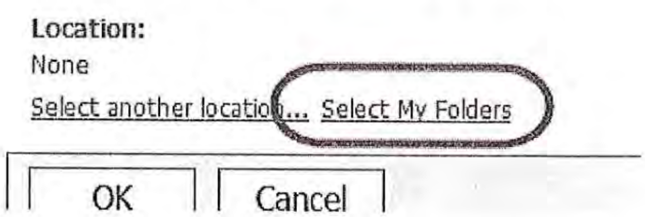
1. Run your report as you normally would. After the results are displayed...
2. Click the **Keep this version** located in the toolbar. Then click Save as a Report View from the pull-down menu.



3. Enter a name for your Report View. The default name identifies the link that will be created as a "**Report View of...** *(name of the report that was run).*" We recommend that you use the default name and add the parameters to the end.

   For this leave balance report, you might add **(1st & 2nd Qtrs 2013)**. Remember, clicking this link will display report data. Whatever you choose to name it—save yourself time and aggravation—make sure the name gives you a clue as to what is going to be displayed.

4. If you ran your report from **Public Folders**, you **must** click on the **My Folders** link to save the report view to **My Folders** tab. If you forget, you will get an alert box directing you to "Please select a location."



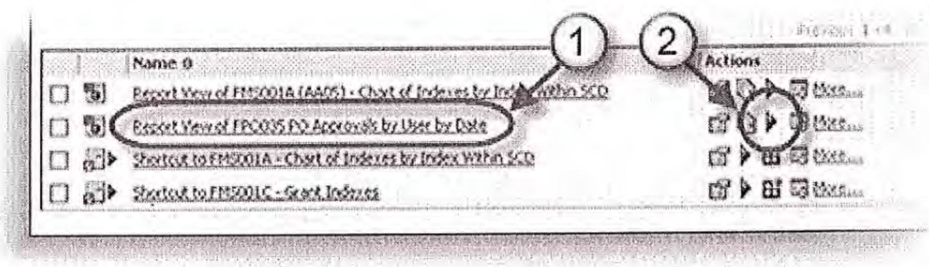
5.

Re-running Your Report View With Options

When you create a **Report View**, in addition to the report layout (columns, rows, and fields), you also capture the format of the report output (html, PDF, etc.), delivery method, and the parameters that were selected when the report was initially run.

By clicking on the **Run with options** icon for your Report View, the options and parameters pages will appear and you can re-run the report with results that are produced with the current selections.

1. When you click the report name, both **Run options** and **Parameter** pages are bypassed. The report runs with the captured formats and parameters.
2. If you click the **Run with options** icon, you will be prompted for both **Run options** and **Parameters** before the report will run.



See ***Running & Viewing A Report*** for additional information for running your report.

Notes

Creating a Report Shortcut

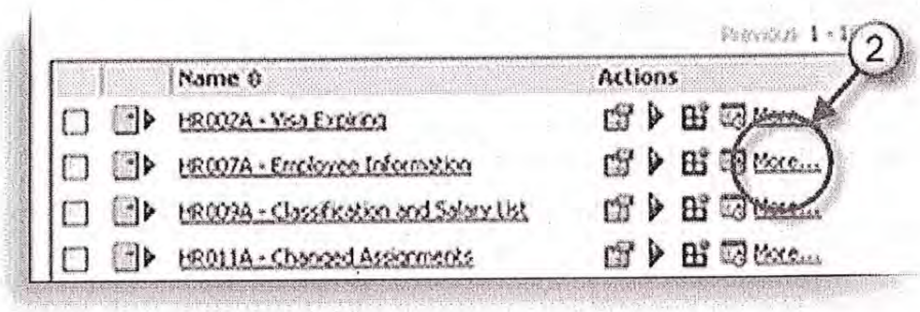
Creating a Report Shortcut

Shortcuts are used to organize information that you use regularly. For example, if you frequently use a report in Public Folders, you can create a shortcut to it in My Folders and avoid having to drill-down to the report every time you want to run it.

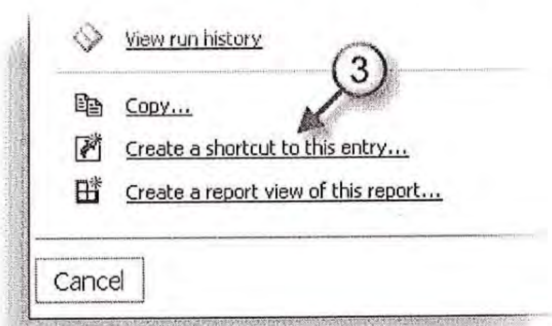
Tip: If the source report was deleted or moved to another location, the shortcut icon changes to indicate a broken link, and the properties link to the source report is removed.

Follow these steps to create a report shortcut:

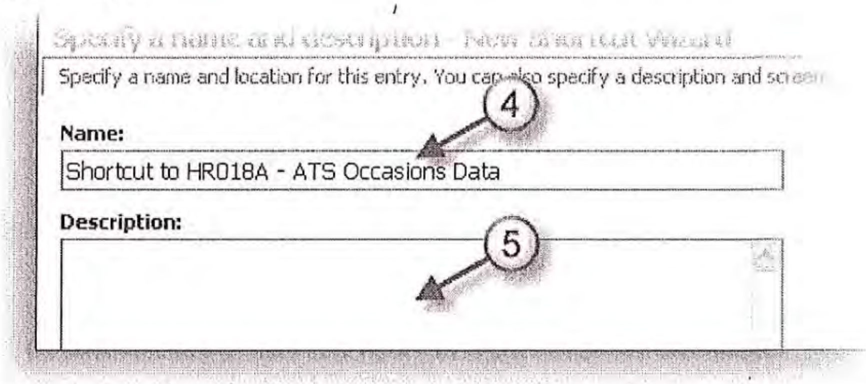
1. In Public Folders, locate the report you want to create a shortcut to.
2. In the Actions column for the specific report, click **More...**



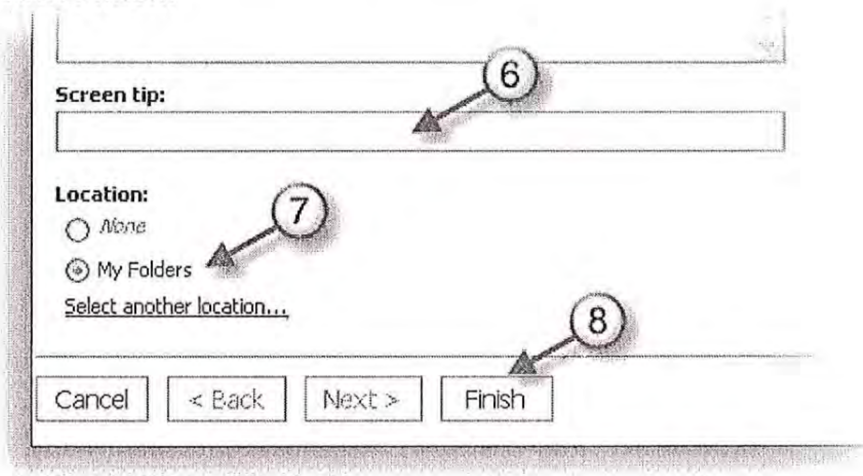
3. Click Create a shortcut to this entry to open the shortcut page



4. In the Name box, type the name of the shortcut.
5. If you want, in the Description and in the Screen tip box, you can type a description of the entry.



6. The screen tip, which is limited to 100 characters, appears when you pause your pointer over the icon for the entry in the portal.
7. Click the radio button for **My Folders**.
8. Click **Finish**.

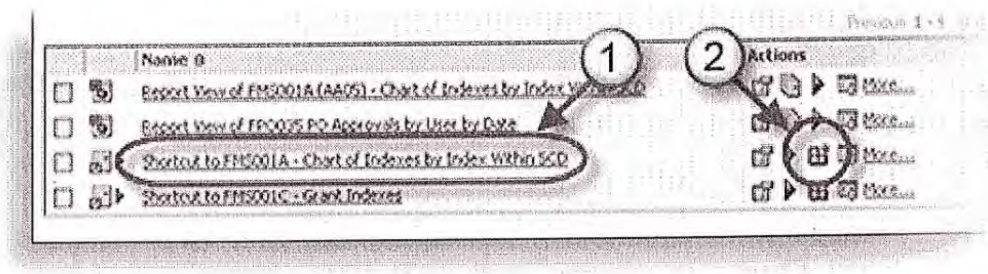


Creating A Report Shortcut

Using A Report Shortcut With or Without Options

When you create a shortcut, the shortcut retains the formatting set on your **Preferences** page and no parameters are retained. It acts just like the original report located on the Public Folders tab.

1. When you click the report name, **Run options** is bypassed, however, you are prompted for **Parameters**.
2. If you click the **Run with options** icon, you will be prompted for both **Run options** and **Parameters**.



Shortcuts are "created" on your **My Folders** tab, *not* to the Public Folders.

Notes

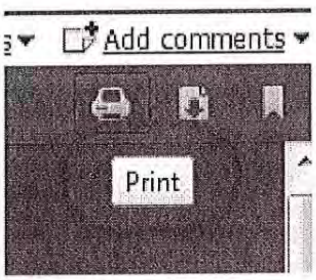
Printing a Report

This procedure assumes you are attempting to print your report from within Cognos.

The default report format is PDF. This means your report will open within your browser in an embedded Adobe Reader. There is a print button in the upper right-hand corner of the Adobe Reader.

Printing a report that is in HTML format

1. Click the **View in PDF Format** button.



2. Select a printer (of use the default), and your report will print just as any other document.

Notes

Emailing Your Report

Emailing your reports is an easy, convenient way to distribute your report results. You have two opportunities to email these results:

1. After the report has run, or
2. While the report is running

You also have choices of who to email them too, and what you will email to them.

Who can I email my report results to?

1. You can email report results to people who have access to Cognos, and
2. You can email report results to those who do not.

What can I email to them?

1. You can "attach" a copy of the report results to them, or
2. You can send them a link to the results inside Cognos.

Considerations for Emailing Report Results

There are two issues you should consider before emailing report results:

1. Does the report contain confidential information?
2. Does the recipient have a security profile and permission to review the results?

The following table is intended to provide a set of guidelines for making your emailing decisions. It is not definitive. Ultimately, you know your business process and your business environment. Weave in a little common sense and make a decision **on what should be emailed to whom**.

Does the Recipient have...	Confidential Data	Non-Confidential Data
Banner Profile & Cognos Access	Include a Link	Include a Link
Banner Profile Only	Include the Report	Include the Report
No Banner Profile or Access	Do Not Email *	Include the Report

* Not everyone we do business with or interact with on a day-to-day basis is a Wayne State employee. And, indeed, they may have legitimate business reasons to have information. If you are in doubt as to whether an individual should see particular reports, consult your immediate supervisor or manager for guidance.

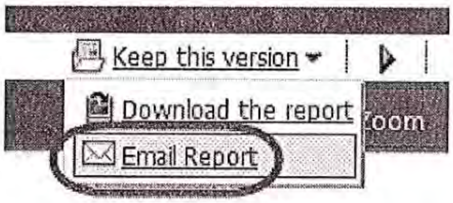
Important: When you email a report as an attachment, the report is now uncontrolled. You and each recipient are responsible for the security of its contents.

Emailing A Report

Email After the Report Has Run

After a report has run, and you are looking at the results, you may decide to email the results to one or more people. Follow these steps to accomplish this.

1. Click the **Keep this version** link, then **Email Report**.



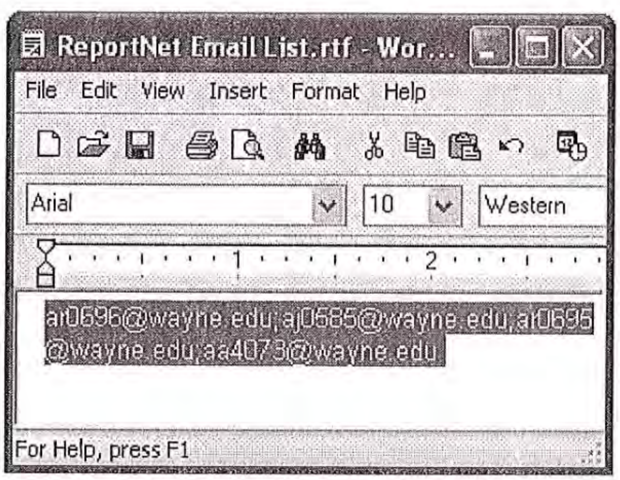
When the **Set the email options** page opens, you will find two areas in which you can enter email addresses.

The first allows you to select email addresses from a list after going through several steps to find it. The second area is an open text area where you can type the email address or addresses.

Unfortunately, neither area allows you to create and save a distribution list. Because of this, you'll have to recreate the distribution list every time you attempt to email.

So, here's a suggestion for a work-around:

Create your distribution list in a word processor. Microsoft Word Pad works just fine. Separate recipients with a semicolon (;)

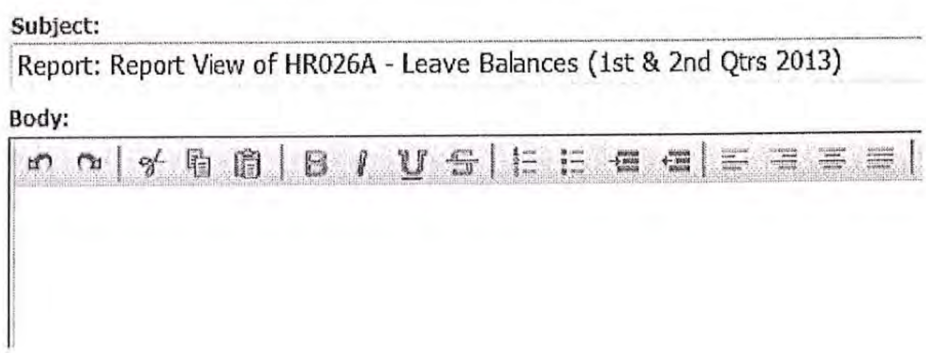


When you need email a report to this list, simply open the document, copy the list, and paste it into the email text area.

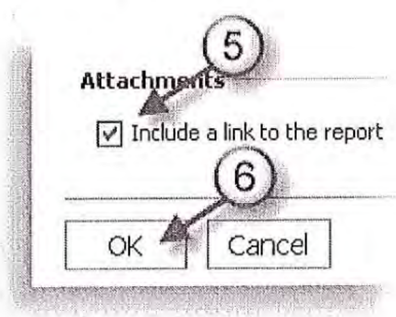
Our recommendation—it's easier to type the addresses.

2. Enter email address into the **To** field(This field accepts all email address).

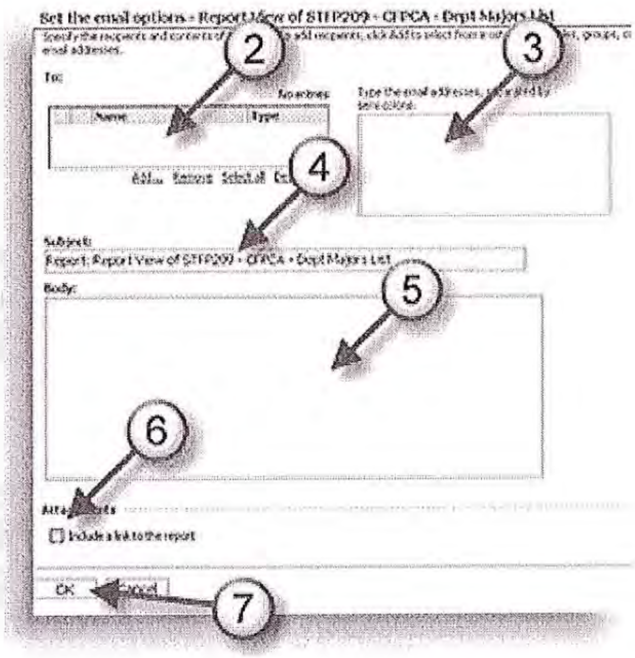
3. Edit the subject line if needed.
4. Enter body text (message) if needed.



5. Click **Include a link to the report** if required.
6. Click **OK**.



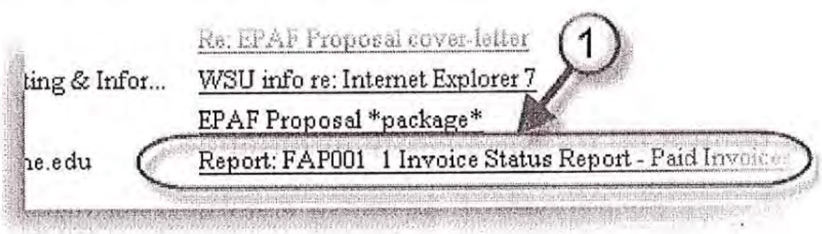
7. Click **OK**.



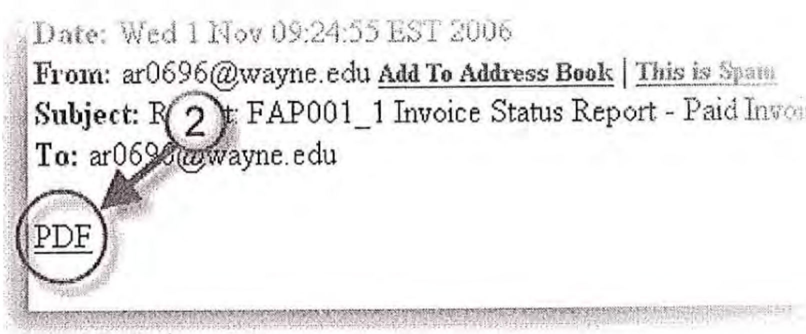
What does the email recipient see?

If you have included a link to the report, your recipient will do the following:

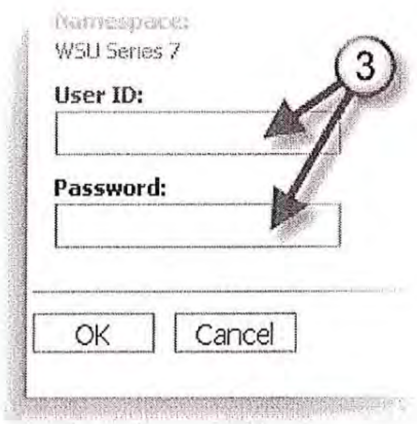
1. Click the subject line in the list of emails.



2. When the email opens, they will see any message you may have added and a link to the report. Click on the link.



3. The link will open the **Log on** screen for Cognos. They will enter their WSU AccessID and their Cognos password, then click OK.



4. After the log on occurs, Cognos will immediately run the report and the results will be displayed.

If you have **included the report**, they will follow the same steps 1 and 2 above except when they click the link a copy of the report will open.

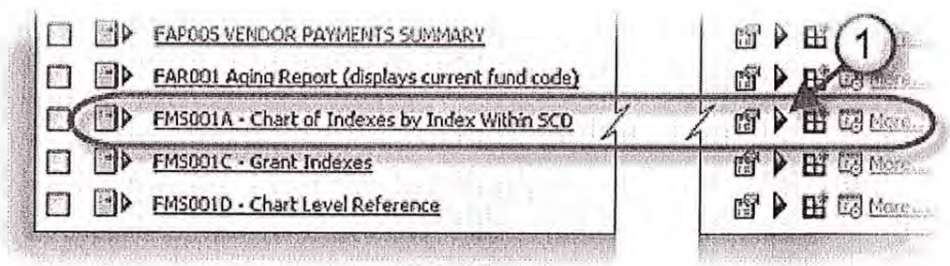
Exporting Report Data

Export to Microsoft Excel

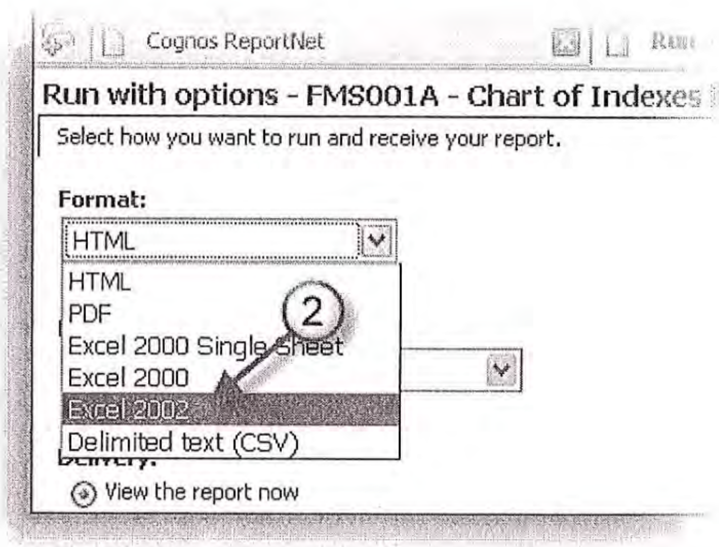
This procedure takes you through the steps for exporting your report results into an **.xls** format for use in Microsoft Excel. Exporting your data into an **xls** format retains the report formatting, e.g., header information, cell formatting, etc., with your report data.

Note: This article does not provide instruction on the formatting or manipulation of your data when opened in Excel.

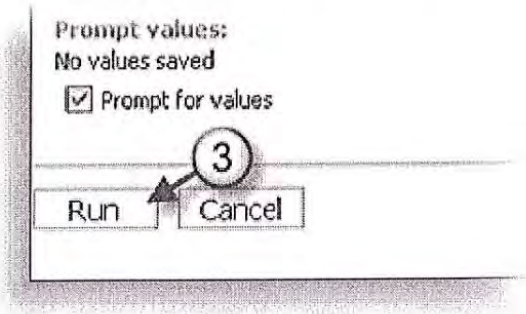
1. Select the report you want to export and click the corresponding **Run with options** icon. Do not click the report name to run the report. Clicking the report name will by-pass the options page.



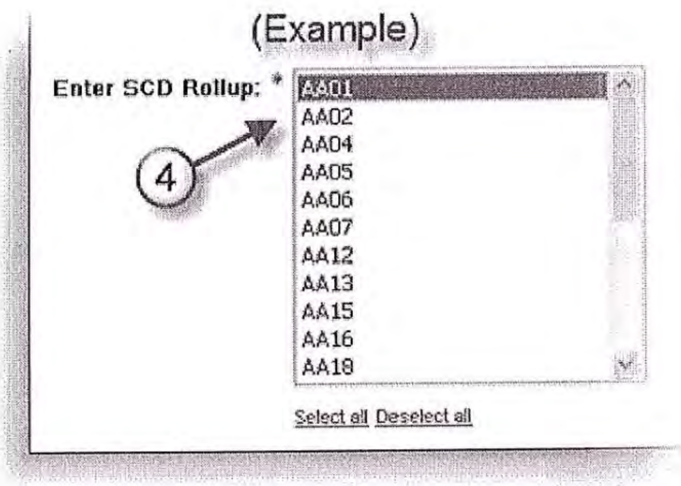
2. When the **Run with options** page appears, select an Excel format from the drop down list.



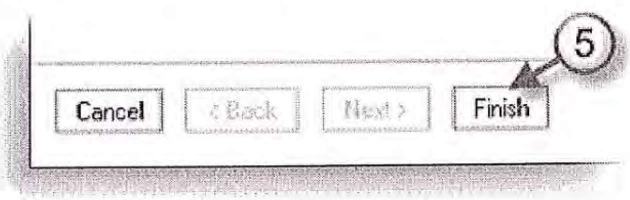
3. Click the **Run** button to run the report.



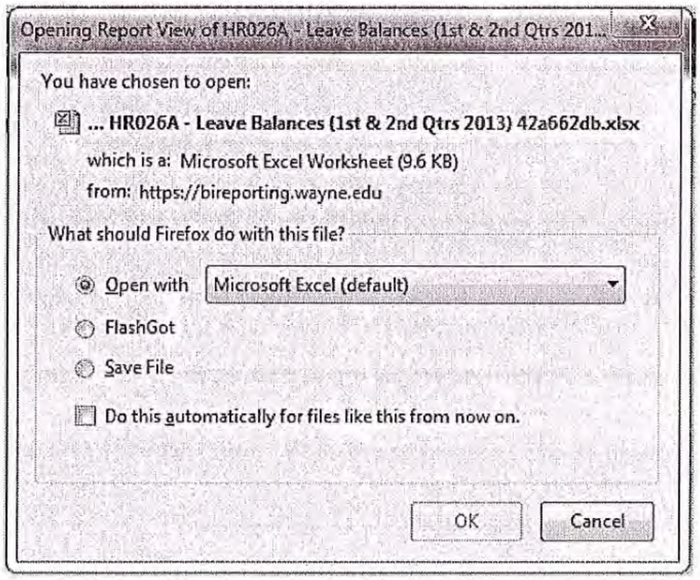
4. If your report does not require setting parameters, go to Step 6. If parameters are required, you will be prompted to set them before the report is run. Select your parameters.



5. Click the **Finish** button.



6. Because you ran your report requesting the results in an Excel format, your report will not open in your browser. Instead, a **File Download** dialog box will appear and you will have the option of opening or saving the file.



7. Your report data is now available to Microsoft Excel.

   Important: Your report data is "static." There is no dynamic link back to Cognos. Your results only reflect the data that was available on the day your report was run.

Notes

Scheduling Reports

Reports can be scheduled to run automatically when you want them to run, e.g. off-hours when there is less demand on the system.

You can schedule individual reports or group them together using a "job." Reports can be scheduled to run routinely by minute, hourly, daily, weekly, monthly, or yearly. After you create a schedule, the report or job runs at the time and date specified.

Reports and jobs can have only one scheduled run regardless of the frequency. If you need a report to run at a different time or with different parameters, you can create a Report View and schedule the Report View to run just as if it were the original report. Jobs have their own schedules, and these schedules are independent from report schedules.

Prompts in Scheduled Reports

If a report that contains prompts is scheduled, you must save the prompt values or specify default values to ensure that values exist when the report runs according to the schedule.

In a job, you can specify prompt values for job steps. When a report runs as part of a job, the prompt values saved in the job definition are used instead of the values saved with the report. If no values are specified in the job definition, Cognos uses the values saved in the report.

Schedule a Report

You can schedule a report to run at a later time or at a recurring date and time.

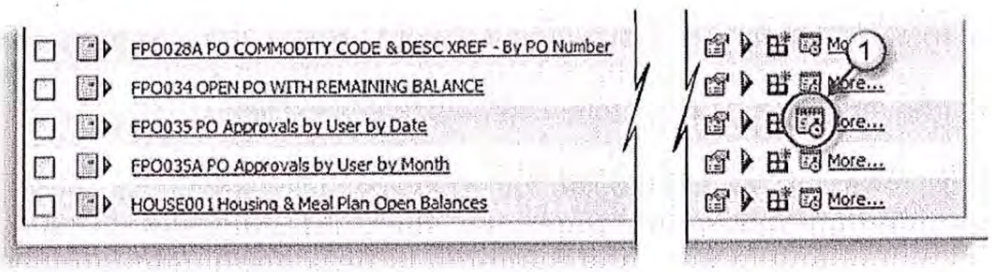
If you no longer need a schedule, you can delete it. You can also disable it without losing any of the scheduling details. You can then enable the schedule at a later time.

Cognos keeps history information and report outputs each time a report runs according to a schedule. You can specify how many occurrences to keep or for how long to keep them. For example, you can keep the history and report outputs for the ten latest occurrences or for schedules that ran in the last two months. Use the report history to see the times at which the reports ran and whether the reports ran successfully.

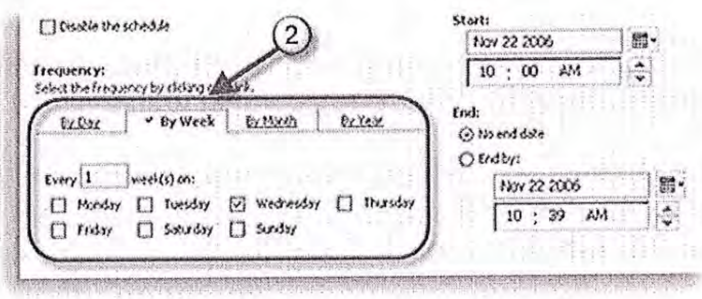
Scheduling A Report Run

To schedule a report to run:

1. In **Public Folders** or **My Folders**, click the **Schedule** button for the report or report view you want to schedule.

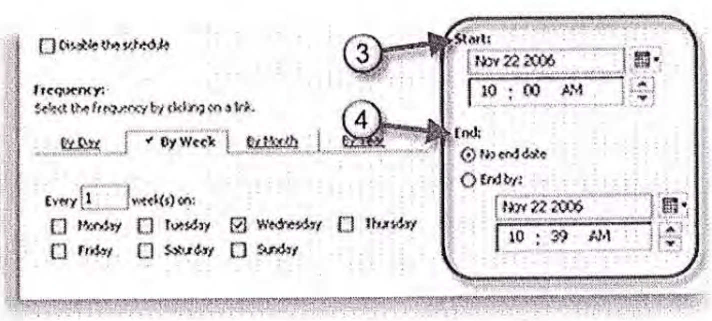


2. Under **Frequency**, select how often you want the schedule to run.

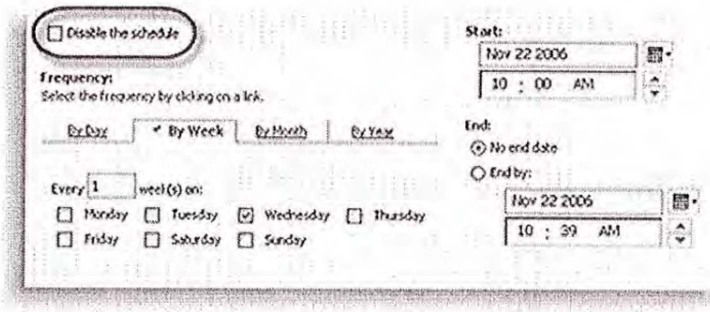


3. Under **Start**, select the date and time when you want the schedule to start.

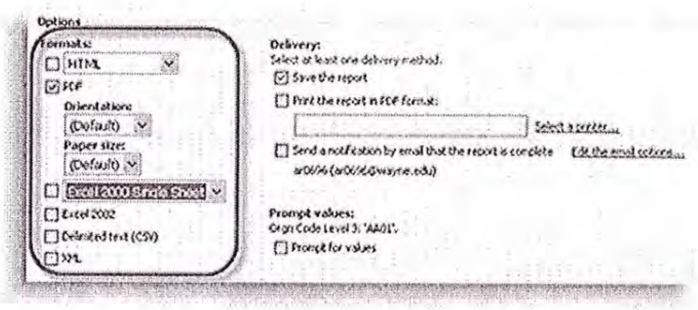
4. Under **End**, select when you want the schedule to end.



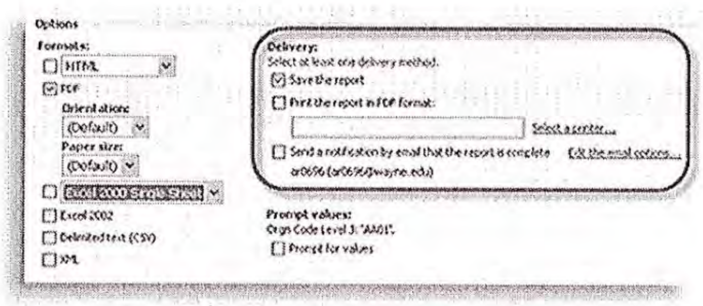
Tip: If you want to create the schedule but not apply it right away, select the **Disable the schedule** check box. To later enable the schedule, uncheck the check box.



5. Under **Formats**, click the format you want for the report output.



6. Under **Delivery**, choose to save the report, print the report, or send the report by email.



Note: You must select at least one delivery method. The default is **Save the report**.

7. If you are scheduling your report to run from a Report View, the View has parameters saved with it. If you want to change the parameters, click the check box for **Prompt values**. The values that you choose will be used when the report runs.

8. Click **OK**.

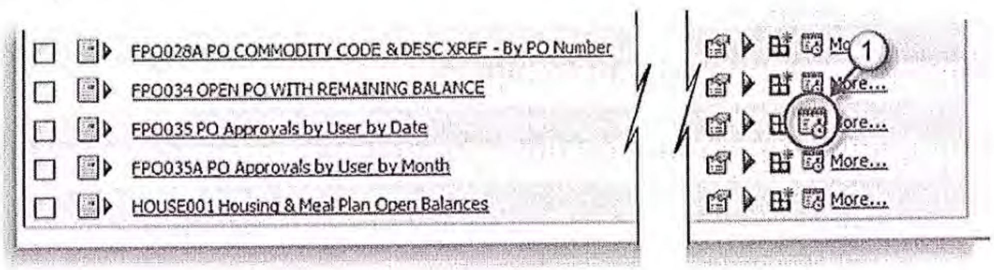
A schedule is created and the report will run at the next scheduled time.

Disabling A Scheduled Report

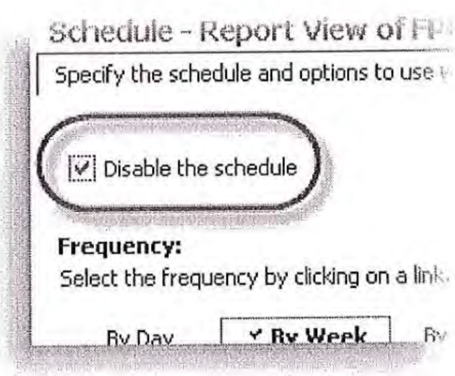
If you want to stop your scheduled report from running but do not want to delete the schedule from the system, you can just ***disable*** it. This will stop the report from running until you ***enable*** it to start the schedule once again.

To disable your scheduled report:

1. In **My Folders**, click the **Schedule** button for the report or report view you want to disable.



2. In the upper-left hand corner, click on the **Disable the schedule** checkbox.



3. Click **OK**.

Your schedule will be suspended until you uncheck the **Disable the schedule** checkbox.

Cognos – HR Standard Certified Reports

Public Folders	Reports/Sub Folders	Reports
Attendance	HR017A – ATS Time Data Summary	
	HR017B – ATS Time Data Detail	
	HR018A – ATS Occasions Data	
	HR018A – ATS Occasions Data empno	
	HR018A – ATS Occasions Data test	
	HR026A – Leave Balances	HR017B – ATS Time Data Detail
Employee Jobs and Roster	HR002A – Visa Expiring	
	HR007A – Employee Information	
	HR009A – Classification & Salary List	
	HR011A – Changed Assignments	
	HR012A – Contract End Date	
	HR013A – Employee & Faculty Information	
	HR013A – Employee & Faculty Info w/ Labor	
	HR015A – Position Roster	
	HR016A – Contract End Dates/Visa Expiration	
	HR028A – Temporary Employees	
	HR031A – Personnel Seniority List ALPHA	
	HR052A – OHS Positions Filled by Department	
	HR054A – OHS Time to Fill	
	HR065A – Vacant Positions	
	HR084A – Supervisor Info (Sort by Org)	
	HR084B – Supervisor Info (Sort by Supervisor)	
Employee Labels	HRL003 1 – Campus (Rearranged fields)	
	HRL003 2 – US Mail (Rearranged fields)	
	HRL007 – Employee Groups Campus Addresses	

Cognos – HR Standard Certified Reports

Public Folders	Reports/Sub Folders	Reports
EPAF – Electronic Personnel Action	HR070A – EPAF Default Approval Queue	
	HR071A – EPAF Days Between Orig Date & Last Date	
	HR072A – EPAF Transaction Detail	
	HR073A – EPAF Transaction Summary Report	
	HR076A – EPAF Degree Information Received	
	EPAF Drill Detail	HR072 – EPAF Routing Queues Detail
		HR072 – EPAF Routing Queues Detail Errors
Pay and Classification	HR003A – Payroll Bi-Weekly Detail	
	HR005A – Historical Salary Analysis	
	HR011AT – Charged Assignment (Payroll Use)	
	HR035 – Individualized Letter	
	MSI001 – Mass Salary Pool Report	
	MSI002 – Mass Salary Increase Report by SCD	
	MSI002A – Mass Salary Increase Report by SCD (Hourly)	
	MSI003 – Notice of Mass Salary Increase	
	MSI003A – Notice of Mass Salary Increase (Hourly)	

Staffing Overview

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Staffing Overview

Mary Earhart, HR Solutions
Isabel Gutierrez, Academic Personnel and
Kimberly Saks-McManaway, Office of Equal Opportunity Employer

Wayne State University Staffing Management Policies

	University Statutes	University Policy	APPM	Non-Rep Manual	Highlights:
All Employees					
Personnel Actions	2.50.03 Approval of Personnel Actions	99-4 Approval of Personnel Actions	3.0.1 Approval of Personnel Action		
Non-Discrimination	2.28.01 Non-Discrimination/ Affirmative Action				
Posting		99-5 Position Posting	3.1 Position Postings		Minimum Number of Days Position Must be Posted: • **Staff Association** - At least 7 business days • **Professional & Administrative** - At least 10 business days • **Non-Represented** - At least 5 business days • **Other** - See Collective Bargaining Agreements for posting durations requirements
Advertisement			3.0.18 Employment Advertisements		
Family Employment	2.50.02 Family Employment		3.0.3 Family Employment	3.9 Nepotism	
Employment of Minors			3.0.9 Employment of Minors		
Interviewing			3.0.10 Pre-Employment and Promotional		

	University Statutes	University Policy	APPM	Non-Rep Manual	Highlights:
			Interviewing		
Verification of Employment Eligibility			3.0.12 Verification of Employment Eligibility		
Security Clearance – Warrant Check and Fingerprinting			9.5 Security Clearance – Warrant Check and Fingerprinting		
Service Years				1.7 Prior Service Credit	
Non-Academic Policies					
Non-Academic Positions and Recruitment			3.1.3 Non-Academic Positions 3.0.8 Non-Academic Recruitment 3.2.2 Non-Academic Positions	1.3 Policy Regarding Employment Relationships	
Academic Policies					
Academic Appointments and Reappointments	2.51.01 Appointments, Continuing Tenure, Termination and Dismissal Policies and Procedures for Faculty 2.52.01 Appointments, Tenure, Employment	01-1 Recommendation for Term Appointment and Reappointment of Faculty & Academic Staff 01-2 Subdelegation of Authority for Academic	3.1.1 Academic Positions – Faculty and Academic Staff 3.1.2 Other Academic Positions – Non-General Fund Subsidy Condition	1.1 Appointment Authority 1.2 Appointment Categories	

	University Statutes	University Policy	APPM	Non-Rep Manual	Highlights:
	Security Status, Termination and Dismissal Policies for Academic Staff 2.51.02 Distinguished Service Professor	Appointments and Reappointments (Second Release) and Appendix A	3.2 Appointment Process 3.2.1 Academic Positions – Faculty and Academic Staff		
Tenure for Faculty and Academic Staff		02-5 Standard Term of Tenure for Faculty and Academic Staff Appointments 02-6 Re-Employment of Persons Considered for and Denied Tenure			
Position Descriptions and Terms of Appointment Non-Tenure Track		03-2 Position Descriptions and Terms of Appointment for Non-Tenure Track Faculty, Voluntary Faculty and Assistant/ Associate Deputy Deans (Second Release) 00-2 Position Definitions and Terms of Appointment for Titles Held by Graduate Students and Postgraduate Trainees			

	University Statutes	University Policy	APPM	Non-Rep Manual	Highlights:
Advertisement			3.0.18 Employment Advertisements		OEOs Guide for Successful Searches indicates national advertisement is required **at least 30 days before** the application deadline for all standing appointments for executives, administrators and tenured/tenure-track faculty.
Establishing Faculty Workloads		05-5 Establishing Workloads for Faculty			
Volunteer Faculty			3.2.5 Volunteer Faculty		
Temporary Employees					
Temporary Employees *(Technicians on WSU Payroll)*			3.2.3 Temporary Employees		Temporary employees are limited to a maximum of 1,000 hours per fiscal year
Students and Others					
Student Assistants			3.2.6 Student Assistants 3.2.7 College Work Study 3.2.8 Graduate Assistants 3.2.14 University Graduate Fellows,		

Wayne State University Staffing Management Policies

	University Statutes	University Policy	APPM	Non-Rep Manual	Highlights:
			Doctoral Fellows and Housing Authority Employees		

Agenda

- Introduction
- Client Services Roles & Key Interactions
- WSU Talent Management Model
- WSU Recruitment & Onboarding Process
  - Non-Academic (Mary Earhart)
  - Academic (Isabel Gutierrez and Kimberly Saks-McManaway)
- WSU Key Central Units & Support Resources
- Selling WSU

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Notes:

Session Objectives

As a result of this module, participants will be able to:

- Describe **the Role and Expectations of Client Services** as it pertains to staffing
- Reference **WSU's Talent Management model** as part of a strategic approach to recruitment and retention
- Understand **WSU's recruitment process** including key policies and procedures, collective bargaining agreement articles, and systems for academic and non-academic, represented and non-represented faculty and staff
- Contact appropriate **WSU central units** for support as needed

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Notes:

Why WSU?

Getting to Know Each Other &
WSU Points of Pride

7/15/2013

Slide 4

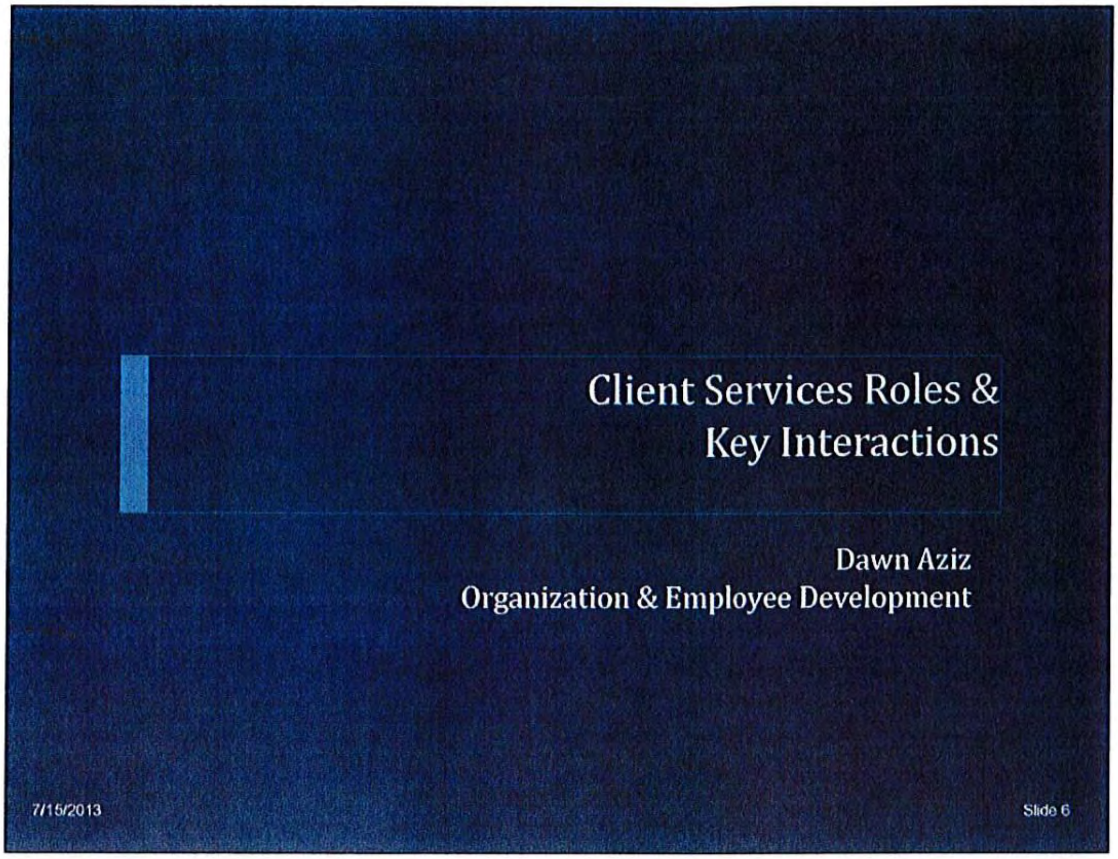
Notes:

Getting to Know You

- Share Your Name, Region
- What Made You Choose WSU?

7/15/2013 Slide 5

Notes:

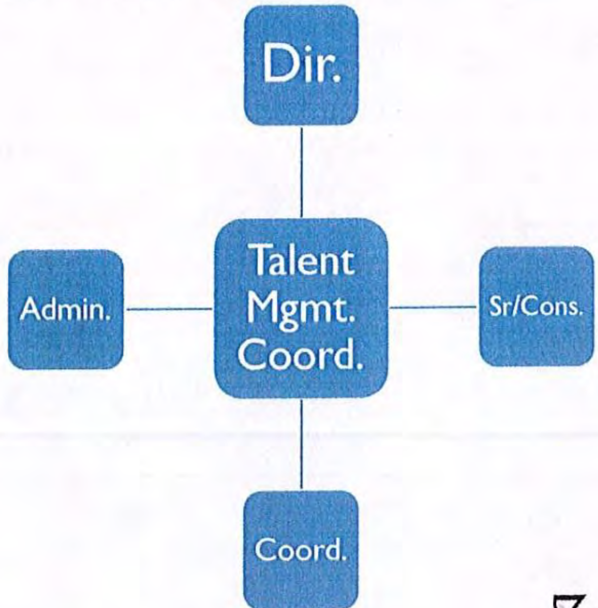

Client Services Roles &
Key Interactions
Dawn Aziz
Organization & Employee Development
7/15/2013
Slide 6

Notes:

Staffing Within the Regions

Interfaces:

Dean/Exec Leader
BAO
Department
TCW
Academic Personnel
Labor Relations
OEO/OGC
OISS
Payroll
Purchasing



Notes:

WSU Talent Management Model

Dawn Aziz
Organization & Employee Development

7/15/2013 Slide 8

Notes:

What's the Connection?

- What words come to mind when you hear the word

Integration?

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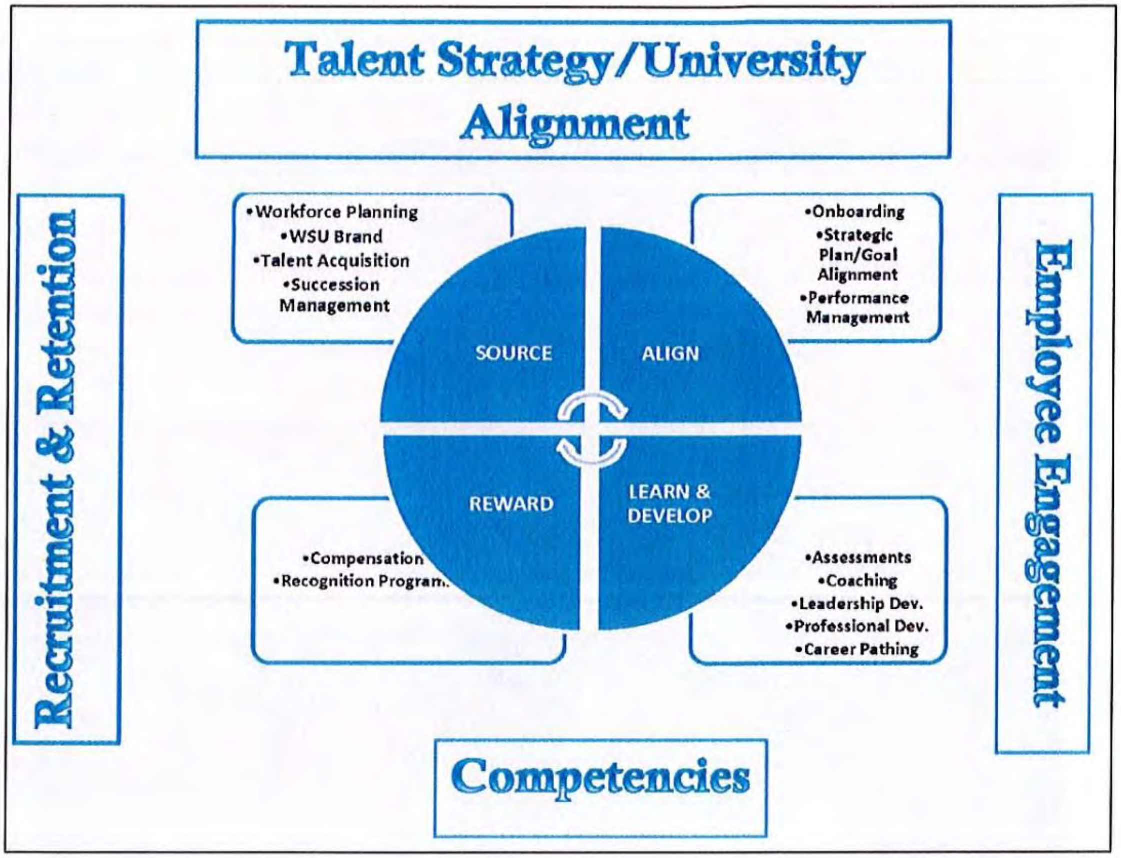
Notes:


Talent Strategy/University Alignment
Recruitment & Retention
Employee Engagement
•Workforce Planning
•WSU Brand
•Talent Acquisition
•Succession Management
•Onboarding
•Strategic Plan/Goal Alignment
•Performance Management
SOURCE
ALIGN
REWARD
LEARN & DEVELOP
•Compensation
•Recognition Program
•Assessments
•Coaching
•Leadership Dev.
•Professional Dev.
•Career Pathing
Competencies

Notes:

WSU Recruitment Process

Dawn Aziz
Organization & Employee Development

7/15/2013

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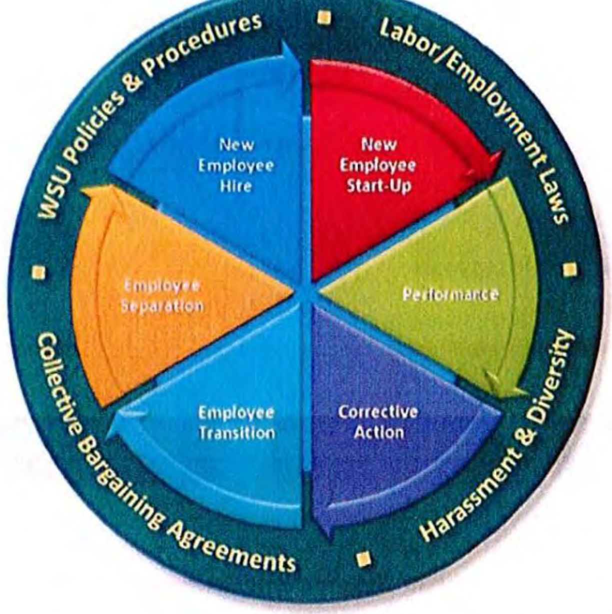
Notes:

Resource Portal



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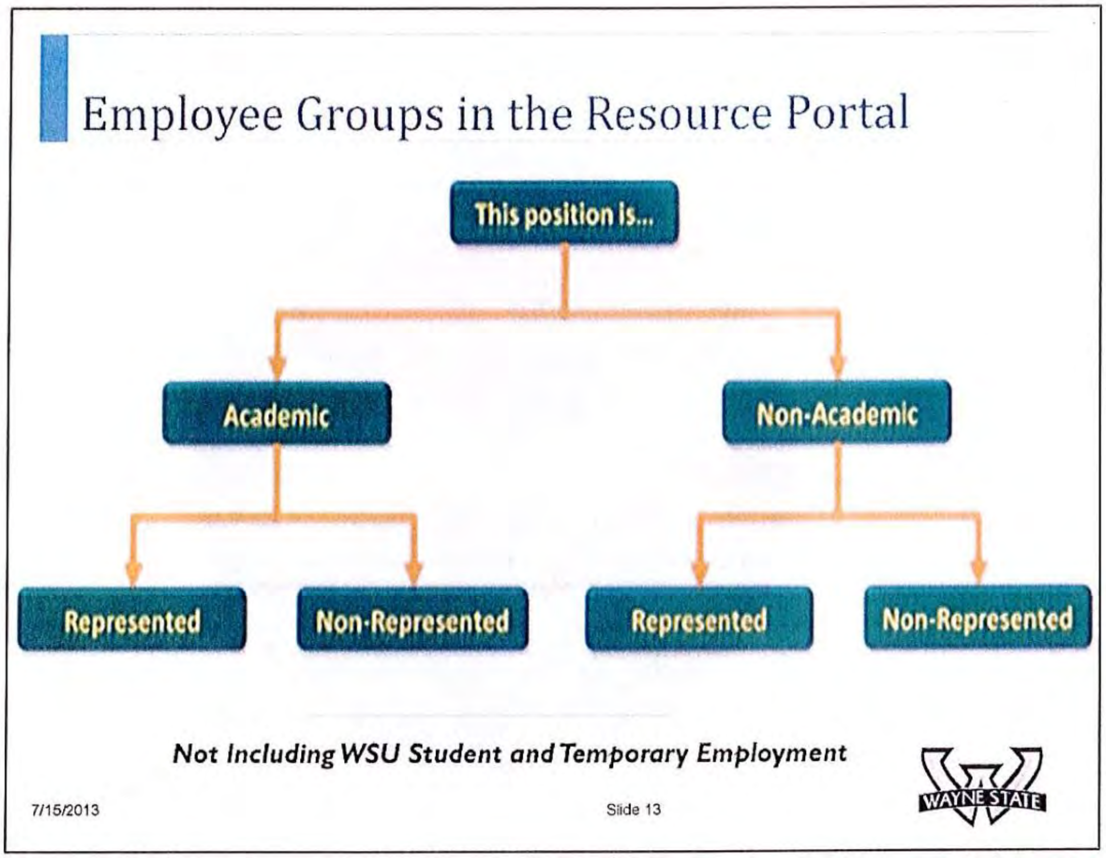
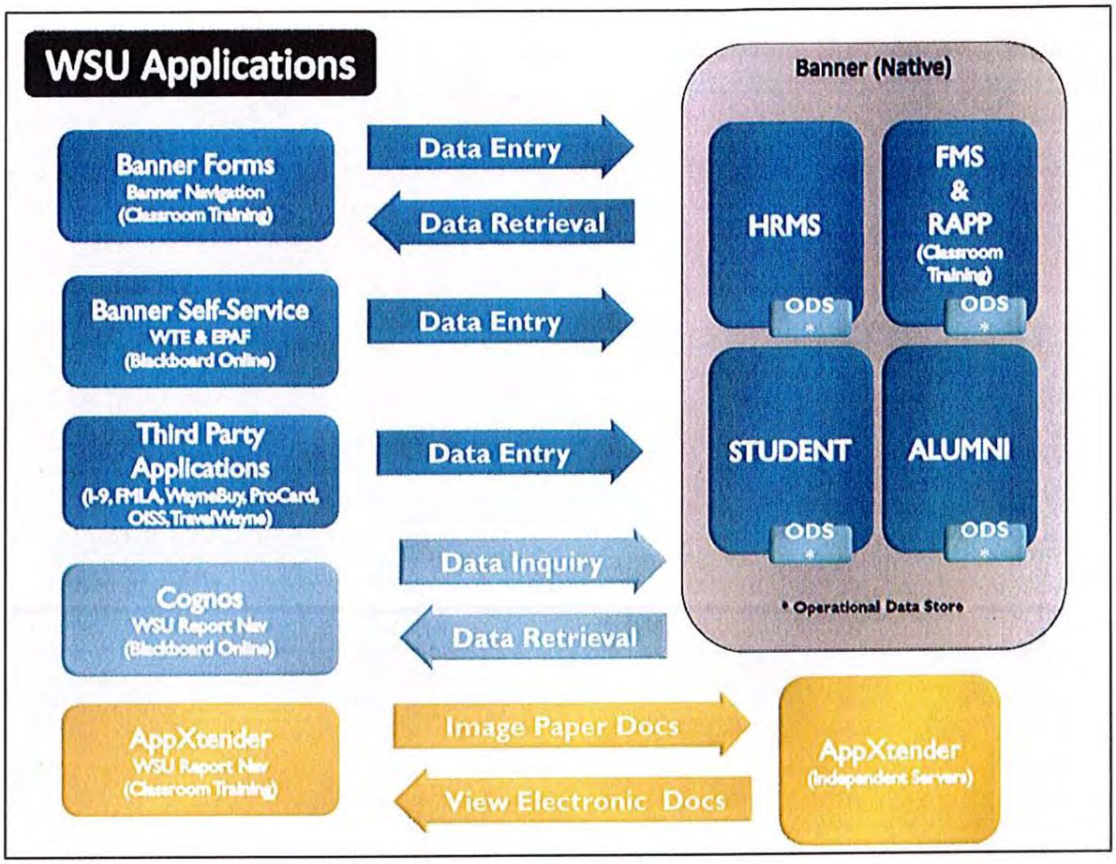
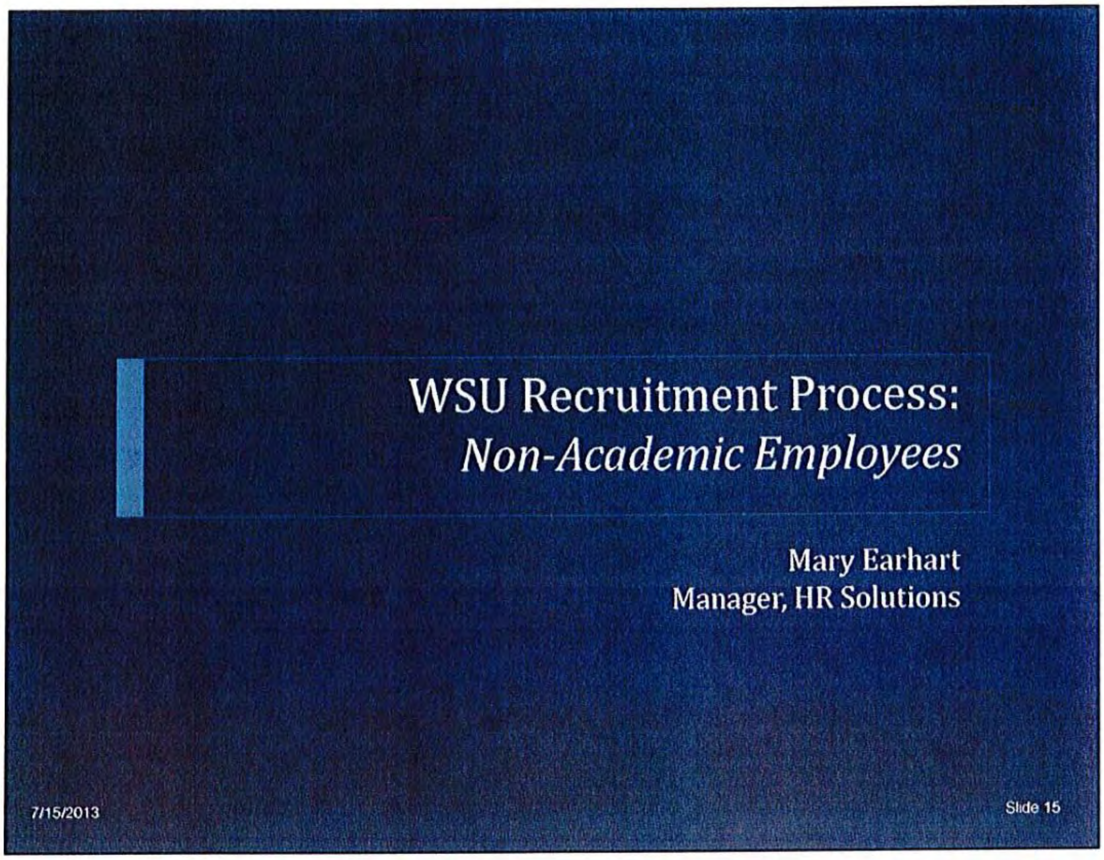
Notes:


Employee Groups in the Resource Portal
This position is...
Academic
Non-Academic
Represented
Non-Represented
Represented
Non-Represented
Not Including WSU Student and Temporary Employment
7/15/2013
Slide 13
WAYNE STATE

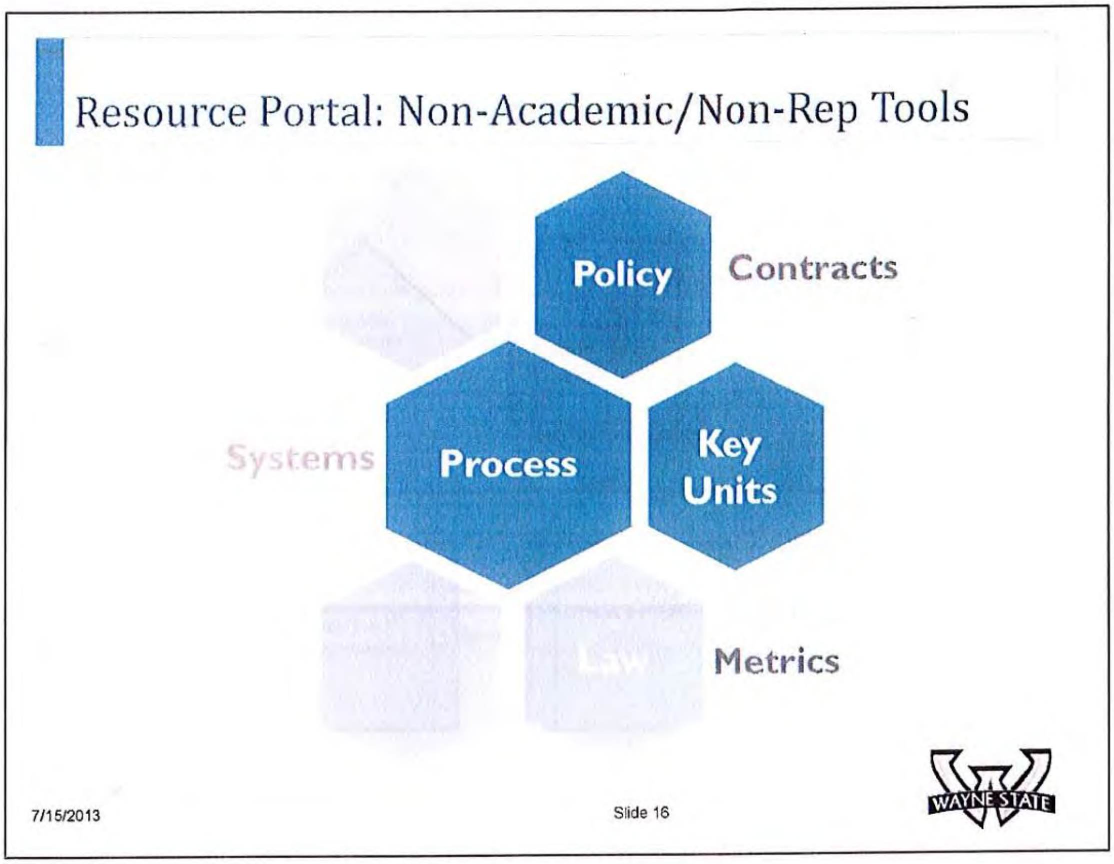
Notes:


WSU Applications
Banner Forms
Banner Navigation
(Classroom Training)
Data Entry
Data Retrieval
Banner Self-Service
WTE & EPAF
(Blackboard Online)
Data Entry
Third Party Applications
(I-9, FMLA, WayneBuy, ProCard, OISS, TravelWayne)
Data Entry
Cognos
WSU Report Nav
(Blackboard Online)
Data Inquiry
Data Retrieval
AppXtender
WSU Report Nav
(Classroom Training)
Image Paper Docs
View Electronic Docs
Banner (Native)
HRMS
FMS & RAPP
(Classroom Training)
STUDENT
ALUMNI
ODS *
* Operational Data Store
AppXtender
(Independent Servers)

Notes:


WSU Recruitment Process:
Non-Academic Employees
Mary Earhart
Manager, HR Solutions
7/15/2013
Slide 15

Notes:


Resource Portal: Non-Academic/Non-Rep Tools
Policy
Contracts
Systems
Process
Key
Units
Metrics
7/15/2013
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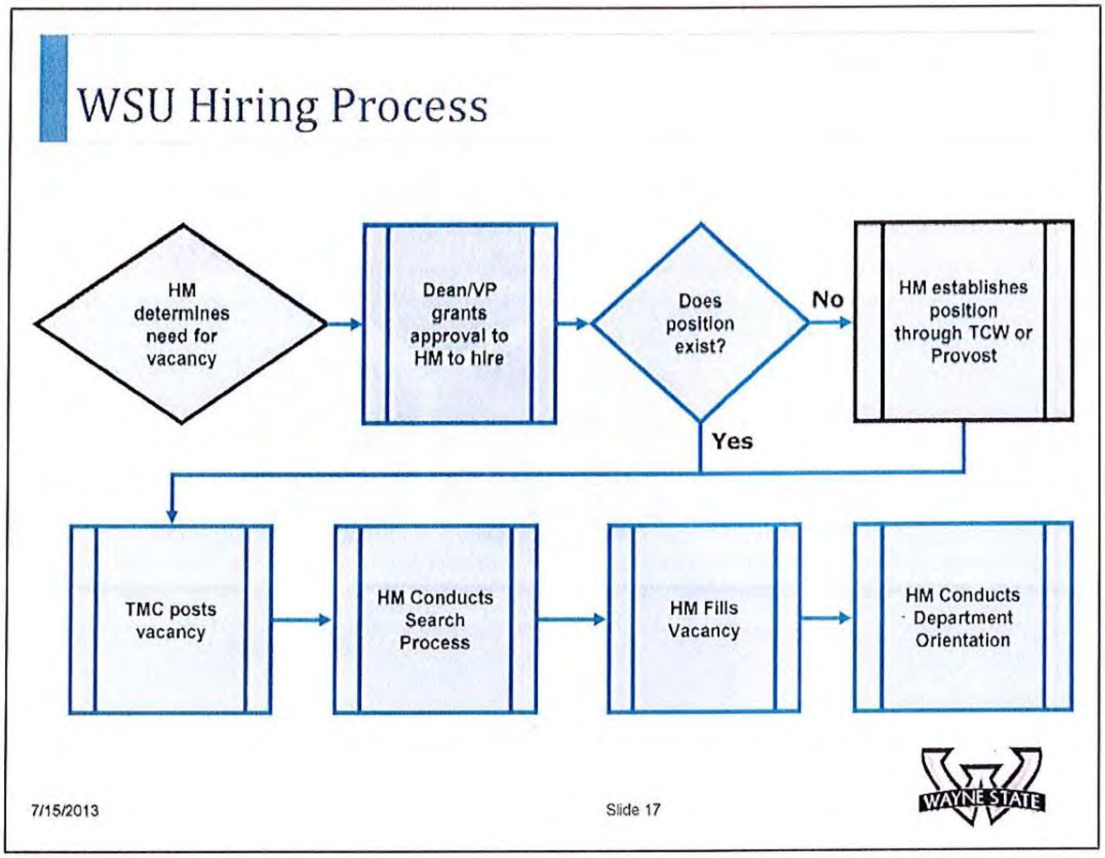
WAYNE STATE

Notes:


WSU Hiring Process
HM determines need for vacancy
Dean/VP grants approval to HM to hire
Does position exist?
No
HM establishes position through TCW or Provost
Yes
TMC posts vacancy
HM Conducts Search Process
HM Fills Vacancy
HM Conducts Department Orientation
7/15/2013
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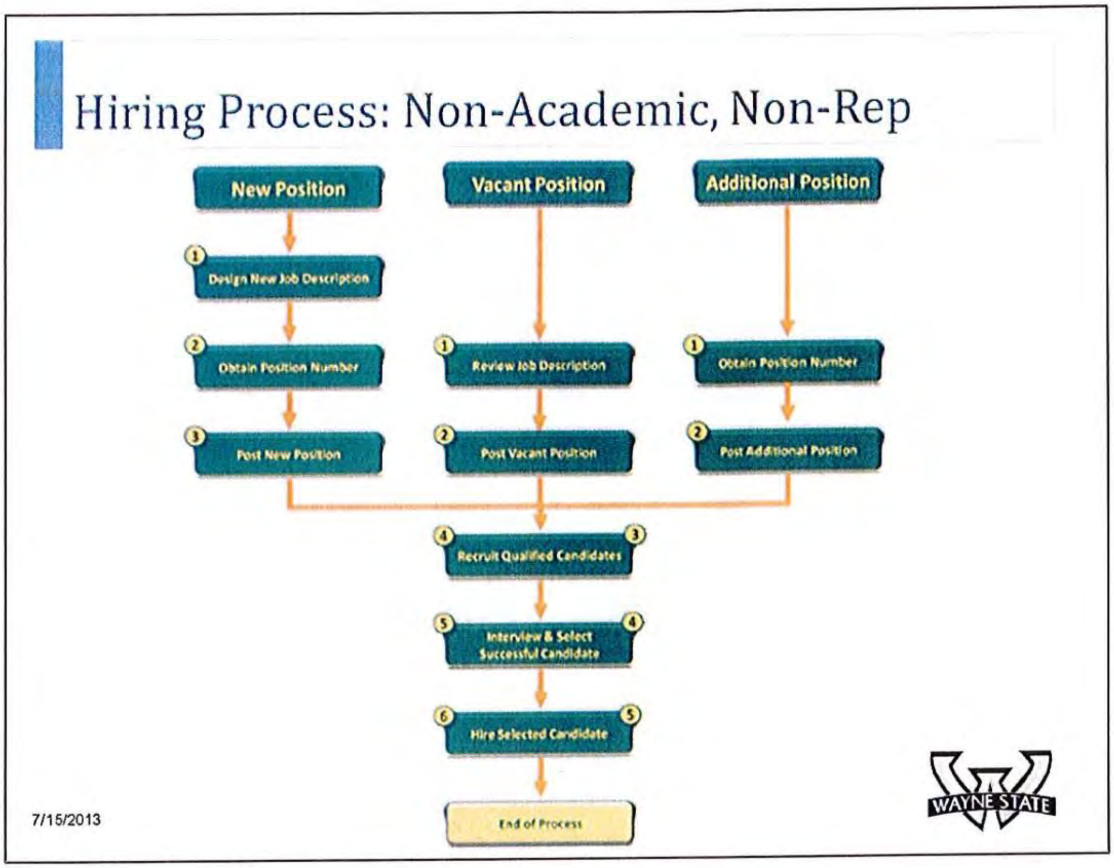
WAYNE STATE

Notes:

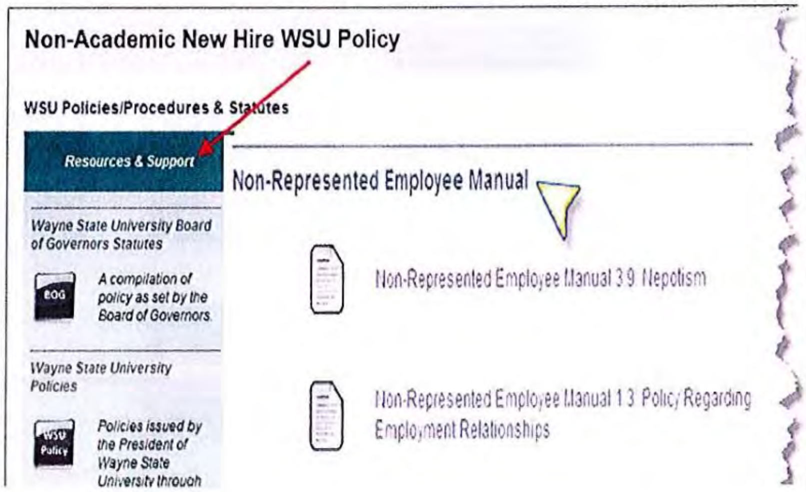


Notes: available in BB resource portal

Non-Academic/Non-Represented Policy

To Access:

1. Click on any Non-Academic, Non-Rep hiring step in the Resource Portal
2. Refer to the Resources & Support shaded menu on left
3. Click on Relevant WSU Policies icon



7/15/2013

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Notes:

Hiring Process: Non-Academic, Represented

- UAW Staff Association Local 2071 — CBA
- UNITE HERE! Local 24 Housing - Housekeeping — CBA
- AFSCME Local 1497 — CBA
- Operating Engineers Local 324 — CBA
- UAW P&A Local 1979 — CBA
- Operating Engineers Supervisors Local 324 — CBA
- SEIU Local 517M — CBA
- Michigan Building & Construction Trades Council — CBA
- UNITE HERE! Local 24 FP&M - Janitors — CBA
- Police Officers Labor Council — CBA

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Notes:

Non-Academic Collective Bargaining Agreement: Sampling of Contract Considerations

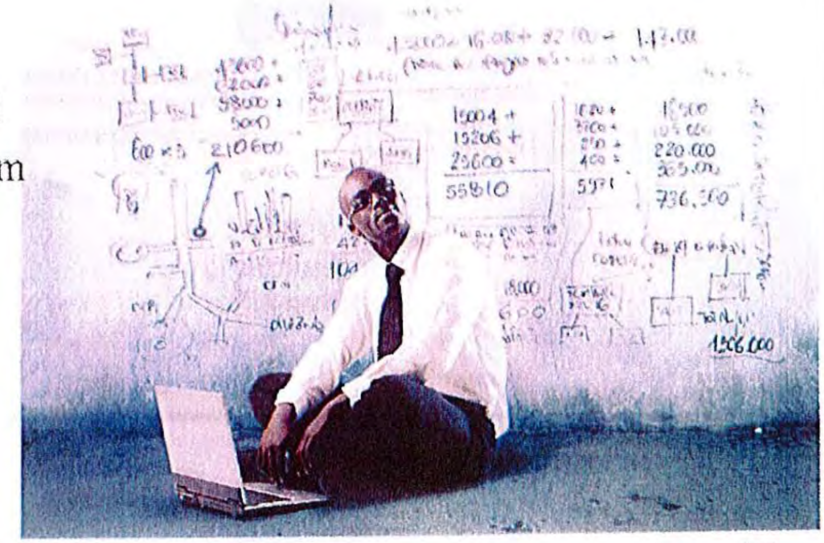
Collective Bargaining Agreement	Article/Resource
Professional & Administrative (P&A)	Article 15: Promotions & Transfers for ***Method I (seniority-based hiring) & Method II (most qualified based hiring);*** Article 21: Postings (duration)
Staff Association	Article 19: Promotions & Transfers (posting duration); General Clerical Skills Testing Program
AFSCME	Article 24: Promotions & Demotions (posting duration)
Michigan Building and Construction Trades Council (e-class SK)	External notification to Union Hall required for position posting
Operating and Supervising Engineers	Code of Employment Ethics and Conduct
Greater Detroit Building and Construction Trades Council	Work Rules

Notes:

- Exceptions requests to min. required days a job opening must be posted in OHS must go to Jim AVP, HR for approval

Staffing Metrics

- Turnover
- Time to Fill
- Absenteeism
- I-9 data



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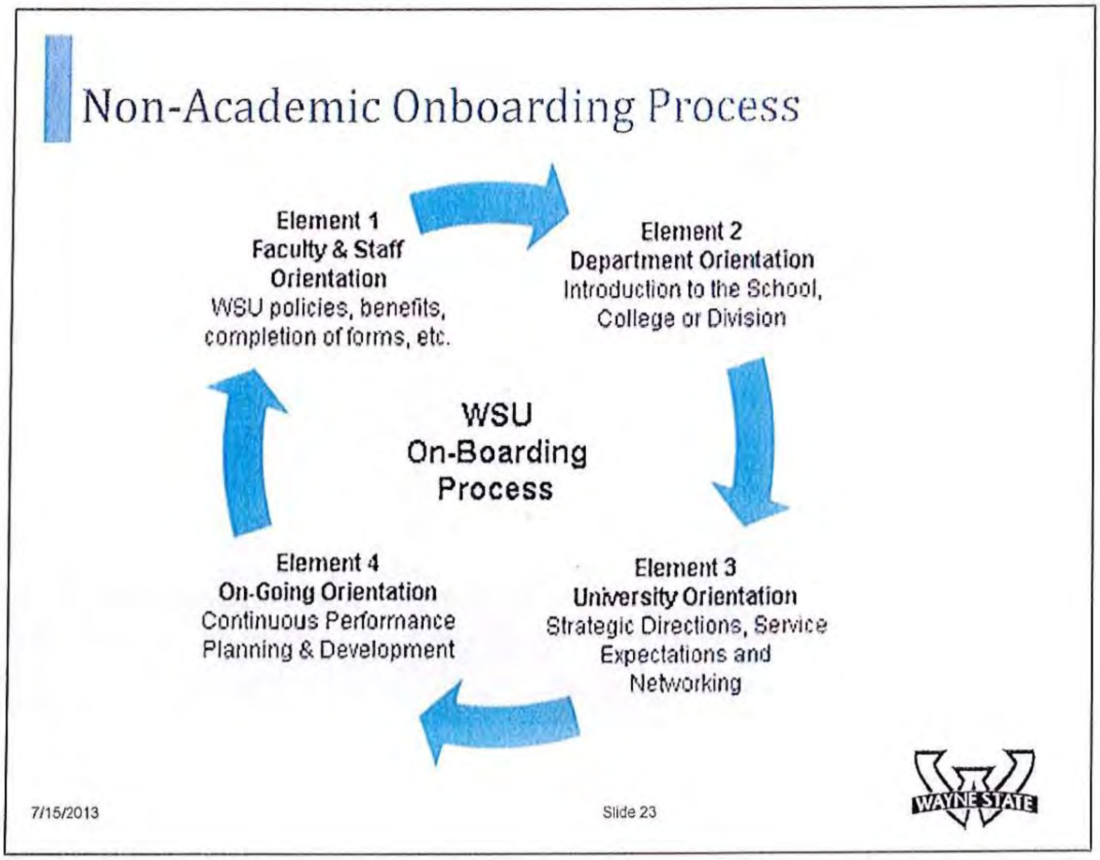
Notes:


Non-Academic Onboarding Process
Element 1
Faculty & Staff Orientation
WSU policies, benefits, completion of forms, etc.
Element 2
Department Orientation
Introduction to the School, College or Division
WSU
On-Boarding
Process
Element 4
On-Going Orientation
Continuous Performance Planning & Development
Element 3
University Orientation
Strategic Directions, Service Expectations and Networking
7/15/2013
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WAYNE STATE

Notes:

Additional Key Resources for New Employees

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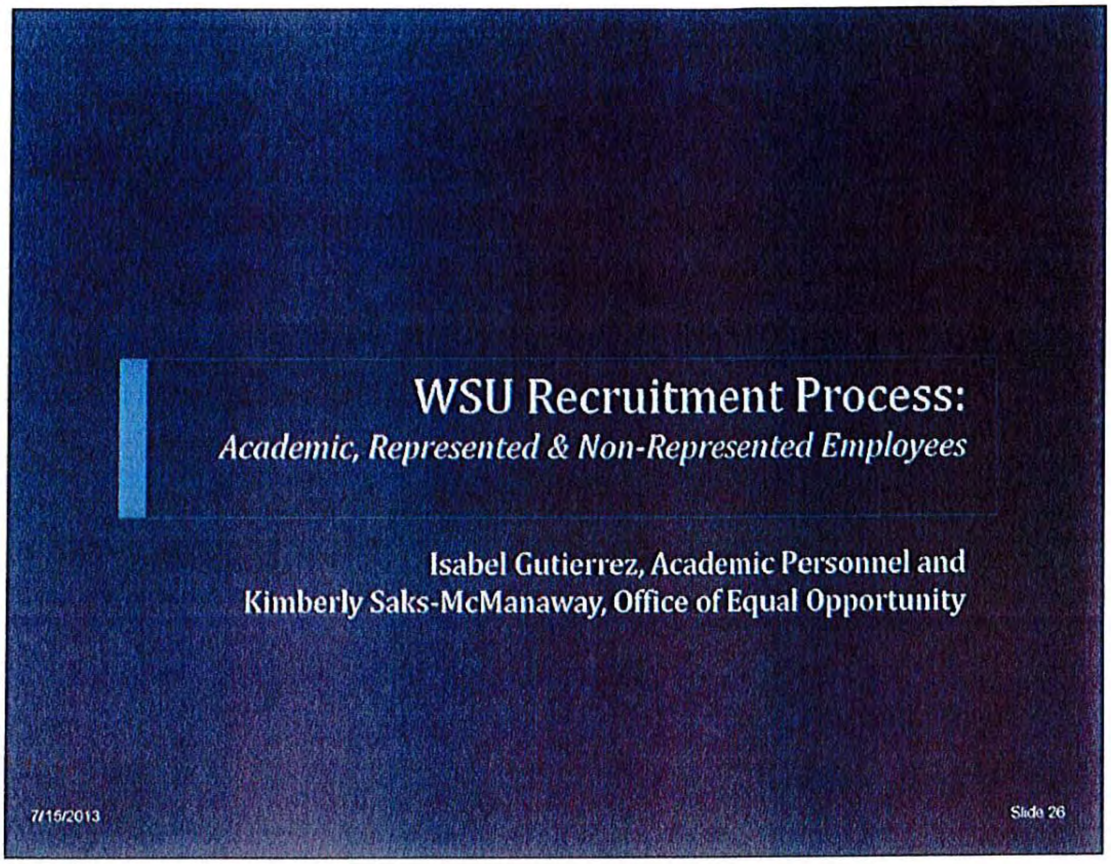
Notes:

Key Non-Academic Contacts

Department	Focus
HR Solutions Phone: (313) 577-2010	Data Integrity, Reporting, Systems Vendor Management
Labor Relations Phone: (313) 577-2081	Non-Academic, Represented (unionized) Employees
Office of Equal Opportunity Phone: (313) 577-2280	Non-Discrimination
Office of International Students & Scholars Phone: (313) 577-3422	Foreign Nationals
Organization & Employee Development Phone: (313) 577-2111	Onboarding, Performance Management, Training/OD Support
Payroll Phone: (313) 577-2138	Payroll
Total Compensation & Wellness Phone: (313) 577-3717	Non-Academic Job Classification & Benefits for All Employees

Notes:


WSU Recruitment Process:
Academic, Represented & Non-Represented Employees
Isabel Gutierrez, Academic Personnel and
Kimberly Saks-McManaway, Office of Equal Opportunity
7/15/2013
Slide 26

Notes:

Academic Personnel Agenda

- The Role & Responsibility of Academic Personnel
- Tenure-Track Faculty Binder
- Office of Equal Opportunity Hiring Forms
- Represented Members of the AAUP Collective Bargaining Agreement
- Other Academic Classifications
- Relevant University Policy
- Academic Personnel Support

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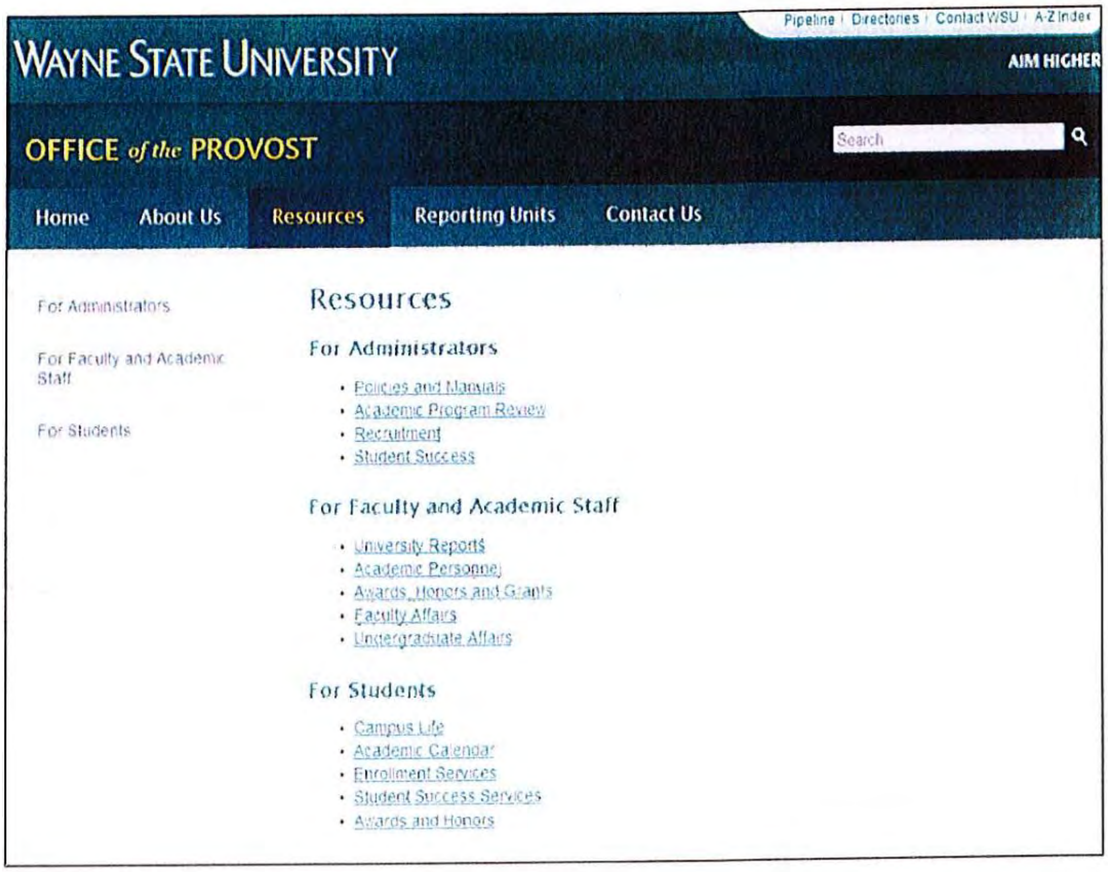
Notes:


Pipeline | Directories | Contact WSU | A-Z Index
WAYNE STATE UNIVERSITY
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OFFICE of the PROVOST
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Contact Us
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For Faculty and Academic Staff
For Students
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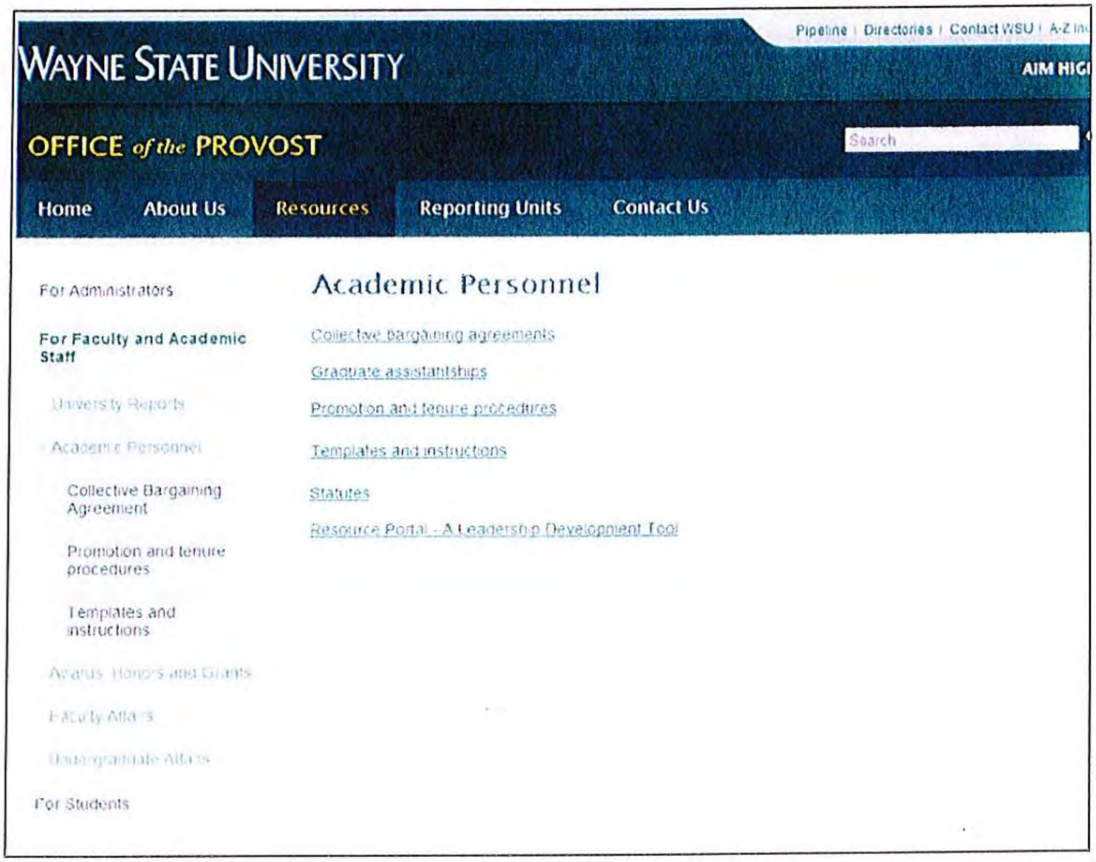
For Administrators
Policies and Manuals
Academic Program Review
Recruitment
Student Success
For Faculty and Academic Staff
University Reports
Academic Personnel
Awards, Honors and Grants
Faculty Affairs
Undergraduate Affairs
For Students
Campus Life
Academic Calendar
Enrollment Services
Student Success Services
Awards and Honors

Notes: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For Faculty and Academic Staff
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Promotion and tenure procedures
Templates and instructions
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Collective bargaining agreements
Graduate assistantships
Promotion and tenure procedures
Templates and instructions
Statutes
Resource Portal - A Leadership Development Tool

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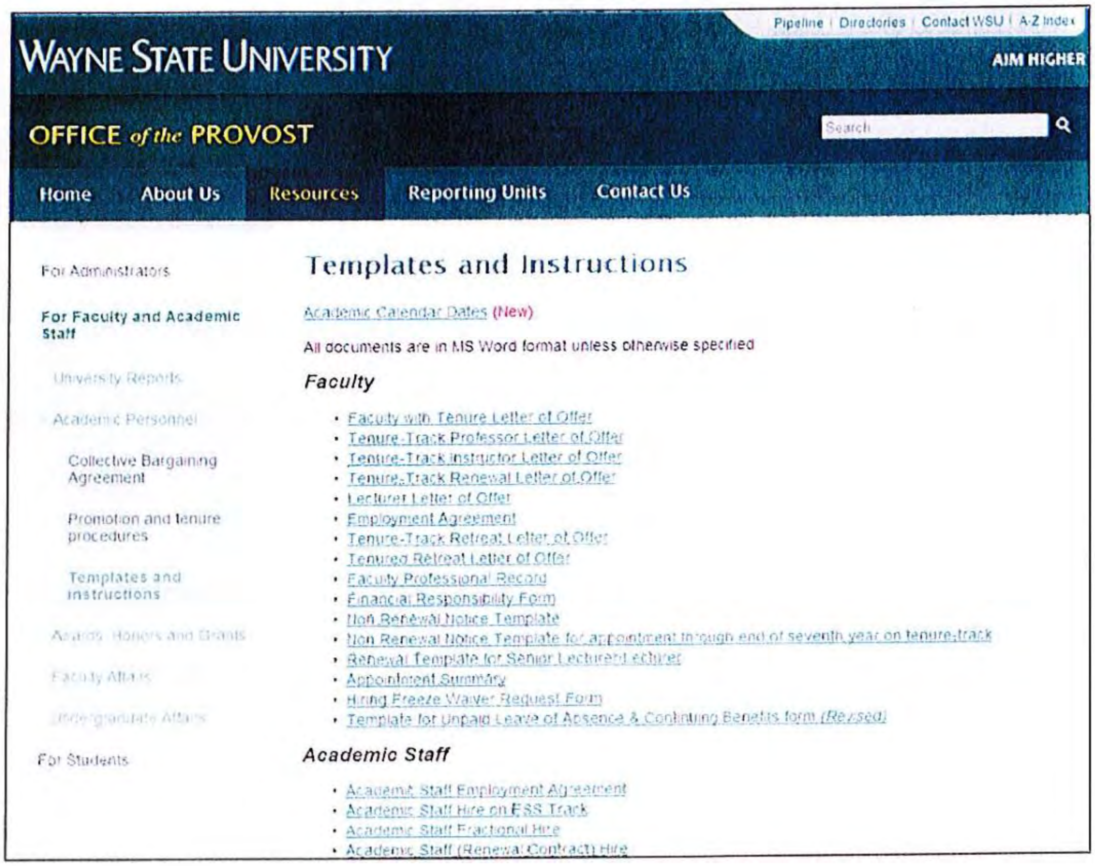
University Reports
Academic Personnel
Collective Bargaining Agreement
Promotion and tenure procedures
Templates and instructions
For Students
Collective Bargaining Agreements
• AAUP
• GEOC (PDF)
• UPTF (PDF)

Notes: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Templates and instructions
Awards, Honors and Grants
Faculty Affairs
Undergraduate Affairs
For Students
Templates and Instructions
Academic Calendar Dates (New)
All documents are in MS Word format unless otherwise specified
Faculty
Faculty with Tenure Letter of Offer
Tenure-Track Professor Letter of Offer
Tenure-Track Instructor Letter of Offer
Tenure-Track Renewal Letter of Offer
Lecturer Letter of Offer
Employment Agreement
Tenure-Track Retreat Letter of Offer
Tenured Retreat Letter of Offer
Faculty Professional Record
Financial Responsibility Form
Non Renewal Notice Template
Non Renewal Notice Template for appointment through end of seventh year on tenure-track
Renewal Template for Senior Lecturer/Lecturer
Appointment Summary
Hiring Freeze Waiver Request Form
Template for Unpaid Leave of Absence & Continuing Benefits form (Revised)
Academic Staff
Academic Staff Employment Agreement
Academic Staff Hire on ESS Track
Academic Staff Fractional Hire
Academic Staff (Renewal Contract) Hire

Notes:

Tenure Track Appointment Binder

1. Appointment Summary
2. Letter of Offer, Employment Agreement, Mentoring Plan
3. Financial Responsibility Form (FRF), Internal Posting Announcement
4. References
5. Chair/Search Committee Recommendation
6. Curriculum Vitae
7. OEO Hiring Plan Forms
8. Moving Approval Form

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Notes:

Appointment Summary

WAYNE STATE UNIVERSITY

Appointment Summary

Instructions: Type in all information and submit with supporting documentation as described below.

Action ☐ Appointment ☐ Change of Assignment ☐ Interim Appointment ☐ Joint ☐ Reappointmen ☐ Renewal	Appointment dates:		Date Prepared
Candidate's Name (last, first, m.i.)	U.S. Citizen: Yes ☐ No ☐	If no, immigration status:	
Primary School/College/Division	Primary Department/Program	Tenure Code: ☐ CS ☐ FD ☐ NT ☐ ES ☐ FE ☐ OT ☐ ET ☐ FF ☐ PR ☐ FA ☐ FG ☐ RC ☐ FB ☐ FH ☐ T2 ☐ FC ☐ IN ☐ T9 ☐ VT ☐ VN	
Secondary School/College/Division	Secondary Department/Program		
Tertiary School/College/Division	Tertiary Department/Program		
Rank/Payroll Classification	Tenured ☐ Not tenure track ☐ Tenure Track ☐	If fractional tenure track, fill in %: %	
Full-time Salary ☐ 9-month ☐ 12-month $	Administrative Attachment ☐ 9-month ☐ 12-month $	Ethnic Code ☐ AM-AmInd/Al ☐ HO-Hisp,Other ☐ AR-Arabic ☐ HP-Hisp,PR M ☐ AS-Asian/PI ☐ HR-Hisp,PR C ☐ BL-Black, NH ☐ UN-Unknown ☐ [illegible] ☐ H/White[illegible]	
Fractional Time % | Related Salary $	Reimbursement for Moving Expenses % to maximum of $		
WSU Employment History ☐ [illegible] ☐ Prior [illegible] ☐ [illegible]	If prior or current employment at WSU, attach de[illegible]		

WAYNE STATE

Notes:

Financial Responsibility Form

Financial Responsibility Form

School/College: ____________________ Department: ____________________

Candidate name: ____________________ Rank: ☐ Instructor ☐ Assistant ☐ Associate ☐ Professor

Effective date: Tenure: Yes ☐ No ☐ Position number:

RECRUITMENT FUNDING			
Minority funding:		Personal:	% of actual costs up to maximum of
Faculty Recruitment funding:			
Current budget value:		Laboratory:	% of actual costs up to maximum of
Recruitment funding:			
Total salary:	$ -		Total cost: $ -
VPAA approval:			(Provost approval required over $10,000)

		SOURCE OF FUNDING				
TYPE OF EXPENSE	TOTAL COST	DEPARTMENT GENERAL FUND	DEPARTMENT OTHER	COLLEGE GENERAL FUND	COLLEGE OTHER	BUDGET, PLANNING AND ANALYSIS
Salary: 9 or 12 month salary	-					
Salary: Special attachments	-					
Moving Expenses:	-					
Laboratory Set-Up: Equipment						
Year 1 (attach list)	-					

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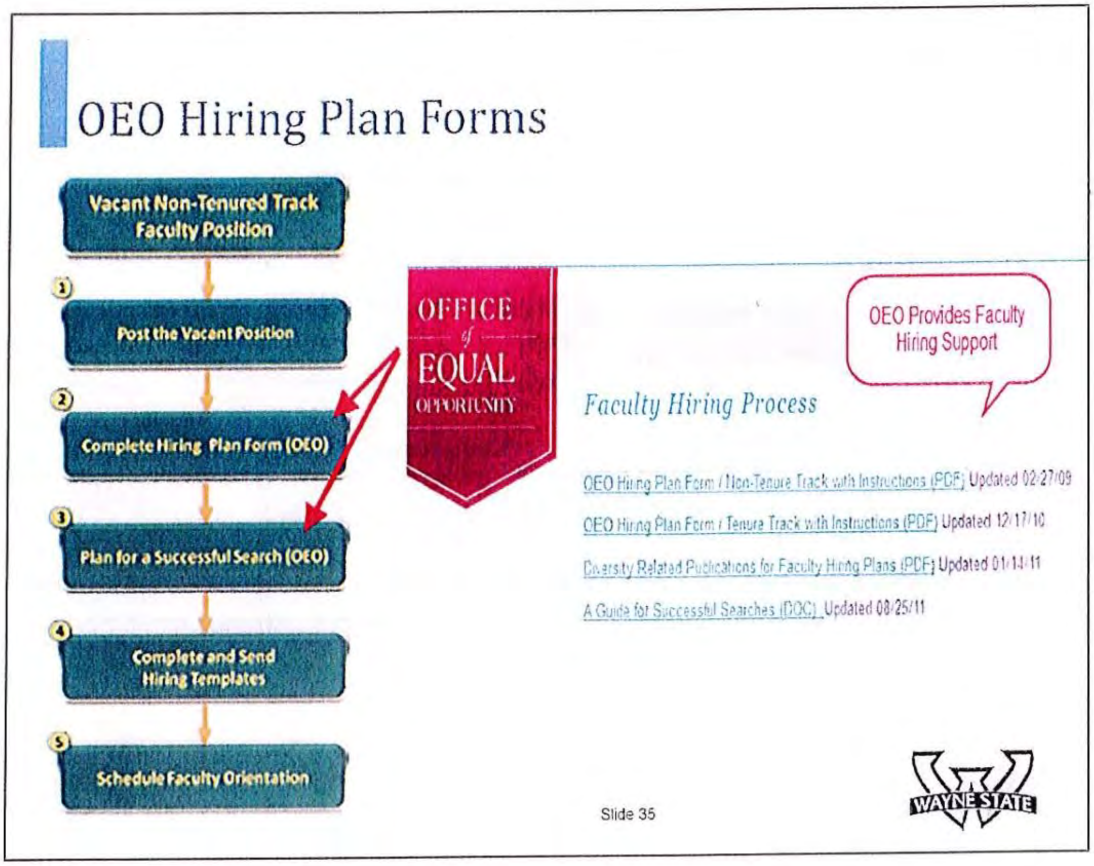
Notes:


OEO Hiring Plan Forms
Vacant Non-Tenured Track Faculty Position
1
Post the Vacant Position
2
Complete Hiring Plan Form (OEO)
3
Plan for a Successful Search (OEO)
4
Complete and Send Hiring Templates
5
Schedule Faculty Orientation
OFFICE of EQUAL OPPORTUNITY
OEO Provides Faculty Hiring Support
Faculty Hiring Process
OEO Hiring Plan Form / Non-Tenure Track with Instructions (PDF) Updated 02/27/09
OEO Hiring Plan Form / Tenure Track with Instructions (PDF) Updated 12/17/10
Diversity Related Publications for Faculty Hiring Plans (PDF) Updated 01/14/11
A Guide for Successful Searches (DOC) Updated 08/25/11
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WAYNE STATE

Notes:

OEO's Guide for Successful Searches

Shares Search Guidelines:

- Planning
- Advertising
- Screening
- Interviewing
- Selecting Candidates

Advertise and Search Aggressively

National advertisement is required for all standing appointments for executives, administrators and tenured/tenure-track faculty.

- Determine where advertisements will be placed to produce the widest applicant pool as possible. Advertise broadly and go beyond the traditional methods of identifying applicants. Advertise the position at least 30 days before the application deadline. Visit our website for a listing of diverse resources/publications: www.oeo.wayne.edu/.

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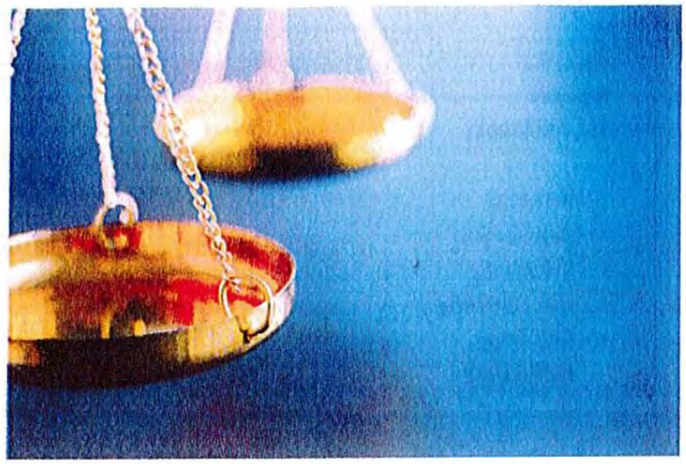
WAYNE STATE

Notes:

OEO Considerations for All Employment Searches

- Recruitment
- Interview
- Selection
- Overall



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Notes:

OEO Considerations: Recruitment

- Make the pool as broad as possible by developing a recruitment plan.
  - Consider advertising in diversity related publications (Diverse Issues in Higher Education, etc.).
  - Make sure we are providing our listings to agencies that deal with persons with disabilities and military veterans.

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Notes:

OEO Considerations: Interview

- Consistency for each candidate
  - Same basic questions
  - Same time frame
  - Same tours, explanations and demonstrations
  - Treat internal candidates the same as external ones
- Core questions in the interview process
  - Avoids the problem of favoring one candidate over another
  - Provides consistency
  - Allows for better note taking during interviews
  - Can ask questions to follow up on information that is offered.
- There are certain things that are not appropriate or legal during the interview process. Refer to the Interview Question and Inquiry Guide.

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Notes:

OEO Considerations: Interview

Interview Question & Inquiry Guide

INTERVIEW QUESTIONS

The best way to guard against disparate treatment, ensure sound selection procedures and avoid unlawful discrimination is to be fair, objective, and consistent in the hiring process. Inquiries concerning a candidate's personal characteristics not related to ability, performance, or qualifications as determined by University policy or by state or federal authorities must be excluded from the hiring process. This includes not only direct questions, but also attempts to draw conclusions on prohibited matters from letters of application, CV's or resumes, and letters of recommendation.

The following are examples you should review to enable you to conduct interviews and reference inquiries in a non-discriminatory manner. The same questions should generally be asked of all candidates.

INFORMATION OFFERED VOLUNTARILY

Even if a candidate offers information about a protected basis voluntarily, the committee or decision maker cannot make the hiring decision based on that information or in reliance on that information. In other words, that information cannot be used to disqualify a candidate.

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Notes:

OEO Considerations: Selection

- Select best qualified candidate based only on qualifications and experience.
- You must be able to justify your decision on legitimate non-discriminatory grounds.

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Notes:

OEO Considerations: Overall Process

- Document everything from the search committee to the hiring decision.
  - Utilize OHS for this purpose.
- Retain records according to policy.
- Call OEO if you have any questions or concerns about interview questions that can be asked or making accommodations for persons with disabilities in the interview and selection process.

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Notes:

Academic Collective Bargaining Agreement: Sampling of Contract Considerations

Collective Bargaining Agreement	Article/Resource
American Association of University Professors (AAUP)	Article I, Recognition: Represented and Excluded Individuals
	Article X: Layoff and Recall Procedures
	Article XVIII: Selection Advisory Committee
	Article XX.B.2: Term Appointments
	Article XXIII: Promotion Procedures
Union of Part-Time Faculty (UPTF)	Article XIII: Posting
	Article XIV: Appointments & Reappointments
Graduate Employees Organizing Committee (GEOC)	Article 2: Represented and Excluded Individuals

Notes:

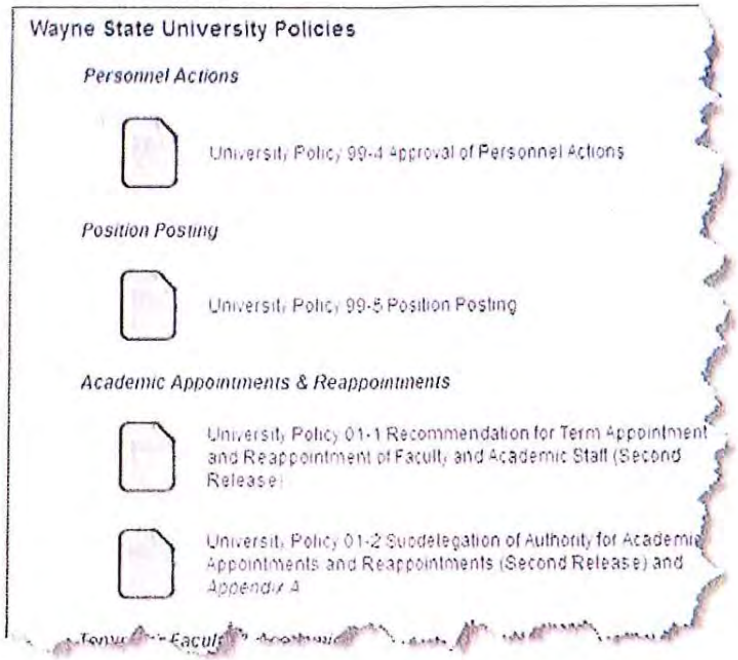
Academic Policy

To Access:

1. From the Academic, Represented New Hire resources page in the Resource Portal

2. Scroll below contract icons to the ***WSU Policies & Procedures and Statutes*** icon

3. Reference University & Board of Governors Statutes



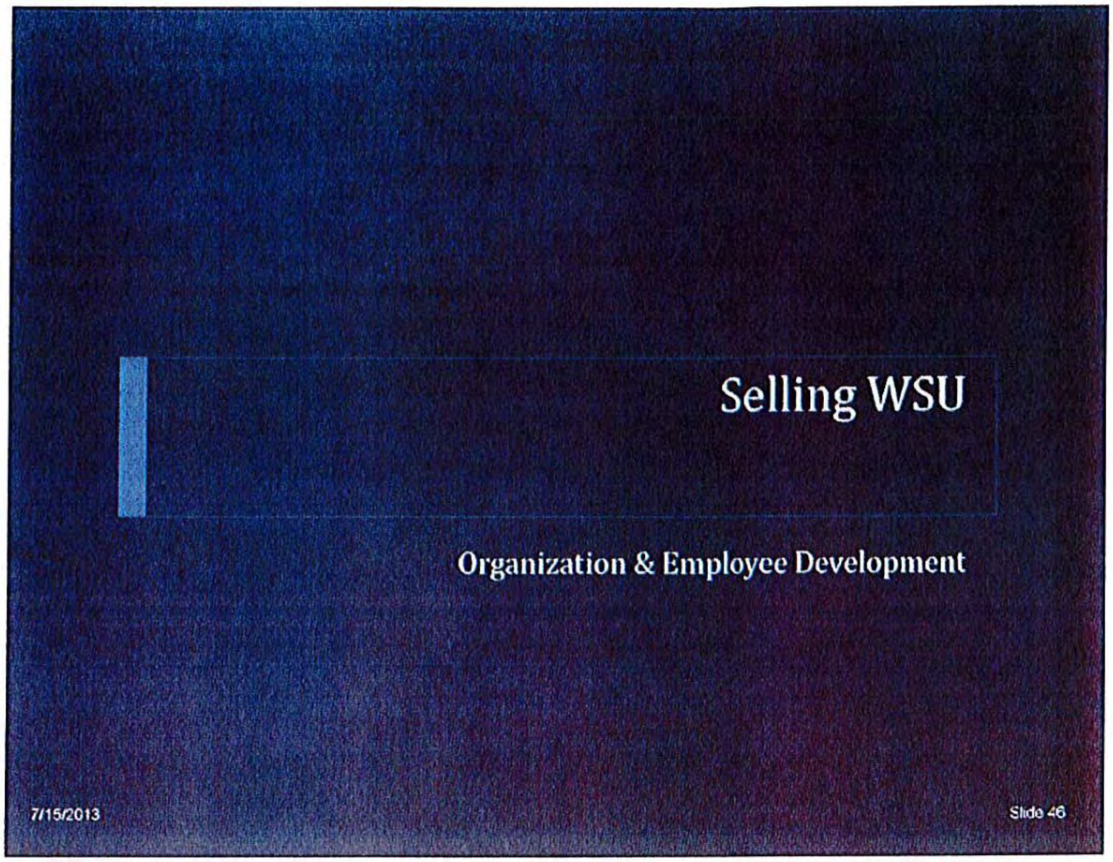
7/15/2013

Notes:

Key Contacts for Academic Hiring & Contract Renewals and Other Support

Department	Focus
Academic Personnel Phone: (313) 577-2003	Academic Represented & Non-Represented Faculty and Staff
Graduate School Phone: (313) 577-2170	Graduate Teaching Assistants, Graduate Student Assistants & Graduate Research Assistants
Office of Equal Opportunity Phone: (313) 577-2280	• Faculty Hiring Plan • Diversity Publications • Guide for Successful Searches
Office of International Students & Scholars Phone: (313) 577-3422	Foreign National Work Authorization and Hiring Guide
Postdoctoral Office Phone: (313) 577-2172	Postdoctoral Appointments and Reviews
Office of the Vice President for Research Phone: (313) 577-5600	Academic Research

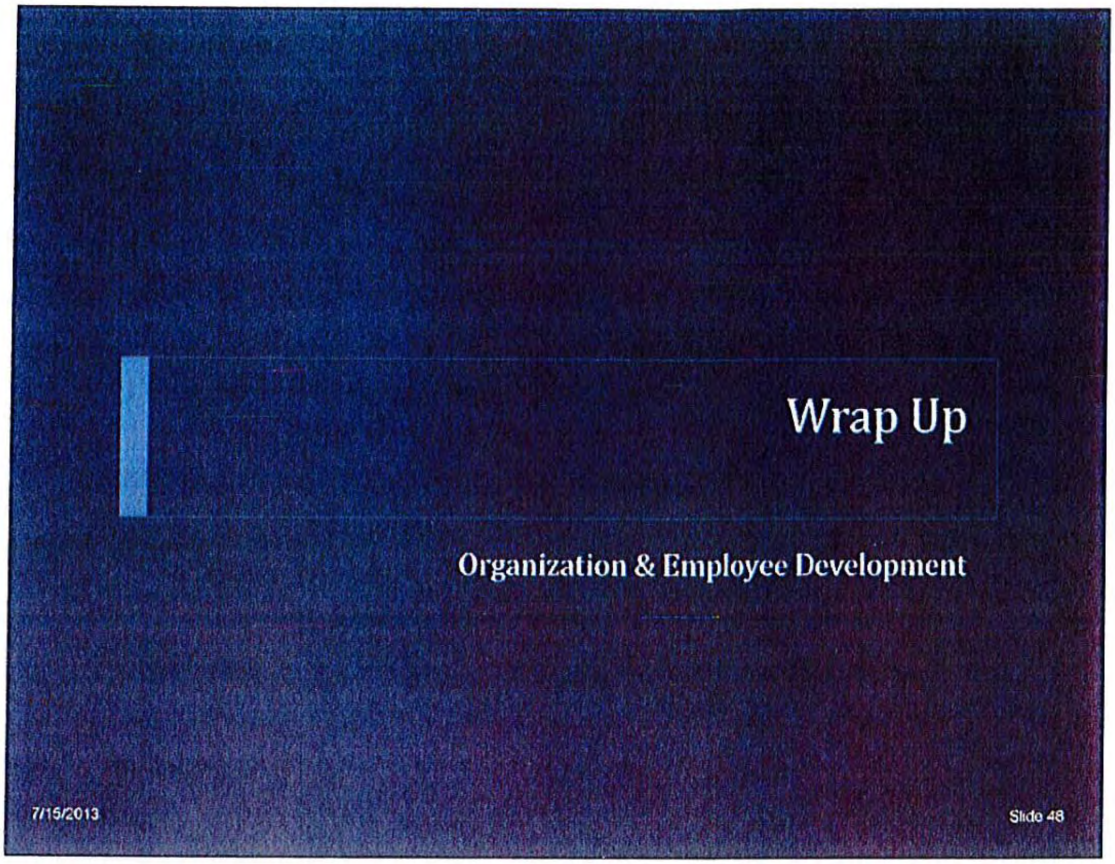
Notes:


Selling WSU
Organization & Employee Development
7/15/2013
Slide 46

Notes:


Selling Detroit
Resources for Selling Detroit
WAYNE STATE UNIVERSITY
DETROIT
ORIENTATION INSTITUTE
Resources from the Office of the Provost's Website
EXPLORE DETROIT
About Detroit
What to Do
Family Fun
About WSU
FAQ
Contact Us
Wayne State University offers a 200 acre campus in the heart of Midtown Detroit

Notes:


Wrap Up
Organization & Employee Development
7/15/2013
Slide 48

Notes:

Session Objectives

As a result of today's session, participants will be able to:

- Describe the Role and Expectations of Client Services as it pertains to staffing
- Reference WSU's Talent Management model as part of a strategic approach to recruitment and retention
- Understand WSU's recruitment process including key policies and procedures, collective bargaining agreement articles, and systems for academic and non-academic, represented and non-represented faculty and staff
- Contact appropriate WSU central units for support as needed

7/15/2013 Slide 49

Notes:

Interview Question & Inquiry Guide

CATEGORY	PROHIBITED	ACCEPTABLE
AGE	Questions about age, date of birth, or request for birth certificates	Are you eligible to work?
ARREST RECORD	Any inquiry related to arrest.	NONE
CONVICTION RECORD	Inquires regarding convictions that do not relate to performing the particular job under consideration	Inquires about actual convictions. Information obtained must be used only if it relates to the applicant's fitness to perform the job.
DISABILITY	Do you have a disability or any health problems which may affect your performance for this position?	Are you able to perform the essential functions of this job with or without an accommodation? (Provide a description of the essential functions?)
	What is the prognosis or expectation regarding the condition or disability?	Will you need to be absent for special treatment of the disability?
		If the applicants'' known disability may interfere with or prevent the performance of a job related function, whether or not the employer routinely makes such a request of all applicants, it is permissible to ask: Please demonstrate how, with or without reasonable accommodation, you will be able to perform the job-related function(s).
		Are you able to meet the required schedule?
		Questions should focus on the ability of the applicant to perform the job, not on the disability
;EX	Gender of applicant, where sex is not a bona fide occupational qualification (BFOQ)	NONE
	How would you feel about working for woman/man?	
MARITAL and FAMILY STATUS	Are you married? What does your spouse do?	Are you able to meet the work schedule and responsibilities of the position, i.e., traveling needs, if required? (Must be asked of candidates of both sexes.)
	Do you have child care arrangements?	
	Do you have plans for having children/family?	
MILITARY	Discharge status.	Type of experience and education in service as it relates to the particular job.
NATIONAL ORIGIN	Require proof of citizenship prior to employment.	Whether the candidate is legally eligible to work in the United States.
	Lineage, ancestry, descent, mother tongue, birthplace, or citizenship. National origin of spouse or parents.	Make the statement that, if hired, applicants must furnish proof of citizenship or appropriate visa.
ORGANIZATIONAL AFFILIATION	Of what organizations are you a member?	Are you active in any organization that is related to the responsibilities of this position?
RACE OR COLOR	Are you of ______ heritage /race?	NONE
ELIGION	Do you have religious beliefs that would prevent you from working certain days of the week?	Are you able to work the required schedule?
	What is your religion?	
	Which church do you attend?	

Interview Question & Inquiry Guide

INTERVIEW QUESTIONS

The best way to guard against disparate treatment, ensure sound selection procedures and avoid unlawful discrimination is to be fair, objective, and consistent in the hiring process. Inquiries concerning a candidate's personal characteristics not related to ability, performance, or qualifications as determined by University policy or by state or federal authorities must be excluded from the hiring process. This includes not only direct questions, but also attempts to draw conclusions on prohibited matters from letters of application, CV's or resumes, and letters of recommendation.

The following are examples you should review to enable you to conduct interviews and reference inquiries in a non-discriminatory manner. The same questions should generally be asked of all candidates.

INFORMATION OFFERED VOLUNTARILY

Even if a candidate offers information about a protected basis voluntarily, the committee or decision maker cannot make the hiring decision based on that information or in reliance on that information. In other words, that information cannot be used to disqualify a candidate.

IF YOU DON'T KNOW, PLEASE ASK THE OEO.

If you have a concern or inquiry related to a specific question you plan or wish to use in the interview and selection process, please contact the OEO.

OEO CONSIDERATIONS FOR ALL EMPLOYMENT SEARCHES

THE RECRUITMENT AND HIRING PROCESS
STAFFING OVERVIEW SESSION, JULY 2013

RECRUITMENT

- Make the pool as broad as possible by developing a recruitment plan.
  - Consider advertising in diversity related publications (Diverse Issues in Higher Education, etc.).
  - Make sure we are providing our listings to agencies that deal with persons with disabilities and military veterans.

INTERVIEW

- Consistency for each candidate
  - Same basic questions
  - Same time frame
  - Same tours, explanations and demonstrations
  - Treat internal candidates the same as external ones
- Core questions in the interview process
  - Avoids the problem of favoring one candidate over another
  - Provides consistency
  - Allows for better note taking during interviews
  - Can ask questions to follow up on information that is offered.
- There are certain things that are not appropriate or legal during the interview process. Refer to the Interview Question and Inquiry Guide.

SELECTION

- Select best qualified candidate based only on qualifications and experience.
- You must be able to justify your decision on legitimate non-discriminatory grounds.

OVERALL PROCESS

- Document everything from the search committee to the hiring decision.
  - Utilize OHS for this purpose.
- Retain records according to policy.
- Call OEO if you have any questions or concerns about interview questions that can be asked or making accommodations for persons with disabilities in the interview and selection process.

Units are responsible for diversifying their recruitment resources and their applicant pools.

INSTRUCTIONS

1. Submit the original form to the Chair/Director and Dean or his/her designee for signature;
2. Forward the original to Office of Equal Opportunity (OEO) for approval;
3. Retain a copy for your department / unit.

NOTE: OEO must approve all parts of the Tenured / Tenure-Track Faculty Hiring Plan Form prior to inclusion in the Appointment Summary, which goes to the Office of the Provost.

PART I:

Section A: Obtain the availability data from www.oeo.wayne.edu.

Section B: Attach a copy of the position posting(s) to Part I of the OEO Hiring Plan Form.

To ensure that EEO data collection for all applicants is complete and accurate, the Academic Application in the WSU Online Hiring System (http://jobs.wayne.edu) must be utilized by all applicants.

PART II:

Section A: Include race and gender information by faculty classification as of the date the chairperson / director signs the form.

Section B: Include race and gender information by classification or consultant status.

If the search committee is in place when Part I is completed Parts I and II can be forwarded simultaneously.

PART III:

Section A: This number should represent the total number of applicants submitted for the position, regardless of their qualifications.

Section B: "Seriously considered" applicants are those who met the advertised requirements and were given a preliminary screening or interview by the search committee or search committee chairperson. Demographic information is documented by "best guess" only, as applicants cannot be asked their race, citizenship and/or gender during the pre-employment stage of the search process.

Section C: Semi-finalists are those individuals who were invited to campus for an in-person interview, including airport interviews. Again, demographic information is documented by "best guess" only.

Section D: List the most qualified person to be offered the position first, followed by the remaining qualified candidates. If applicable, clearly state which of the finalists rejected an offer and provide reasons.

NOTE: To avoid a delay in processing, please attach copies of the vitae for each of the finalists. For the final candidate, please attach copies of the vitae and letter of offer.

To expedite the review of all forms, OEO has assigned an EO Specialist to serve as the liaison for each S/C/D. Should you need additional assistance, please contact the OEO office at (313) 577-2280.

WAYNE STATE UNIVERSITY
OFFICE OF EQUAL OPPORTUNITY

TENURED / TENURE-TRACK
FACULTY HIRING PLAN

PART I:

SCHOOL/COLLEGE/DIVISION: DATE:

DEPARTMENT/UNIT: POSITION #:

CLASSIFICATION/RANK: ☐ Assistant Professor ☐ Associate Professor ☐ Full Professor
(Check all that apply)

A. **Availability Data:** List the information requested in the box below for **underutilized** groups only.

	Women	Total Minorities	African American	Asian / Pacific Islander	Hispanic	Native American/ Alaskan Native
% Availability						
% Utilization						
WSU Difference %						

B. **Search and Recruitment Activities:** List all publications, search and recruitment activities, etc., planned for this position posting. Include special efforts to recruit women and/or minorities, position advertising and mailings, and any other relevant elements of the search plan.

Type of Contact	Date(s)	Type of Contact	Date(s)

WAYNE STATE UNIVERSITY
OFFICE OF EQUAL OPPORTUNITY

TENURED / TENURE-TRACK
FACULTY HIRING PLAN

PART I:

Department / Unit Contact:
(This is where the form will be forwarded once it has been approved by OEO)

Name:

Campus Mail Address:

Campus Phone:

Email:

Fax No.:

Approved by:

Chairperson/Director Signature Date

Dean Signature Date

Print Name

Print Name

OEO USE ONLY

Office of Equal Opportunity (OEO): ☐ Review
Deficiencies:

Director / EO Specialist Date

Deficiencies resolved:

WAYNE STATE UNIVERSITY
OFFICE OF EQUAL OPPORTUNITY

TENURED / TENURE-TRACK
FACULTY HIRING PLAN

PART II:

SCHOOL/COLLEGE/DIVISION: DATE:

DEPARTMENT/UNIT: POSITION #:

CLASSIFICATION/RANK: ☐ Assistant Professor ☐ Associate Professor ☐ Full Professor
(Check all that apply)

A. S/C/D Composition
Chair/Head of Department/Unit: ______________________________
Name Rank

MALE FACULTY MEMBERS

Rank	White	African American	Hispanic	Asian / Pacific Islander	Native American	Total
Professor						
Associate Professor						
Assistant/Instructor						
Lecturer/Sr. Lecturer						

FEMALE FACULTY MEMBERS

Rank	White	African American	Hispanic	Asian / Pacific Islander	Native American	Total
Professor						
Associate Professor						
Assistant/Instructor						
Lecturer/Sr. Lecturer						

B. Search Committee Composition
Search Committee Chair: ______________________________
Name Rank

MALE COMMITTEE MEMBERS

Rank	White	African American	Hispanic	Asian / Pacific Islander	Native American	Total
Professor						
Associate Professor						
Assistant/Instructor						
Lecturer/Sr. Lecturer						

FEMALE COMMITTEE MEMBERS

Rank	White	African American	Hispanic	Asian / Pacific Islander	Native American	Total
Professor						
Associate Professor						
Assistant/Instructor						
Lecturer/Sr. Lecturer						

PART II:

Department / Unit Contact:
(This is where the form will be forwarded once it has been approved by OEO)

Name: Campus Mail Address:

Campus Phone: Email: Fax No.:

Approved by:

Chairperson/Director Signature Date Dean Signature Date

Print Name Print Name

OEO USE ONLY

Office of Equal Opportunity (OEO): ☐ Review
Deficiencies:

Director / EO Specialist Date

Deficiencies resolved:

WAYNE STATE UNIVERSITY
OFFICE OF EQUAL OPPORTUNITY

TENURED / TENURE-TRACK
FACULTY HIRING PLAN

PART III:

SCHOOL/COLLEGE/DIVISION: DATE:

DEPARTMENT/UNIT: POSITION #:

CLASSIFICATION/RANK: ☐ Assistant Professor ☐ Associate Professor ☐ Full Professor
(Check all that apply)

A. Total number of all applicants: ________

B. Summary of names and demographic characteristics of seriously considered candidates only.
NOTE: Use "unknown" only if a good faith inference cannot be made regarding characteristics.

For each seriously considered candidate who is not chosen as a finalist, the department/unit must be able to provide the specific reason for rejection along with supporting documentation. This information must be retained in the department for two years after the effective date of the new hire.

Work eligibility Codes:
1 = U.S. Citizen
2 = Permanent Resident
3 = Foreign National (not a Permanent Resident)
U = Unknown

Race ID Codes:
WH = White/Caucasian
BL = Black/African American
HO = Hispanic
AS = Asian/Pacific Islander
NA = Native American/Alaskan Native
U = Unknown

Gender Codes:
M = Male
F = Female
U =Unknown

Name(s) of Seriously Considered Candidate(s)	Work Eligibility	Race	Gender	Name(s) of Seriously Considered Candidate(s)	Citizenship	Race	Gender

C. **Semi-Finalist Section:** Those to whom an invitation to campus for an in-person interview was made.

Semi-Finalists	Work Eligibility	Race	Gender	Date(s) of Interview(s)	Reason Semi-Finalist Not Advanced

D. **Finalist Section:** Those to whom an offer might be made. List in priority order with the most qualified first and the least qualified last.

Finalists	Work Eligibility	Race	Gender	Date(s) of Interview(s)	Date Offer Tendered	$ Amount Offered	Date Finalist Candidate Rejected Offer and Reason

Department / Unit Contact:
(This is where the form will be forwarded once it has been approved by OEO)

Name: **Campus Mail Address:**

Campus Phone: **Email:** **Fax No.:**

Approved by:

Chairperson/Director Signature Date Dean Signature Date

Print Name Print Name

OEO USE ONLY

Office of Equal Opportunity (OEO): ☐**Audited**

Director / EO Specialist **Date**

NON-TENURE-TRACK FACULTY HIRING PLAN

Units are responsible for diversifying their recruitment resources and their applicant pools.

INSTRUCTIONS

1. Submit the original form to the Chair/Director and Dean or his/her designee for signature;
2. Forward the original to Office of Equal Opportunity (OEO) for approval;
3. Retain a copy for department / unit.

Section A Composition: Provide a breakdown of the faculty in your (S/C/D) by race and gender.

All Applicants: Provide the total number of all applicants. To ensure that EEO data collection for all applicants is complete and accurate, the Academic Application in the WSU Online Hiring System (http://jobs.wayne.edu) must be utilized by all applicants.

Section B Seriously Considered Candidate(s): "Seriously considered" applicants are those applicants who met the advertised requirements and were preliminarily screened and/or interviewed by the search committee or search committee chairperson.

Section C Finalist(s): Provide complete information each of the finalist(s).

To expedite the review of all forms, OEO has assigned an EO Specialist to serve as the liaison for each S/C/D. Should you need additional assistance, please contact the OEO office at (313) 577-2280.

WAYNE STATE UNIVERSITY
OFFICE OF EQUAL OPPORTUNITY

NON-TENURE-TRACK
FACULTY HIRING PLAN

SCHOOL/COLLEGE/DIVISION: DATE:

DEPARTMENT/UNIT: POSTING #:

CLASSIFICATION/RANK: *(Check all that apply)*

☐ Lecturer
☐ Instructor
☐ Faculty (Clinical)
☐ Faculty (Research)
☐ Faculty (Other)

Part A: Indicate the total number of faculty in your department / unit by race and gender.

Male Faculty

White	African American	Hispanic	Asian/Pacific Islander	Native American	Total

Female Faculty

White	African American	Hispanic	Asian/Pacific Islander	Native American	Total

Total number of applications: _______

Part B: Seriously Considered Candidate Summary:
List the names and demographic characteristics of "seriously considered" candidates only. Obtain by "best guess" only. Use "unknown" only if a good faith inference cannot be made regarding the characteristics.

For each seriously considered candidate who is not chosen as a finalist, the department/unit must be able to provide the specific reason for rejection along with supporting documentation. This information must be retained in the department for two years after the effective date of the new hire

Citizen Codes:
1 = U.S. Citizen
2 = Permanent Resident
3 = Foreign National (not a Permanent Resident)
U = Unknown

Race ID Codes:
WH = White/Caucasian
BL = Black/African American
HO = Hispanic
AS = Asian/Pacific Islander
NA = Native American/Alaskan Native
U = Unknown

Gender Codes:
M = Male
F = Female
U =Unknown

Name(s) of Seriously Considered Candidate(s)	Citizenship	Race	Gender	Name(s) of Seriously Considered Candidate(s)	Citizenship	Race	Gender

Part C: Finalist(s):

List in priority order: 1) the first person to whom the position will be offered (the most qualified); 2) the next qualified person to whom the position might be offered; and 3) the last person to whom the position might be offered.

Name(s) of Finalist(s)	Citizenship	Race	Gender	Interview Date(s) *(If applicable)*	$ Amount Offered *(If Applicable)*	Date Offer Tendered *(If Applicable)*	Date(s) Offer Accepted OR Rejected and Reason(s)

Department / Unit Contact:

Name: **Campus Mail Address:**

Campus Phone: **Email:** **Fax No.:**

Approved by:

Chairperson Signature/Date **Dean or Designee Signature/Date**

UAW Staff Association Contract Information (E-class: SA)
2009-2013 UAW Staff Association Contract (pdf)

ARTICLE 18. REDUCTION OF WORK FORCE AND RECALL - A.1.B
ARTICLE 19. PROMOTIONS AND TRANSFERS
ARTICLE 20. PROVISIONAL STATUS
ARTICLE 21. PROMOTIONS AND TRANSFERS BETWEEN BARGAINING UNITS

UAW Professional and Administrative (P&A) Contract Information: (E-classes: PE and PN)
P&A Collective Bargaining Agreement Changes 2012-2016

ARTICLE (14) REDUCTION OF WORK FORCE AND RECALL
ARTICLE (15) PROMOTIONS AND TRANSFERS
University-trained hiring authorities may utilize more than one method of promotion as set forth below. They may fill vacant positions on the basis of seniority [most-senior-qualified] (Method 1) or selecting-the-most-qualified (Method 2).
ARTICLE (16) PROMOTIONS AND TRANSFERS BETWEEN BARGAINING UNITS

Police Officers Labor Council Contract Information (e-class: PS)
2009-2013 Police Officers Labor Council Contract (pdf)

ARTICLE (40) PROMOTIONS
ARTICLE (38) EVALUATIONS
ARTICLE (10) PROBATIONARY PERIOD

Service Employees International Union Contract Information - CUSTODIAL/GROUNDS SUPERVISION: (e-class: 7M)
2011-2015 SEIU 517M Contract (pdf)

Article (8) PROBATIONARY EMPLOYEES
Article (12) VACANCY REPLACEMENT PROCEDURE
Article (1) RECOGNITION - EMPLOYEES COVERED – D, E and F (Pay rate)
Article (13) "SWING" (RELIEF) CUSTODIAL SUPERVISOR B.
Article (14) PROMOTIONS AND DEMOTIONS
Article (47) PERFORMANCE EVALUATIONS
Article (20) REDUCTION OF WORK FORCE AND RECALL - E

Supervisors Operating Engineers Contract Information (eclass: OS)
2009-2012 Supervising Engineers Contract (pdf)

ARTICLE (15) SENIORITY, LAYOFF AND RECALL, TRANSFER AND PROMOTIONS
ARTICLE (4) PROBATION
ARTICLE (29) WAGES (Evaluations)
Operating Engineers Contract Information (e-class: OE)

2010-2015 Operating Engineers Contract (pdf)

ARTICLE (15) SENIORITY, LAYOFF AND RECALL, TRANSFER AND PROMOTIONS
ARTICLE (4) PROBATION, PROVISIONAL STATUS
Reviews – no could not find contract language

Unite Here! Local 24 (Housekeepers) Contract Information (e-class:HX)
2009-2013 Housing/Unite Here! Contract (pdf)

ARTICLE (12) SENIORITY
ARTICLE (13) LAYOFF AND RECALL
ARTICLE (21) CLASSIFICATION AND WAGE SCHEDULE
ARTICLE (7) EVALUATIONS

Unite Here! Local 24 (Janitors) Contract Information (e-class: 24)
2009-2013 H.E.R.E. Contract (pdf)

3. RECOGNITION -C.
4. PROBATION
5. SENIORITY
6. JANITOR LEADER

Reviews – could not find contract language

Michigan Building and Construction Trades Council Contract Information (e-class: SK)
Building Trades (Working Team Leader) Collective Bargaining Agreement Changes 2012-2017 (pdf) - New contract
Article VII.C
New contract is not online just changes.

AFSCME Contract Information (e-class: AS)
AFSCME Collective Bargaining Agreement Changes 2012-2016 (pdf)

ARTICLE (25) JOB ASSIGNMENTS
New Contract is not online just changes

WAYNE STATE UNIVERSITY

Appointment Summary

Instructions: Type in all information and submit with supporting documentation as described below.

Action ☐ Joint	☐ Appointment ☐ Change of Assignment ☐ Reappointmen ☐ Renewal	☐ Interim Appointment Appointment dates:	Date Prepared
Candidate's Name (last, first, m.i.)	U.S. Citizen: Yes ☐ No ☐	If no, immigration status:	
Primary School/College/Division	Primary Department/Program	Tenure Code: ☐ CS ☐ FD ☐ NT ☐ ES ☐ FE ☐ OT ☐ ET ☐ FF ☐ PR ☐ FA ☐ FG ☐ RC ☐ FB ☐ FH ☐ T2 ☐ FC ☐ IN ☐ T9 ☐ VT ☐ VN	
Secondary School/College/Division	Secondary Department/Program		
Tertiary School/College/Division	Tertiary Department/Program		
Rank/Payroll Classification	Tenured ☐ Tenure Track ☐ Not tenure track ☐	If fractional tenure track, fill in %: %	
Full-time Salary ☐ 9-month ☐ 12-month $	Administrative Attachment $ ☐ 9-month ☐ 12-month	Ethnic Code ☐ AM-AmInd/Al ☐ HO-Hisp,Other ☐ AR-Arabic ☐ HP-Hisp,PR M ☐ AS-Asian/PI ☐ HR-Hisp,PR C ☐ BL-Black, NH ☐ UN-Unknown ☐ HM-Hisp,Mex ☐ WH-White,NH	
Fractional Time % / Related Salary $	Reimbursement for Moving Expenses % to maximum of $		
WSU Employment History ☐ None ☐ Prior ☐ Current	If prior or current employment at WSU, attach details.		
Account/Position Information	Gender ☐ Male ☐ Female		

Position Number	Index	Labor Distribution	Subsidy-condition Assignment: Yes ☐ No ☐

PROVOST OFFICE USE ONLY

Budget

Current amount: ____

Top-up amount: ____

Total amount: ____

Initials/Date:

Academic Personnel Appointment

PEAFACT status: ____

Clock begin date:

Renewal

Years on track: ____

As of: ____

Dates clock off: ____

FY authorization: ____
(tenure-track hires only)

Initials/Date:

Attach the following documents to this form in the order indicated, forward to dean/director. Dean/director forward to Provost Office or Personnel Processing.

Appointment/Reappointment

- ☐ 1. This form
- ☐ 2. Letter of offer
- ☐ 3. Employment agreement
- ☐ 4. Financial Responsibility Form (when applicable)
- ☐ 5. Approved PAR
- ☐ 6. Internal posting
- ☐ 7. Written/Oral references
- ☐ 8. Chair/Dean recommendation
- ☐ 9. Résumé
- ☐ 10. OEO Hiring Plan form (when applicable)
- ☐ 11. Moving Expense Approval (when applicable)
- ☐ 12. Other

Renewal/Change of Assignment

- ☐ 1. This form
- ☐ 2. Letter of offer
- ☐ 3. Résumé

Interim Appointment

- ☐ 1. This form
- ☐ 2. Letter of offer
- ☐ 3. Employment agreement
- ☐ 4. Résumé

Required Signatures

Preparer/Date	Phone	Academic Personnel/Date

Financial Responsibility Form

School/College: ____________________ Department: ____________________

Candidate name: ____________________ Rank: ☐ Instructor ☐ Assistant ☐ Associate ☐ Professor

Effective date: Tenure: Yes ☐ No ☐ Position number:

RECRUITMENT FUNDING

Minority funding: ____________

Faculty Recruitment funding: ____________

Current budget value: ____________

Recruitment funding: ____________

Total salary: $ -

VPAA approval:

Personal: ____________ % of actual costs up to maximum of ____________

Laboratory: ____________ % of actual costs up to maximum of ____________

Total cost: $ -

(Provost approval required over $10,000)

TYPE OF EXPENSE	TOTAL COST	SOURCE OF FUNDING: DEPARTMENT GENERAL FUND	DEPARTMENT OTHER	COLLEGE GENERAL FUND	COLLEGE OTHER	BUDGET, PLANNING AND ANALYSIS
Salary: 9 or 12 month salary	-					
Salary: Special attachments	-					
Moving Expenses:	-					
Laboratory Set-Up: Equipment						
Year 1 (attach list)	-					
Year 2 (attach list)	-					
Year 3 (attach list)	-					
Personnel Support:						
Year 1 (attach list)	-					
Year 2 (attach list)	-					
Year 3 (attach list)	-					
Legal Expenses	-					
Renovation Costs	-					
Other (specify below)						
Year 1	-					
Year 2	-					
Year 3	-					
Subtotal Year 1	-	-	-	-	-	-
Subtotal Year 2	-	-	-	-	-	-
Subtotal Year 3	-	-	-	-	-	-
GRAND TOTAL	-	-	-	-	-	-
	Authorized by:					
	Date:					

FRF
7/11/2013

- **The roles and responsibilities of Academic Personnel:**

The Office of the Provost and Senior Vice President for Academic Affairs is the central academic administrative unit of the University. It is responsible for planning, organizing, and advising academic units on all matters related to University policies and procedures, academic programs, budgetary and academic personnel issues. It also serves as a focal point for all academic issues, and oversees selected Centers and Institutes. (JVW - this information is included in the Faculty and Academic Staff Information Bulletin 2003)

AAUP-AFT contract issues that require interpretation of the Associate Provost for Academic Personnel and provide guidance on academic personnel.

Review tenure-track appointments, as well as all other academic letters of offer that are non-subdelegated to the Dean which require Provost approval. For example, Chairs, academic Directors, administrative attachments for faculty and academic staff members.

Review all other documents that require Provost approval - for example waivers, leaves of absence, salary adjustments, and tenure clock interruptions.

Non-standard language used in letters of offer.

Post all academic postings to the Online Hiring System.

Upon request, post academic positions to higheredjobs.com, after they have been posted on the Online Hiring System. To accomplish this, I would be sent a word document that includes OHS posting number, for example, "Applications must be made using the Wayne State University's Online Hiring System at: https://jobs.wayne.edu job is posting # ______"

Non-renewal notices – make sure they are sent as stipulated in the AAUP-AFT contract Article XX D. Non-Renewal of a Term Appointment, and send copies to my attention in the Provost Office.

Personnel files - request to view personnel files for AAUP-AFT represented bargaining unit members are handled through Pipeline.

University Promotion and Tenure

All awards including BOG Faculty Recognition Award, Distinguished Faculty Fellowships, Career Development Chairs, University Research Grant, President's Awards for Excellence in Teaching, Honorary Degrees, Emeritus request, and Sabbatical Leaves.

New Faculty Orientation normally held in late August. This year it will be held on August 20-22, 2013. Kelley Skillin and her staff handle the New Faculty Orientation:
http://wayne.edu/facultyorientation/

- **AAUP-AFT contract:** Some important parts of the collective bargaining agreement:
  - Article I.B and C: Represented and Excluded Employees.
  - Article XII: Compensation (including benefits)
  - Article XX: Term Appointments – covers term appointments and the non-renewal process
  - Article XXI: Employment Security Status Procedures
  - Article XXII and XXIII covering tenure and promotion for both faculty and represented academic staff
  - Letter of agreement dated August 19, 2012, Reference: Faculty Classification Limitations

- **WSU Faculty and Academic Staff Bulletin 2003:**

http://www.bulletins.wayne.edu/fib/index.html

The title `Emeritus' or `Emerita' may be granted to any tenured member of the faculty or academic staff who leaves the University for the purpose of retirement. Emeritus appointments are recommended by the appropriate faculty or academic staff committees, chairpersons, and deans, and must be approved by the Provost. In making recommendations for the title, consideration is given to the individual's length and value of service to the University, age, and plans regarding full-time employment elsewhere.

Emeritus ranks involve no duties and provide no stipend. As long as it is feasible to grant them, all persons holding emeritus rank shall have the following rights and privileges in the University:

1. Their names shall be listed in the University Bulletin.

2. They shall have the library and parking privileges of the regular faculty and academic staff.

3. They shall receive appropriate University mailings which are directed to all members of the faculty.

4. They shall be entitled to attend all appropriate faculty social and honorary functions.

5. They shall be entitled to the privileges of the University dining facilities, bookstore, and ticket office.

6. They shall receive other feasible courtesies and privileges.

(Council of Deans Minutes, October 6, 1959)

Table of Contents

WAYNE STATE UNIVERSITY

Appointment Summary

Instructions: Type in all information and submit with supporting documentation as described below.

Action ☐ Joint	☐ Appointment ☐ Change of Assignment ☐ Reappointmen ☐ Renewal	☐ Interim Appointment Appointment dates:	Date Prepared
Candidate's Name (last, first, m.i.)		U.S. Citizen: Yes ☐ No ☐	If no, immigration status:
Primary School/College/Division		Primary Department/Program	Tenure Code: ☐ CS ☐ FD ☐ NT ☐ ES ☐ FE ☐ OT ☐ ET ☐ FF ☐ PR ☐ FA ☐ FG ☐ RC ☐ FB ☐ FH ☐ T2 ☐ FC ☐ IN ☐ T9 ☐ VT ☐ VN
Secondary School/College/Division		Secondary Department/Program	
Tertiary School/College/Division		Tertiary Department/Program	
Rank/Payroll Classification		Tenured ☐ Tenure Track ☐ / Not tenure track ☐	If fractional tenure track, fill in %: %
Full-time Salary $	☐ 9-month ☐ 12-month	Administrative Attachment $ ☐ 9-month ☐ 12-month	Ethnic Code ☐ AM-AmInd/Al ☐ HO-Hisp,Other ☐ AR-Arabic ☐ HP-Hisp,PR M ☐ AS-Asian/PI ☐ HR-Hisp,PR C ☐ BL-Black, NH ☐ UN-Unknown ☐ HM-Hisp,Mex ☐ WH-White,NH
Fractional Time %	Related Salary $	Reimbursement for Moving Expenses % to maximum of $	
WSU Employment History ☐ None ☐ Prior	☐ Current	If prior or current employment at WSU, attach details.	
Account/Position Information		Gender ☐ Male ☐ Female	

Position Number	Index	Labor Distribution	Subsidy-condition Assignment: Yes ☐ No ☐

PROVOST OFFICE USE ONLY

Budget

Current amount: ____________

Top-up amount: ____________

Total amount: ____________

Initials/Date:

Academic Personnel Appointment

PEAFACT status: ____________

Clock begin date:

Renewal

Years on track: ____________

As of: ____________

Dates clock off: ____________

FY authorization: ____________
(tenure-track hires only)

Initials/Date:

Attach the following documents to this form in the order indicated, forward to dean/director. Dean/director forward to Provost Office or Personnel Processing.

Appointment/Reappointment

- ☐ 1. This form
- ☐ 2. Letter of offer
- ☐ 3. Employment agreement
- ☐ 4. Financial Responsibility Form (when applicable)
- ☐ 5. Approved PAR
- ☐ 6. Internal posting
- ☐ 7. Written/Oral references
- ☐ 8. Chair/Dean recommendation
- ☐ 9. Résumé
- ☐ 10. OEO Hiring Plan form (when applicable)
- ☐ 11. Moving Expense Approval (when applicable)
- ☐ 12. Other

Renewal/Change of Assignment

- ☐ 1. This form
- ☐ 2. Letter of offer
- ☐ 3. Résumé

Interim Appointment

- ☐ 1. This form
- ☐ 2. Letter of offer
- ☐ 3. Employment agreement
- ☐ 4. Résumé

Required Signatures

Preparer/Date	Phone	Academic Personnel/Date

rev. 01/03

Tenure Code

Code	Description	Tenure Status
CS	Clock Stopped	On-Track
ES	Employment Security Status	Ineligible
ET	Employment Security System	Ineligible
FA	Fractional Track 25%	On-Track
FB	Fractional Track 50%	On-Track
FC	Fractional Tenure 9-mo. 25%	Tenured
FD	Fractional Tenure 9-mo. 50%	Tenured
FE	Fractional Tenure 12-mo. 25%	Tenured
FF	Fractional Tenure 12-mo. 50%	Tenured
FG	Fractional Tenure 9-mo. 75%	Tenured
FH	Fractional Tenure 12-mo. 75%	Tenured
IN	Ineligible	Ineligible
NT	Non-Tenured	Non-Tenured
OT	On Track	On-Track
PR	Preliminary	Non-Tenured
RC	Renewal Contract	Ineligible
T2	Tenured 12-month	Tenured
T9	Tenured 9-month	Tenured
VT	Visiting Faculty with Tenure	Ineligible
VN	Visiting Faculty Non-Tenured	Ineligible

Explanation of Codes

CS (Clock Stopped) – To be used when there is a letter specifically indicating the Tenure Clock is to be stopped for the employee

IN (Ineligible) – Classifications not eligible for tenure (Instructor, Lecturer, Volunteer Faculty, and those that have (Clinical) or (Research) in the title

NT (Non-Tenured) – Classifications that are eligible for Tenure, but are on Subsidy Condition

OT (On Track) – Classifications that are on tenure-track but have not yet received Tenure

PR (Preliminary) - Preliminary status is used for faculty hired as full professor and/or with continuing tenure which requires Board of Governors approval

RC (Renewal Contract) – Academic Staff whose position is temporary in nature

VT – Visiting Faculty who holds tenure at their home institution

VN – Visiting Faculty who hold non tenured position at their home institution

Financial Responsibility Form

School/College: ____________________ Department: ____________________

Candidate name: ____________________ Rank: ☐ Instructor ☐ Assistant ☐ Associate ☐ Professor

Effective date: Tenure: Yes ☐ No ☐ Position number:

RECRUITMENT FUNDING			
Minority funding:		Personal: ______	% of actual costs up to maximum of ______
Faculty Recruitment funding:			
Current budget value:		Laboratory: ______	% of actual costs up to maximum of ______
Recruitment funding:			
Total salary:	$ -		Total cost: $ -
VPAA approval:			(Provost approval required over $10,000)

TYPE OF EXPENSE	TOTAL COST	SOURCE OF FUNDING: DEPARTMENT GENERAL FUND	DEPARTMENT OTHER	COLLEGE GENERAL FUND	COLLEGE OTHER	BUDGET, PLANNING AND ANALYSIS
Salary: 9 or 12 month salary	-					
Salary: Special attachments	-					
Moving Expenses:	-					
Laboratory Set-Up: Equipment						
Year 1 (attach list)	-					
Year 2 (attach list)	-					
Year 3 (attach list)	-					
Personnel Support:						
Year 1 (attach list)	-					
Year 2 (attach list)	-					
Year 3 (attach list)	-					
Legal Expenses	-					
Renovation Costs	-					
Other (specify below)						
Year 1	-					
Year 2	-					
Year 3	-					
Subtotal Year 1	-	-	-	-	-	-
Subtotal Year 2	-	-	-	-	-	-
Subtotal Year 3	-	-	-	-	-	-
GRAND TOTAL	-	-	-	-	-	-
Authorized by:						
Date:						

WAYNE STATE UNIVERSITY

University Policy

ACADEMIC POLICIES

WAYNE STATE UNIVERSITY

University Policy

01-2 Subdelegation of Authority for Academic Appointments and Reappointments (Second Release)

1.0 Purpose

1.1 The President has delegated to the Provost and Senior Vice President for Academic Affairs the authority to approve appointments of persons in positions that are covered by the WSU/AAUP-AFT Agreement, and in positions in other academic classifications in the Division of Academic Affairs, as provided in University Policy 1999-4, section 3.1.

1.2 University Policy 99-4, section 3.2, further authorizes the Provost and Senior vice President for Academic Affairs to subdelegate the approval of appointments.

1.3 The purpose of this University policy is to authorize the Provost to subdelegate to the deans, the Associate Vice President Academic Personnel the authority to approve appointments and reappointments for certain positions within their respective divisions or areas, subject to such limitations as are provided in this University Policy and by University Statutes

2.0 Applicability

2.1 This University Policy applies only to those appointments and reappointments that require formal letters of offer. It is not intended to apply to the appointment of part-time faculty. Appointment procedures for part-time faculty are described in other policy documents.

3.0 Classifications and Actions Subject to Subdelegation

3.1 The deans and vice presidents are authorized to approve appointments of full- and fractional-time nontenure-track faculty and academic staff, with the exception of nontenure-track full professors (see subsection 3.4). Refer to the list of subdelegated classifications in Appendix A.

3.2 The deans and vice presidents are authorized to approve reappointments of full- and fractional-time nontenure-track faculty (including nontenure-track full professors) , part-time faculty on term contracts and academic staff.

3.3 The Provost will retain the authority to approve all appointments and reappointments of academic staff and faculty on the tenure track including instructors as well as appointments and reappointments to managerial positions in which the incumbent serves "at the pleasure of the President or his/her designee."

3.4 The Provost will retain authority to approve all appointments of full professors, with the exception of visiting full professors and voluntary full professors (appointment of which is subdelegated to the deans and vice presidents).

3.5 The Provost will also retain authority to approve requests to post for all position vacancies (Form 1489).

4.0 Limitations

4.1 Compliance with University Policies Orders and Statutes

Subdelegated appointment/reappointment approvals must comply with all existing University Policies, and Statutes, including specifically University Policy 99-5 (Position Posting), 01-1 (Recommendation for Term Appointment and Reappointment of Faculty and Academic Staff). All questions regarding compliance with and interpretations of University Policies should be addressed to the Office of the Provost prior to approval of personnel actions.

4.2 Compliance with Budget Policy

Subdelegated appointment/reappointment approvals must comply with University budget management policy. No appointments or reappointments are to be authorized in cases where salary offers exceed stated line values (as reflected in the position control system). Appointments or reappointments with salary levels that exceed the stated line value must have prior approval from the Office of the Provost, and from the Budget Office in any case which requires an exception to the budget management rules. Further, subsidy-conditioned appointments and reappointments will continue to require prior budgetary approval from Sponsored Program Administration.

4.3 Equal Opportunity Clearance

Subdelegated appointments also must be monitored by the Office of Equal Employment Opportunity, in accordance with current policy and procedure.

4.4 Standard Letters of Offer

Letters of offer for subdelegated appointment/reappointment must use standard University-wide format and language, as provided in standard printed or computer-based letters to be developed, maintained, and distributed by the Office of the Provost. Any exception to standard language requires prior approval from the Office of the Provost.

5.0 Audit Procedures

5.1 Subdelegated personnel paperwork will be monitored through an auditing procedure. In conjunction with the Office of the Provost, the Employment Services Center will conduct auditing. During the audit procedure, letters and pre-employment packets will be examined to confirm compliance with University Statutes, University Policies, budget policy, and other standard operating procedures. Deans and vice presidents will be informed of any problems or inconsistencies discovered during the audit procedure. Problems uncovered during the audits will be resolved through additional training programs or other remedies deemed appropriate by the Provost and Senior Vice President for Academic Affairs.

6.0 Revocation of Subdelegation for Specific Units

6.1 Subdelegation of authority for approval of personnel actions as provided for under the terms of this University Policy may be revoked by the Provost for a specific unit or units without reissuance of a new University Policy.

7.0 Duration

7.1 This University Policy is revocable by the president at any time and without notice.

7.2 This University Policy supersedes University Policy 01-02, First Release

8.0 Effective Date

8.1 This university policy is effective upon issuance.

Signed by President Irvin D. Reid October 19, 2007.

01-2 Subdelegation of Authority for Academic Appointments and Reappointments

Appendix A

List of Subdelegated Classifications

Persons in the following payroll classifications are nontenure-track and authority for their appointments/renewals will be subdelegated to the deans/vice presidents:

- Faculty (Clinical)[1]
  - Instructor (Clinical)
  - Assistant Professor (Clinical)
  - Associate Professor (Clinical)
  - Professor (Clinical)—renewals only
- Faculty (Research)
  - Instructor (Research)
  - Assistant Professor (Research)
  - Associate Professor (Research)
  - Professor (Research)—renewals only
- Lecturer[2]
- Senior Lecturer[2]
- Visiting Faculty
  - Visiting Instructor
  - Visiting Assistant Professor
  - Visiting Associate Professor
  - Visiting Professor
- Voluntary Faculty
  - Adjunct
  - Clinical
  - Full-Time Affiliate
  - Part-time Faculty
- Research Assistant
- Research Associate

Research Scientist

Senior Research Scientist

Academic Staff Managerial Positions
Associate Chair (renewals only)
Assistant Chair (renewals only)
Associate Director (Academic) (renewals only)
Assistant Director (Academic) (renewals only)

In addition, any faculty or academic staff members whose appointments/renewals are conditioned on subsidy, or are fractional-time,[3] are considered to be nontenure-track and their appointments/renewals also will be subdelegated to the deans/vice presidents. This subdelegation includes:

Subsidy-conditioned and/or Fractional-time Instructor
Subsidy-conditioned and/or Fractional-time Assistant Professor
Subsidy-conditioned and/or Fractional-time Associate Professor
Subsidy-conditioned and/or Fractional-time Academic Staff
Subsidy-conditioned and/or Fractional-time Professor—renewals only

The Provost's approval will be required to change the terms of an appointment/renewal from nontenure track to tenure track, or vice versa.

Not included in the subdelegation listing are:

Tenure-track Assistant Professor
Tenure-track (or Tenured) Associate Professor
Tenure-track (or Tenured) Professor
Tenure-track Academic Staff
Subsidy-conditioned/Fractional-time Professor—appointment only
Instructor (nonsubsidy and full-time)
Professor (Research)—appointment only
Professor (Clinical)—appointment only

[1]Limited to those schools/colleges specified in the AAUP-AFT contract.

[2]One-year renewals after three years of service require the approval of the Provost, as specified in the AAUP-AFT contract.

[3]Except as provided under the AAUP-AFT contract.

AAUP-AFT contract

August 19, 2002

Professor Susan P. Fino
Chief Negotiator
Wayne State University Chapter AAUP-AFT
5440 Cass Avenue
Detroit, MI 48202

REFERENCE: Faculty Classification Limitations

Dear Professor Fino:

It is agreed that during the life of this Agreement the classification of faculty (clinical) will be used for wholly clinical faculty positions in clinical departments in the Eugene Applebaum College of Pharmacy and Health Sciences and the School of Medicine; the clinical programs of the College of Nursing; the College of Education; the Law School; the Department of Audiology and Speech-Language Pathology, the Department of Nutrition and Food Science, and the Department of Psychology in the College of Science; and in the School of Social Work. The number of faculty (clinical) positions in the College of Education shall be limited to ten positions, the Law School to three positions, the Department of Audiology and Speech-Language Pathology to four positions, the Department of Nutrition and Food Science to two positions, the Department of Psychology to two positions, and the School of Social Work to four positions.

The unit personnel committee shall be consulted prior to the appointment of faculty (clinical) positions in the College of Education, the Law School, the College of Science, and the School of Social Work.

It is further agreed that the classification of faculty (research) may be used in research centers/institutes, any academic units of the University.

Sincerely yours,

John P. Oliver
Deputy Provost

WAYNE STATE UNIVERSITY

University Policy

03-2 Position Descriptions And Terms Of Appointment For Non-Tenure-Track Faculty, Voluntary Faculty, And Assistant/Associate/Deputy Deans (Second Release)

1.0 Purpose

1.1 It is the purpose of this University Policy to provide standard position descriptions and terms of appointment for Non-tenure track faculty; voluntary faculty; and assistant, associate and deputy deans.

1.2 It is also the purpose of this University Policy to provide standard procedures in the appointment and continued assignment of voluntary faculty, and to assure fair and consistent practices in the selection and review of voluntary faculty in a manner consonant with the mission of the University.

2.0 Appointment Type and Benefits

2.1 Faculty employed at one hundred percent time (1.00 FTE) are considered to hold full-time appointments and receive full benefits. Faculty employed less than one hundred percent time (1.00 FTE) are considered to hold fractional-time appointments.

2.2 Faculty holding appointments at fifty percent (.50 FTE) or more time but less than one hundred percent time (1.00 FTE) are eligible to receive all benefits provided for fractional-time employees by University policy.

2.3 Faculty holding appointments at less than fifty percent time (.50 FTE) are not eligible to receive benefits, except that they may participate in the University retirement program without the University making a contribution.

3.0 Non-tenure Track Faculty

Non-tenure track faculty classifications include (but are not limited to) lecturer, senior lecturer, faculty (research), faculty (clinical), academic staff, visiting faculty, and honorary faculty. In addition, fractional-time faculty classifications are normally non-tenure track. In rare and unusual circumstances a fractional-time faculty or academic-staff member may be granted and hold fractional-time tenure. (See subsection 2.0 for definition of fractional-time faculty)

3.1 Instructor

3.1.1 Instructor is a full- or fractional-time non-tenure track classification when used in cases where the doctorate required for a posted tenure-track position has not been completed by the beginning of the initial appointment.

3.1.2 The period of service for an instructor is limited to two years, during which the instructor is completing the doctoral degree.

3.1.3 The initial term of appointment for an instructor shall be for a period of no more than twelve months. A renewal appointment of no more than twelve months may be granted where good progress toward the doctorate is being made.

3.1.4 The instructor must hold a master's degree.

3.2 Lecturer

3.2.1 Lecturer is a full- or fractional-time non-tenure track classification.

3.2.2 The period of service for a lecturer is limited to three years of full-time service after which the position must be reposted.

3.2.3 The initial term appointment for a lecturer shall be for a period of no more than twelve months. The duration of reappointments shall be determined in accordance with the current contract with the AAUP-AFT.

3.2.4 A lecturer must hold a master's degree, and should be working towards the doctorate (or other appropriate terminal degree).

3.2.5 Lecturer duties center primarily on undergraduate teaching. Curriculum development, scholarship and service activities may be assigned as appropriate.

3.3 Senior Lecturer

3.3.1 Senior lecturer is a full or fractional-time non-tenure track classification.

3.3.2 The total period of service for a senior lecturer is limited to three consecutive years of full-time service after which the position must be reposted as above.

3.3.3 3The initial term appointment for a senior lecturer shall be for a period of no more than twelve months. The duration of reappointments shall be determined in accordance with the current contract with the AAUP-AFT.

3.3.4 A senior lecturer must hold the doctorate (or other appropriate terminal degree), or have equivalent experience and/or national/international recognition in his/her field.

3.3.5 A senior lecturer must have prior experience teaching at the college or university level, or comparable experience in his/her field.

3.3.6 Senior lecturer duties center primarily on undergraduate and graduate teaching. Curriculum development and service may be assigned as appropriate. Research is optional.

4.0 Research Faculty

Faculty (research) titles include instructor (research), assistant professor (research), associate professor (research), and professor (research).

4.1 Faculty (research) is a full or fractional-time non-tenure track classification.

4.2 Terms of appointment for faculty (research) should not be less than two-years duration, with five years being the maximum duration for any single appointment period. Renewals of appointment are permissible contingent upon performance and the availability of funds.

4.3 Educational qualifications for faculty (research) are comparable to regular faculty of equal rank.

4.4 Faculty (research) positions are intended for individuals who are appropriately qualified to begin or support an independent research program; that is, such positions are not intended to serve as post-doctoral traineeships (or as equivalent training experiences past the doctorate if post -doctoral work is not available generally for persons in a given discipline).

4.5 Faculty (research) duties center primarily on research, publication and proposal writing or, in the arts, creative performance or education. Such faculty may be involved in incidental teaching.

4.6 The intent of this classification is to provide a means for highly qualified researchers to conduct research and, if appropriate, engage in a nominal amount of teaching. It is not the intent of this classification to provide an alternate entrée to the tenure track. Individuals who hold this classification remain eligible, however, to apply for posted tenure-track faculty positions.

5.0 Faculty (Clinical)

Faculty (clinical) titles include instructor (clinical), assistant professor (clinical), associate professor (clinical), and professor (clinical).

Faculty (clinical) is a full or fractional-time non-tenure track classification.

5.1 Faculty (clinical) appointments are limited to wholly clinical faculty positions in clinical departments of the School of Medicine, College of Nursing, Euguene Applebaum College of Pharmacy and Health Sciences, and in other academic units that may be agreed to in the WSU/AAUP-AFT Agreement.

5.2 Terms of appointment for faculty (clinical) should not be less than two years in duration, with five years being the maximum duration for any single appointment period. Renewals of appointment are permissible contingent upon performance and the availability of funds.

5.3 Educational qualifications for faculty (clinical) are comparable to those of regular faculty of equal rank.

5.4 Faculty (clinical) duties center primarily on clinical activity and teaching in a clinical setting. Research is also required, but considered a secondary priority.

6.0 Visiting Faculty

Visiting faculty titles include visiting lecturer, visiting senior lecturer, visiting instructor, visiting assistant professor, visiting associate professor, and visiting professor.

6.1 Visiting faculty is a full or fractional-time non-tenure track classification.

6.2 The total period of service for visiting faculty is limited to three consecutive one-year appointments of full-time service.

6.3 The duration of any given term appointment for visiting faculty is limited to one year, except with the approval of the Provost and Senior Vice President of Academic Affairs.

6.4 Candidates for visiting faculty positions must have a home base institution, or hold non-resident alien status. Exceptions to this rule require the approval of the Provost and Senior Vice President of Academic Affairs.

6.5 Educational qualifications for visiting faculty generally are comparable to regular faculty of equal rank, but may reflect the accomplishment of the individual within the profession for those persons lacking the usual academic credentials, (e.g., visual or performing arts).

6.6 Visiting faculty duties are comparable generally to those of regular faculty of equal rank (i.e. teaching and scholarship are expected and required, while service is optional).

7.0 Honorary Faculty

Honorary faculty titles include distinguished professor, distinguished service professor, university professor, and Hilberry university professor. It should be noted that, while honorary faculty titles are non-tenure-track, individuals with such honorary titles may also hold an additional faculty appointment (e.g., at the rank of associate or full professor) which is tenured.

7.1 Honorary faculty is a full or fractional-time non-tenure track classification.

7.2 Honorary faculty titles are conferred by the Board of Governors upon the recommendation of the President.

7.3 Honorary faculty titles are conferred for a continuing period, for a specified term of years, or at the pleasure of the appointing body or officer. Continued service in or reappointment to an honorary faculty position may be subject to periodic review pursuant to the terms of the appointment.

8.0 Voluntary Faculty

Voluntary faculty classifications include adjunct faculty, clinical faculty, and faculty full-time affiliate (FTA).

8.1 Voluntary faculty support the University's basic mission of teaching, scholarship, and service without salary or other financial compensation.

8.2 Educational qualifications for voluntary faculty generally are comparable to regular faculty of equal rank (e.g., voluntary assistant professors must hold a doctorate or other appropriate terminal degree or equivalent.)

8.3 Voluntary faculty will generally receive continuing appointments and serve at the pleasure of the President or his/her designee. Continued assignment is contingent upon favorable outcome of biennial evaluations.

8.4 Hiring of Voluntary faculty

8.4.1 Public Notice of Position Availability. Academic units should seek to increase the representation of qualified minorities and women within the voluntary faculty ranks in support of the University's affirmative action goals. To expand the pool of potential minority and women candidates, units should provide notice of the availability of voluntary faculty positions to appropriate institutions, associations, and the community in general at least once annually. Such notice should be communicated through internal, local and regional advertising; through written contact with regional professional organizations; and through announcements in publications of special interest to minorities and women. The pool of potential voluntary faculty should be reconstituted annually from the responses to these public notices and announcements.

8.4.2 Exceptions. In certain departments where voluntary faculty are appointed primarily because they hold specialized positions in external organizations (e.g., hospitals, clinics, laboratories), the chair and dean may request that the Provost and Senior Vice President for Academic Affairs make an exception to the public notice requirement as specified in subsection 1 above.

8.4.3 Appointments of voluntary faculty are made upon the written recommendation of the department chair, with approval from the dean of the school/college or chief academic officer of the division.

8.4.4 Letters of Recommendation: Requests for initial appointment of voluntary faculty shall be accompanied by letters of recommendation from external sources.

8.4.5 Curriculum Vitae: Request for appointment of voluntary faculty shall also be accompanied by a signed and dated curriculum vitae which furnishes evidence of the candidate's ability to contribute (in the case of appointments), or of actual contributions (in the case of subsequent evaluations), to the academic mission of the University.

8.4.6 Letters of Offer: Standard printed or computer-based letters of offer, with language developed and maintained by the Provost and Senior Vice President for Academic Affairs, shall be used for appointment of voluntary faculty. Any changes in standard letter language and/or format shall require prior approval from the Provost and Senior Vice President for Academic Affairs. Standard letters shall include a means for inserting a description of the specific duties and responsibilities of voluntary faculty.

8.4.7 Term of Appointment: voluntary faculty generally will receive continuing appointments subject to biennial performance evaluation.

8.4.8 Performance Evaluation: voluntary faculty shall be evaluated every second year during the winter term if continuation is being contemplated. The written evaluation by the department chair shall specifically address the voluntary faculty member's performance in those areas of responsibility specified in the letter of offer.

9.0 Adjunct Faculty

9.1 Adjunct faculty titles include adjunct instructor, adjunct assistant professor, adjunct associate professor and adjunct professor.

10.0 Faculty Full-time Affiliate

10.1 Faculty full-time affiliate titles include instructor FTA, assistant professor FTA, associate professor FTA, professor FTA, instructor (clinical) FTA, assistant professor (clinical) FTA, associate professor (clinical) FTA, professor (clinical) FTA, instructor (research) FTA, assistant professor (research) FTA, associate professor (research) FTA, and professor (research) FTA.

11.0 Assistant, Associate and Deputy Deans

11.1 Term of Appointment: Terms of appointment for assistant, associate, and deputy deans shall be determined by the dean of the school/college.

11.2 Restriction on Titles: Apart from the classifications defined in this University Policy, no other titles that bear the term "dean" (with the exception of assistant to the dean) may be created or offered to candidates without prior approval of the Provost and Senior Vice President for Academic Affairs.

11.3 Assistant Dean

11.3.1 Assistant Deans hold full- or part-time appointments and typically provide academic support to a dean, deputy dean or associate dean.

11.3.2 Candidates for posts associated primarily with support of student services should hold appropriate graduate or professional degrees.

11.3.3 Candidates for posts not primarily associated with support of student services must hold faculty rank and tenure in a WSU school/college. Exceptions to this provision may be granted by the Provost for special circumstances.

11.4 Associate Dean

11.4.1 Associate Deans hold full- or part-time appointments and are responsible for a functional area within a school/college, and the performance of executive duties following the dean's delegation. Examples of functional areas that may be within the responsibilities assigned to an associate dean include the review of credentials for academic appointment, promotion and/or tenure; the review of courses or degree programs, or the review of scholarly activities.

11.4.2 Candidates to this post must hold faculty rank and tenure in a WSU school/college.

11.5 Deputy Dean

11.5.1 Deputy deans hold full-time appointment and may exercise considerable executive authority following the dean's delegation.

11.5.2 Use of this title is restricted to special circumstances of an organizational nature and requires prior approval by the Provost and Senior Vice President for Academic Affairs. The title deputy dean should be used only when department chairs, directors, or other heads of academic units report directly to the deputy dean for ordinary operating purposes.

11.5.3 Candidates to this post must hold faculty rank and tenure in a WSU school/college.

12.0 Appointment and Reappointment of Non-tenure Track Faculty

Policy and procedures for the appointment and reappointment of non-tenure-track faculty are contained in University Policy 01-1.

13.0 Duration

13.1 This delegation is revocable by the President at any time and without notice.

13.2 This University Policy supersedes University Policy 03-02 First Release.

14.0 Effective Date

14.1 This University Policy is effective upon issuance.

Signed by President Irvin D. Reid November 1, 2006.

AAUP-AFT contract

January 31, 2013

Professor Anca Vlasopolos
Chief Negotiator
Wayne State University Chapter
AAUP-AFT, Local 6075
5057 Woodward Avenue, Suite 3301
Detroit, Michigan 48202

Re: Term Appointments

Dear Professor Vlasopolos:

It is agreed that bargaining-unit members on term appointments other than those on the tenure-track or ESS-track or clinical faculty in the School of Medicine, who have served at WSU for at least seven (7) years, will be given renewal contracts of at least two (2) years. The University may cancel these multi-year contracts after one year for financial reasons following the non-renewal provisions in Article XX.D.2, paragraphs 2 and 3. The financial reasons proffered by the Administration must be reviewed and approved by the President.

Clinical faculty in the School of Medicine may receive multi-year contracts at the discretion of the Chair and with the approval from the Dean.

Sincerely yours,

Margaret E. Winters
Associate Provost
for Academic Personnel

WAYNE STATE UNIVERSITY

University Policy

02-5 Standard Term Of Tenure For Faculty And Academic Staff Appointments

1.0 Purpose

1.1 It is the purpose of this University Policy to establish the standard contractual year for tenured faculty and academic staff members. The contractual year is based on a University academic year consisting of Fall and Winter semesters, as defined by the University and published each year in the Wayne State University Directory or the Schedule of Classes.

2.0 Contractual Year – Faculty

2.1 This University obligation with regard to faculty with tenure will be for the above-defined academic year of nine months.

2.2 Twelve-month appointments may be made on the general fund or otherwise; however, the guarantee of general fund support that is necessary to meet the University's tenure commitment will not exceed nine months.

2.3 Under special circumstances the president may recommend exceptions to this policy.

3.0 Contractual Year – Academic Staff

3.1 The University obligation with regard academic staff with tenure will be either for the above-defined academic year of nine months or twelve months.

3.2 The tenure obligation will be determined at the time of initial appointment on the tenure track.

4.0 Duration

4.1 This policy is revocable at any time at the discretion of the president and without notice.

5.0 Effective Date

5.1 This University Policy is revocable effective upon issuance.

5.2 Executive Order 84-12 and 94-5 are herby revoked.

Signed by President Irvin D. Reid December 19, 2002

WAYNE STATE UNIVERSITY

University Policy

02-6 Re-Employment Of Persons Considered For And Denied Tenure

1.0 Policy

1.1 Following the expiration of his/her last term contract, no person whose formal application for tenure or, as to academic staff, application for continuing service, has been considered by faculty committees and/or academic administrators, and who has failed to receive tenure or continuing service, shall be re-employed in the University in any academic classification except as provided below.

2.0 Exceptions

2.1 This policy does not prohibit the appointment of such persons to adjunct (voluntary) positions.

2.2 Exceptions may be made by the provost to allow persons to continue to be employed in externally funded research and service activities in which they were engaged at the time they were considered and rejected for tenure. Such persons may, after passing the deadline for non re-employment under this policy, be employed under this exception only if their compensation is derived completely from external funding sources. Persons employed under this exception shall not be further re-employed beyond the expiration of the specific grant or contract on which they were working at the time of their consideration and rejection for tenure. Similarly, persons may be employed under this exception for the duration of a grant that was under review by an external agency or foundation at the time of their consideration and rejection for tenure, provided that the grant was funded before their final contract expires and permission for this exception has been granted by the provost following notification of the funding of the grant.

2.3 An exception may be made by the provost to this policy to allow employment, on term contract, of a person for summer session teaching in the summer immediately following the expiration of his/her final year of service. This exception is intended to assist such persons in their transition to other academic employment in the next year, and to support the summer teaching programs of academic units, as may be necessary. Such exceptions are subject to prior approval by the provost.

3.0 Application

3.1 This policy shall apply to all persons previously considered and rejected for tenure (who are not now still on the tenure track) as well as those who shall be considered and rejected in the future.

4.0 Duration

4.1 This delegation is revocable by the president at any time and without notice.

5.0 Effective Date

5.1 This Executive Order is effective upon issuance.

5.2 Executive Order 84-10 is hereby revoked, effective immediately.

Signed by President Irvin D. Reid December 19, 2002

Attendance/Leaves/FMLA

Attendance@Wayne
Managing Non-Academic Staff Attendance and Overtime

Dawn Aziz, OED Manager
Cindy Pellow, HR Consultant

WAYNE STATE UNIVERSITY

JOB Expectations Memo for Rep & Non-Rep

Before we start,
introduce yourself to your table and share:

*Your **Biggest Challenge** as It Pertains to Managing Attendance & Overtime.*

Capture Table Thoughts on a Flip Chart.

Managing absences to support...

Becoming the pre-eminent public urban research university in the country

President M. Roy Wilson
University Address 10/2/13

Introductions

- Name
- Department
- *One Theme from Each Table:*

  What's the Biggest Challenge When Managing Non-Academic Attendance?

Attendance@Wayne Pilot Agenda

Stay abreast of WSU policy, contract and law to:

- ✓ Develop/refine your department's **call-in procedure**
- ✓ Review formal/informal attendance **tracking methods**
- ✓ **Set expectations** and proactively reinforce for compliance
- ✓ Prepare for an attendance-focused **conversation**
- ✓ Avoid overtime pitfalls with an understanding of the **Fair Labor Standards Act**
- ✓ Know when and how to partner with WSU resources for support

Attendance@Wayne Builds on WSU's Resource Portal and the new WSU Non-Academic Managing Absences Guide

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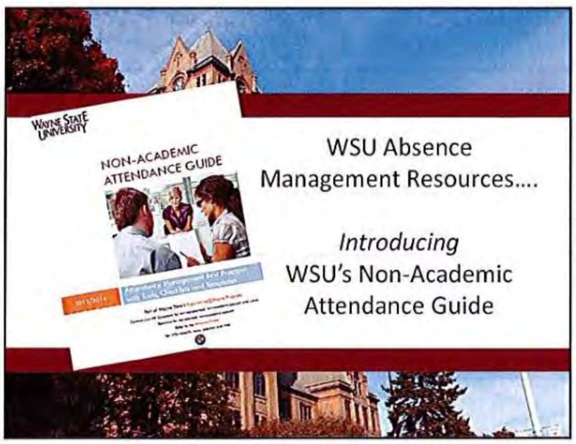

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WSU's Resource Portal

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Working Together….
Key Responsibilities

Review the manager role/ responsibilities and:

- Circle the task/s that you anticipate may be most difficult
- Underline a task that surprises you

WSU Contact	Key Responsibilities
Manager *It all comes down to you! Should questions arise about your responsibilities, reach out to your manager or your HR Consultant.*	• Ensure that all employees have reviewed WSU's attendance policy and eligibility for time-off in accordance with their collective bargaining agreement or non-represented manual • Establish and communicate call-in procedures • Track/monitor employee time off • Verify and approve timesheets submitted in Web Time Entry o Review each timesheet o Return timesheets with errors to employees for correction when time permits o Correct timesheets when necessary, documenting changes in comments • Designate a proxy for Web Time Entry approvals in your absence • Submit time exception reports or late paper timesheets when necessary • Review bi-weekly the Attendance Tracking System (ATS) Occasions Report for employees nearing non-compliance with WSU's attendance policy • Counsel employees nearing non-compliance • Request medical verification from employees in compliance with the WSU attendance policy • Consult with HR Consultant prior to initiating disciplinary action for a non-academic, non-represented employee or a probationary employee • Consult with Labor Relations before initiating disciplinary action for a

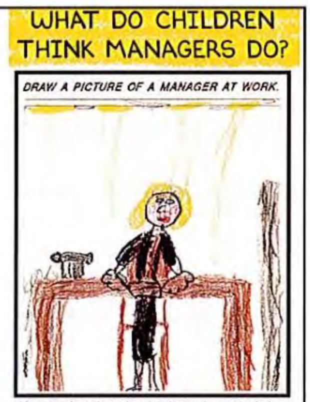
Slide 10

Working as a team to support employees….

- Manager
- HR Consultant
- Labor Relations
- Business Affairs Officer
- Total Compensation & Wellness

Managing can be a lot harder than it looks….

Your HR consultant is here to make it easier.



"Managers boss the workers but they get bossed by the boss. They make sure things are alright. They use the phone a lot."
-14 year old

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Attendance Cycle

Attendance Cycle

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Key Terms

Non-Academic Attendance Guide

TERM/TYPE OF ABSENCE	DEFINITION/EXAMPLE
	(8) hours/day); pro-rated for fractional time in a twelve (12) month **rolling year**
EXEMPT EMPLOYEES	Not entitled to overtime provisions of the U. S. Department of Labor's Fair Labor Standards Act. Exempt employees are expected to work whatever hours are necessary to accomplish the goals and deliverables of the position. Refer to the U. S. Department of Labor's Fact Sheet #17A for an overview and work with your HR Consultant should questions arise.
NON-EXEMPT EMPLOYEES	Entitled to overtime pay under the U. S. Department of Labor's Fair Labor Standards Act at the rate of time and one-half the regular rate of pay for all hours worked over 40 hours in a workweek. Note that this is irrespective of available budget.

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Setting Attendance Expectations

Setting Attendance Expectations

3.0.11 Attendance Standards for Non-Academic Employees and Non-Represented Academic Employees (REVISED AS OF 11/12/12)

POLICY

The purpose of this policy is to outline the Wayne State University attendance standards.

Each employee is an important contributor to the university's mission and each employee is needed at work to assist in accomplishment of the university's goals and objectives. Absenteeism and tardiness negatively impact services provided to students and the university community. Absenteeism also lowers the morale of other employees who have to perform the work of the absent employee.

To ensure effective and efficient operations of the university and provide the best possible work environment to employees, the university expects employees to adhere to the attendance standards as outlined in this policy.

TERM(S)/DEFINITIONS(S)

For the purposes of this policy, excessive absenteeism is defined as:

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Excessive Absenteeism

- More than **6 occasions** of unscheduled absence in a 12-month rolling year

OR

- Unscheduled absence in excess of **45 hours involving 4 or more occasions** (or 48 hours for employees scheduled to work 8 hours/day)

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Excessive Tardiness

- More than **6 incidents** of unscheduled tardiness in a 12-month rolling year

What is an example of an incident?

Slide 19

New/Transferred Employee Resources

- Represented?
  - **Job Expectations Memo** in partnership with Labor Relations
- Non-Represented?
  - **Performance & Workplace Expectations Memo** in partnership with your HR Consultant
- Orientation/Onboarding Checklist

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Existing Employee Resources

- Absence Summary

What *should* you say/do?

What *shouldn't* you say/do?

Slide 22

Do's and Don'ts for Re-acquainting Existing Employees

- Don't point out any individual's attendance record as prompting the need for this discussion
- Do share with the group as a whole – **don't single out some employees while not including others**. Consider including as part of a regular staff meeting.
- Do keep any specific details about an employee's attendance record private.
- Do take attendance at the meeting to **document** who participated & date/file it.
- Do request employee signatures at the bottom of the policy to acknowledge receipt of the information.
- Don't forget to **follow up with any employees absent** for this discussion
- Do include this policy on all new employee onboarding plans

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Monitoring, Tracking & Approving Time Off

Monitoring/Tracking Resources

- Department Call-In Procedures
- Web Time Entry & Leave Bank Balances
- Absence Reports
- WSU Support

Slide 25

Why Monitor & Track Attendance?

- Makes WTE approvals easier
- Helps to be proactive by identifying patterns of absence & when a discussion is warranted
- Ensures your department is staffed to meets its goals and the needs of those it serves

Department Call-In Procedure

- Do you have an established call-in procedure for unplanned time-off?
- What does it include?
- How's it working?

Slide 27

Establishing a Consistent Call-In Procedure

Name/ Name of Person Who Made the Call	Date/Time Call Was Received	Call Time/ Name of Employee Who Took the Call	Reason for Absence	Expected Return Date	Notes

- Documenting a record of the call
- Determining who should be called & designated back-up
- Clarifying reason for absence
- Identifying how work needs may need to be met
- Obtaining the anticipated return to work date

Slide 28

Ways to Remember Scheduled & Unscheduled Time Off Requests

Web Time Entry

- WTE code should reflect actual reason for absence
- Check leave balances before approval

Completed									
ID	Name, Position and Title	Required Action	Total Hours	Total Units	Queue Status	Approve or FYI	Return for Correction	Cancel	Other Information
	N95971 - 01 Training Coordinator		84.00	.00	Approved				Leave Balances

What if you notice an error after WTE approval was given?

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Comp. Time

- Check contract
- No WSU policy

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WSU Reports

- Cognos ATS Occasions Report
- Leave Balances

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Using the ATS Occasions Report

- How is report generated?
- How often should it be reviewed?
- What to look for?

ID	Name	Employee Class	Seniority Date	Occasions	Occasions Hours	Non Compliance Indicator	Earn Code	Date Of Absence	Day of Week	Absence Hours
H0210 - Department Name										
Number	Name A	SA	06-Sep-1995	12	109	Y	L	04-Apr-2014	FRIDAY	4.00
							LL	24-Jan-2014	FRIDAY	7.50
							L	10-Oct-2013	THURSDAY	2.50
							C	11-Sep-2013	WEDNESDAY	7.50
							L	10-Sep-2013	TUESDAY	7.50
							L	04-Sep-2013	WEDNESDAY	7.50
							LL	26-Aug-2013	MONDAY	7.50
							L	14-Aug-2013	WEDNESDAY	7.50
							L	05-Aug-2013	MONDAY	7.50
							L	29-Jul-2013	MONDAY	7.50
							L	19-Jul-2013	FRIDAY	7.50
							L	15-Jul-2013	THURSDAY	7.50
							L	01-Jul-2013	MONDAY	7.50
							C	19-Jun-2013	WEDNESDAY	7.50
							C	18-Jun-2013	TUESDAY	7.50
							L	17-Jun-2013	MONDAY	7.50
							C	01-May-2013	WEDNESDAY	7.50
							C	30-Apr-2013	TUESDAY	7.50
										126.50

Observations

1

ID	Name	Employee Class	Seniority Date	Occasions	Occasions Hours	Non Compliance Indicator	Earn Code	Date Of Absence	Day of Week	Absence Hours
H0210 - Department Name										
Number	Name A	SA	06-Sep-1995	12	109	Y	L	04-Apr-2014	FRIDAY	4.00
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							L	05-Aug-2013	MONDAY	7.50
							L	29-Jul-2013	MONDAY	7.50
							L	19-Jul-2013	FRIDAY	7.50
							L	15-Jul-2013	THURSDAY	7.50
							L	01-Jul-2013	MONDAY	7.50
							C	19-Jun-2013	WEDNESDAY	7.50
							C	18-Jun-2013	TUESDAY	7.50
							L	17-Jun-2013	MONDAY	7.50
							C	01-May-2013	WEDNESDAY	7.50
							C	30-Apr-2013	TUESDAY	7.50
										126.50

2

3

Why would the total absence hours not equal the occasons hours?

Leads to:

- Identifying **patterns**
- Setting **trigger points**

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Introducing a Scenario…

- Group 1: Exempt employee – focus on attendance
- Group 2: Non-exempt employee – focus on tardiness

Slide 35

Group Activity

- Group 1: Review sample Cognos Occasions Report
- Group 2: Review sample Tardy Report

What attracts your attention? Why?
Should a conversation be held with employee?

Slide 36

Potential Absence Patterns

- Immediately before an important deadline
- In combination with a holiday, weekend
- Same days/times of the week
- Use of WTE codes

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What Shouldn't Count as an Occasion?

- Approved leave
- On the job accidents/injuries
- Pregnancy

Using managerial discretion…

Slide 38

Holding Initial Discussion

Initial Attendance Conversations

- Could occur:
  - As part of regularly scheduled monitoring process to share status with employee
  - Once a trigger is reached to proactively prevent continued escalation
  - Just-in-time, as a follow up to an absence or tardy that just happened

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Using the Attendance Review Meeting Discussion Planner

Refer to the Attendance Guide page ___

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Preparing for an Initial Attendance Discussion

- (5 min) Using the scenario featured in Occasions Report or ___Tardy Report review, prepare for an initial discussion with this employee to share a review of their attendance status as a result of your regular monitoring/tracking.
- (5 min) Discuss with your partner:
  - How would you anticipate employee to react?
  - What can you do to ensure a positive, proactive approach?

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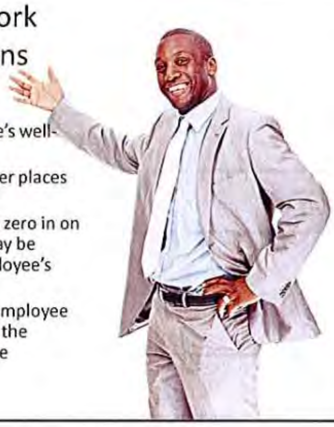
Return to Work Conversations

- Demonstrates:
  - Care for employee's well-being
  - Focus that manager places on attendance
  - An opportunity to zero in on any issues that may be affecting the employee's attendance
  - Challenge for an employee to easily lie about the reason for absence



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Return to Work Checklist

Considerations when preparing for this discussion include:

- ☐ Privacy. While this discussion is a more casual, touch-base they should be done in private to ensure that an employee could speak freely if s/he chooses.
- ☐ Express concern. Ask employee about the reasons for his/her absence or reference the reason provided in a general way (i.e. "I was sorry to hear you weren't feeling well…"). Leaving a pause at the end of the statement enables the employee to clarify with additional information.
- ☐ Seek validation. If the reason for the absence was illness or injury, inquire if the employee sought medical attention. While you don't want to ask intrusive medical questions, this general statement enables you to explore a degree of intensity.
- ☐ Check if employee is well enough to work. If the nature of the reason for the absence warrants it, it may be helpful to confirm that s/he is able to resume work responsibilities and to inquire if s/he requires any additional support.
- ☐ Reinforce need to follow established department call-in procedure, if not properly followed at the start of the absence.
- ☐ Confirm your understanding of any perceived discrepancies. If the stated reason for the absence that was called in differs from the reasons that the employee provides in this discussion, ask the employee for an explanation. While it's perfectly acceptable to state facts, ask questions and seek to clarify any discrepancy, it is not OK to make unsubstantiated accusations. At this stage of the discussion, you're merely fact finding and probing to gain a deeper understanding of the employee's situation.

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Table Discussion

What Would You Say?

Just-in-Time Attendance Scenarios

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Just-in-Time Discussions

1. State Fact/Observation
2. Pause/Prompt for an Explanation
3. Refer to Attendance Standards
4. Ask for Input to Correct

Slide 48

Following Up on Initial Discussion

Challenging Conversation Planner

Before
- Own this – these conversations are a part of your managerial role
- Take charge of your emotions
- Acknowledge the efforts you spearheaded to improve the situation and the employee's role and response
- Stay grounded in the meeting purpose

During
- Describe the problem in a way that sets the right tone
- Provide data and state next steps
- Navigate attempts to get side-tracked
- Summarize what will occur now

After
- Provide follow up documentation as deemed appropriate by your HR Consultant or Labor Relations
- Create action plan, if appropriate, and schedule next steps

Refer to the Attendance Guide page ___

Slide 50

Excessive Absenteeism Skill Practice

- Prepare for conversation 5 min.
- Hold conversation 10 min.
  - *Goal? Understand root cause of absenteeism & move forward with WSU APPM 3.0.11 requirements*
  - *3 Scenarios – One/Skill Practice in Pairs*
- Debrief conversation 5 min

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Provide Ongoing Support

Attendance Reinforcement

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Overtime & The Fair Labor Standards Act

Overtime Legal Considerations

Consider Implications for How You Work With Your Exempt and Non-Exempt Staff....

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Got Overtime Questions?

Partner with your HR Consultant
who will consult with:

Total Compensation & Wellness
and
Labor Relations

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Wrap Up

Attendance@Wayne Pilot Agenda

Stay abreast of WSU policy, contract and law to:

- ✓ Develop/refine your department's **call-in procedure**
- ✓ Review informal/informal attendance **tracking methods**
- ✓ **Set expectations** and proactively reinforce for compliance
- ✓ Prepare for an attendance-focused **conversation**
- ✓ Avoid overtime pitfalls with an understanding of the **Fair Labor Standards Act**
- ✓ Know when and how to partner with WSU resources for support

Attendance@Wayne Builds on WSU's Resource Portal and the new WSU Non-Academic Managing Absences Guide

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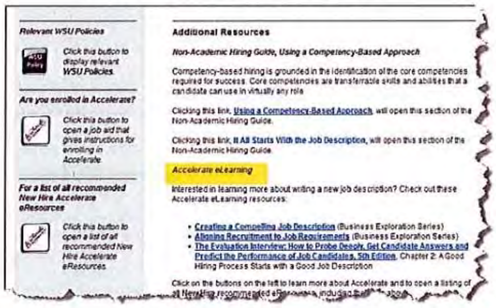
Accelerate Resources



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eLearning

Accelerate
Employee Development Tools

- Web Time Entry
- Web Time Entry for Approvers

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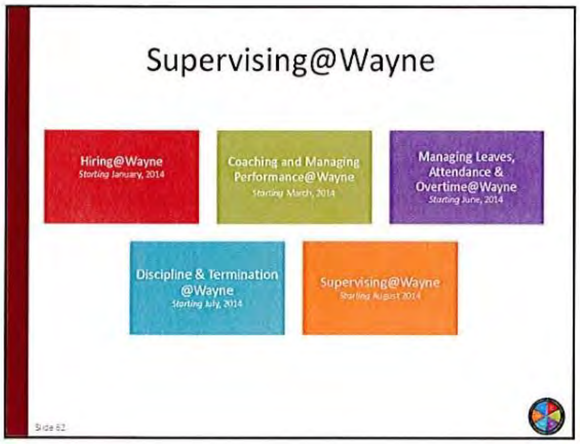
Supervising@Wayne
Hiring@Wayne
Starting January, 2014
Coaching and Managing Performance@Wayne
Starting March, 2014
Managing Leaves, Attendance & Overtime@Wayne
Starting June, 2014
Discipline & Termination @Wayne
Starting July, 2014
Supervising@Wayne
Starting August 2014
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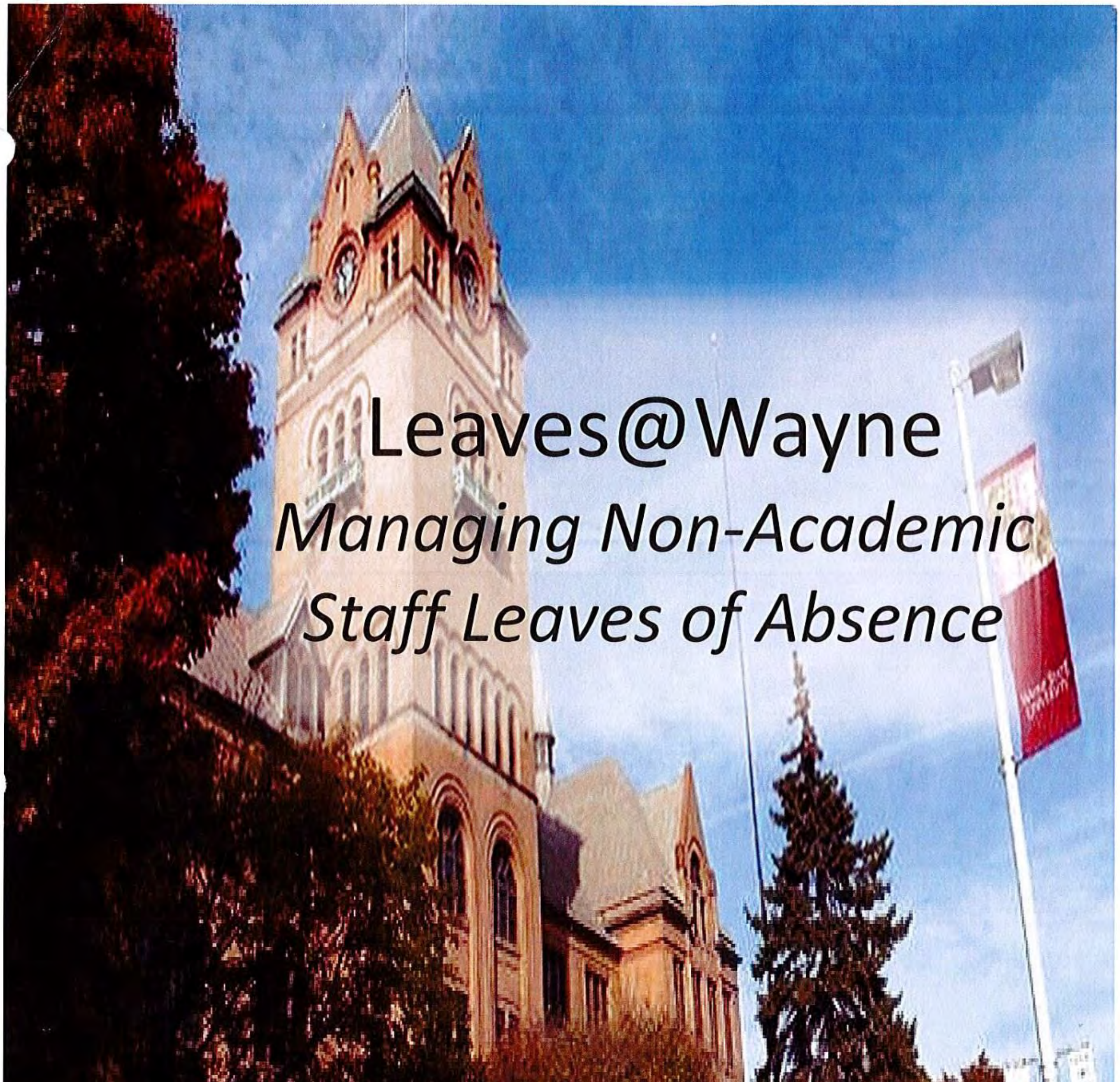

Leaves@Wayne
Managing Non-Academic Staff Leaves of Absence

Dawn Aziz, OED Manager
Carmen Albert, HR Consultant

WAYNE STATE UNIVERSITY

Before we start,
introduce yourself to your table
and together respond to the
***Leave Questions** posed*

Managing absences to support…

Becoming the pre-eminent public urban research university in the country

President M. Roy Wilson
University Address 10/2/13

Introductions

One person at each table to share introductions for others:

- Name
- Role & Department
- Question that Posed the Biggest Challenge

Slide 4

Leaves@Wayne Pilot Agenda

Stay abreast of WSU policy, contract and law to:

- ✓ Understand **key responsibilities** and utilize WSU resources
- ✓ Consider **legal** implications including FMLA, ADA & the Pregnancy Discrimination Act
- ✓ Describe the types of WSU leaves and the leave process, including:
  - **Eligibility/Accruals**
  - **Monitor/Track Leaves**
  - **Return to Work Procedures**
- ✓ Avoid pitfalls & learn best practices for managing non-academic leaves at WSU

Leaves@Wayne Builds on WSU's Resource Portal and the new WSU Non-Academic Attendance Guide

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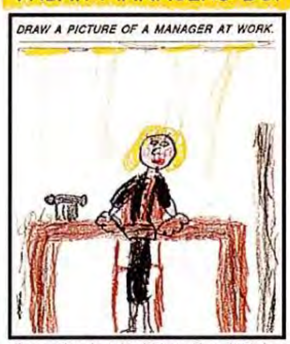
Managing can be a lot harder than it looks….

Your HR consultant is here to make it easier.

WHAT DO CHILDREN THINK MANAGERS DO?

DRAW A PICTURE OF A MANAGER AT WORK.



"Managers boss the workers but they get bossed by the boss. They make sure things are alright. They use the phone a lot." ***-14 year old***

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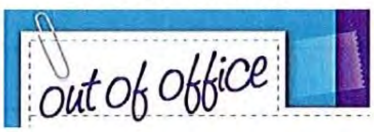
WSU Absence Management Resources….

Introducing
WSU's Non-Academic Attendance Guide

Types of Leaves
& Their Sources

Leaves Defined



A leave of absence is an approved duration of time in which an employee is absent from work to cover **unusual circumstances** occurring in the employee's life, ***with or without compensation***. *This contrasts with normal periods away from the workplace such as vacations or holidays.*

Slide 9

Types of Leave Examples

Each type of leave has a unique WTE code. Refer to University policy and the collective bargaining agreement or non-rep manual for eligibility.

Slide 10

Roles & Responsibilities

Review the manager role/ responsibilities and:

- Circle the task/s that you anticipate may be most difficult
- Underline a task that surprises you

WSU Contact	Role & Responsibilities
Manager *It all comes down to you! Should questions arise about your responsibilities, reach out to your manager or your HR Consultant.*	• Ensure that all employees have reviewed WSU's FMLA policy and eligibility for time off in accordance with their collective bargaining agreement or non-represented manual • Advise employee to file for FMLA when receive sufficient notice to indicate potential employee eligibility • Notify HR Consult to request employee recertification when absences are inconsistent with approved FMLA as indicated in the "Designation Notice" • Determine if essential job functions can be performed by employee who returns with documented job restrictions • Forward doctor notes submitted by employee to HR Consultant • Notify HR Consultant if employee files for FMLA on same dates serving disciplinary action • Review and process leave of absence requests in accordance with contract and/or non-rep manual • Verify employee timesheets submitted in Web Time Entry are accurate • Submit time exception reports or late paper timesheets when necessary • Review___Leave Reports for employees nearing leave end dates *Policies that may be helpful to reference:* • 3.3.6 Administrative Policy and Procedure Manual, Leave of Absence • 3.4.5 Administrative Policy and Procedure Manual, Family and Medical Leave Act • Personnel Manual for Non-Represented Employees NRM 3.3, Leaves of Absence

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Working as a team to support employees….

- Manager
- HR Consultant
- Labor Relations
- Business Affairs Officer
- Total Compensation & Wellness

WSU Support

HR Consultant (HRC) *A good first point of contact for non-academic, non-represented leave of absence questions and counsel.* *Always contact your HRC prior to taking disciplinary action for non-academic, non-represented employees.* *Click here for contact information*	• Ensure policy and collective bargaining agreement compliance • Provide law guidance (in partnership with Labor Relations and as needed, Office of Equal Opportunity and Office of General Counsel) • Support leave administration (in partnership with FMLASource for Family Medical Leaves) • Review FMLA appeals and retroactive FMLA claims • Schedule second and third medical opinion evaluations • Notify BAO with requests for employee to return to work with restrictions (in partnership with Office of Equal Opportunity) • Notify BAO with employee eligibility for leave of absence • Review FMLA claims filed for employee on same dates as serving discipline • Provide advance notice to TCW of dates in which employee changes to an unpaid leave status • Provide employee information regarding leave of absence, short term disability, continuation of benefits (in partnership with Total Compensation & Wellness)

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WSU Support

Labor Relations *Always contact Labor Relations for represented, non-academic (unionized) employee leave of absence provisions and prior to taking any disciplinary action.* *Contact Labor Relations at 313-577-2081*	Labor Relations responsibilities: • Advise and counsel departments relative to all non-academic contracts *Labor Relations is responsible for the below bargaining unit employees. Click here for a link to contracts.* • UAW Staff Association 2071 • UAW Professional and Administrative (P&A) Local 1979 • AFSCME Local 1497 • Michigan Building and Construction Trades Council • Unite Here! Local 24 (Janitors) • Unite Here! Local 24 (Housekeepers) • Operating Engineers • Service Employees International Union SEIU 517M • Police Officers Labor Council

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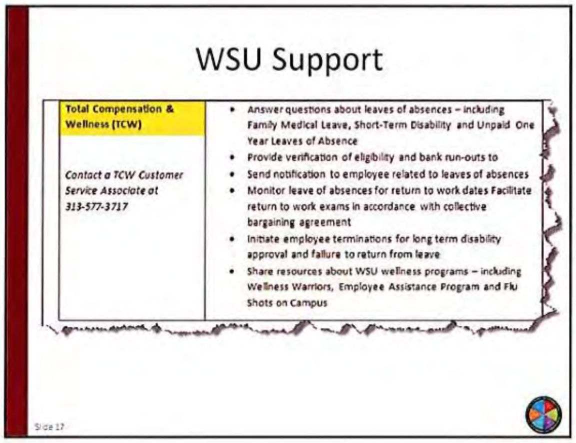
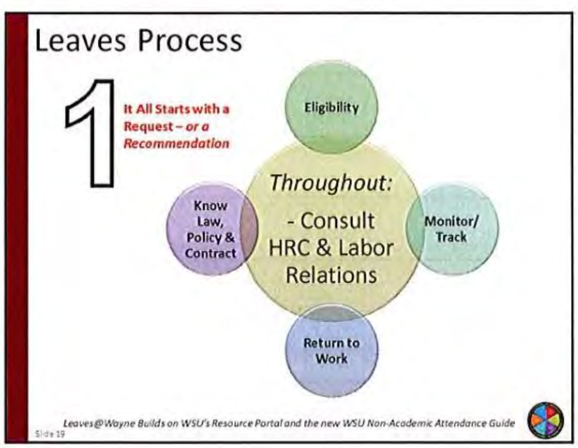
WSU Support

Business Affairs Officer (BAO) *Be sure to check with your BAO prior to approving overtime to confirm that the budget is loaded with funds to support it.* *Click here for contact information*	• Provide support with Leave Reports, such as The Leave Balances report • Assist with Web Time Entry related issues (e.g. unable to see timesheet, extraction of WTE hours, etc.), prior to escalating the matter to FBO Functional Systems Support. • Assist with submissions of corrections for incorrectly coded hours (e.g. FMLA, illness, etc.)

Slide 16


WSU Support
Total Compensation & Wellness (TCW)
Contact a TCW Customer Service Associate at 313-577-3717
• Answer questions about leaves of absences – including Family Medical Leave, Short-Term Disability and Unpaid One Year Leaves of Absence
• Provide verification of eligibility and bank run-outs to
• Send notification to employee related to leaves of absences
• Monitor leave of absences for return to work dates Facilitate return to work exams in accordance with collective bargaining agreement
• Initiate employee terminations for long term disability approval and failure to return from leave
• Share resources about WSU wellness programs – including Wellness Warriors, Employee Assistance Program and Flu Shots on Campus
Slide 17


Leave Process


Leaves Process
1
It All Starts with a Request – or a Recommendation
Eligibility
Know Law, Policy & Contract
Throughout:
- Consult HRC & Labor Relations
Monitor/ Track
Return to Work
Leaves@Wayne Builds on WSU's Resource Portal and the new WSU Non-Academic Attendance Guide
Slide 19

Relevant Law

Relevant Law

- Family Medical Leave Act (FMLA)
- Americans with Disability Act (ADA)

Slide 21

FMLA of 1993

The FMLA entitles eligible employees of covered employers to take unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave. Eligible employees are entitled to:

- Twelve workweeks of leave in a 12-month period for:
  - the birth of a child and to care for the newborn child within one year of birth;
  - the placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement;
  - to care for the employee's spouse, child, or parent who has a serious health condition;
  - a serious health condition that makes the employee unable to perform the essential functions of his or her job;
  - any qualifying exigency arising out of the fact that the employee's spouse, son, daughter, or parent is a covered military member on "covered active duty;" or
- Twenty-six workweeks of leave during a single 12-month period to care for a covered servicemember with a serious injury or illness if the eligible employee is the servicemember's spouse, son, daughter, parent, or next of kin (military caregiver leave).

U.S. Department of Labor

Slide 22

FMLA Eligibility

- Worked at WSU for at least **12 months**
- Worked at least **1,250 hours** over previous 12 months (does not include vacation, sick or personal leave, short or long term disability or workers compensation)
- Has FMLA hours available

Employees should contact FMLASource, our 3rd Party FMLA administrator to inquire about eligibility

Slide 23

FMLASource Leave Process

Request
- Employee contacts FMLASource
- FMLASource requests completion of Medical Certification & Shares "Notice of Eligibility and Rights/Responsibilities"

Communication
- FMLASource lets BAO & supervisor know about request
- FMLASource follows up with employee if Medical Certification not received within 15 days from physician or if incomplete

Approve/Deny
- FMLASource sends Decision Letter to employee with a copy to HR Consultant within 5 days absent extenuating circumstances

Monitor
- FMLASource shares with TCW & HR Consultant when employee exhausts 450/480 hours as this impacts continuation of benefits
- FMLASource sends return to work notification to employee as part of Decision Letter.

Slide 24

ADA Amendments Act of 2008

The ADAAA retains the basic definition of "disability" as an impairment that substantially limits one or more major life activities, a record of such an impairment, or being regarded as having such an impairment. However, the ADAAA:

- broadens the definition of "disability" by modifying key terms of that definition by:
  - expanding the definition of "major life activities";
  - redefining who is "regarded as" having a disability;
  - modifying the regulatory definition of "substantially limits";
  - specifying that "disability" includes any impairment that is episodic or in remission if it would substantially limit a major life activity when active; and
  - prohibiting consideration of the ameliorative effects of "mitigating measures" when assessing whether an impairment substantially limits a person's major life activities, with one exception.

The ADAAA also:

- adds a new provision restricting employers' use of qualification standards, tests, or other selection criteria that are based on uncorrected vision standards;
- clarifies that an individual who satisfies only the "regarded as" prong of the definition of disability is not entitled to "reasonable accommodation"; and
- modifies the language of the ADA's "General Rule" that prohibited discrimination against "a qualified individual with a disability because of the disability of such individual" to say that discrimination is prohibited against "a qualified individual on the basis of disability."

WSU Office of Equal Opportunity   U.S. Department of Labor

Slide 25

What Would You Do?

A new employee has just mentioned an impending back surgery. It's scheduled in two weeks, during the height of your department's "busy time"....

Slide

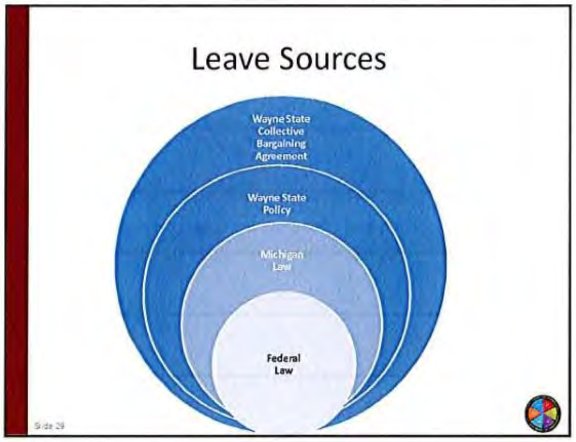
Eligibility

Eligibility

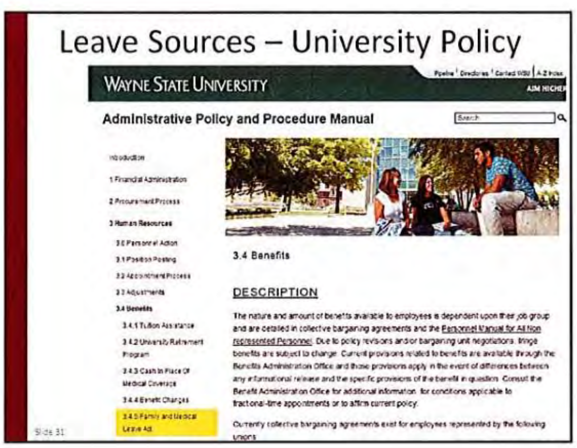
Leave provisions are possible for WSU employees under:

- **WSU Contract**
  (i.e special needs, short term disability, education, military leaves – depending upon contract)
- **WSU Policy**
  (i.e. FMLA)
- **Federal/State Law**
  (i.e FMLA, ADA)

Slide 28


Leave Sources
Wayne State Collective Bargaining Agreement
Wayne State Policy
Michigan Law
Federal Law
Slide 29


Leave Sources – Labor Relations
WAYNE STATE UNIVERSITY
AIM HIGHER
DEPARTMENT of LABOR RELATIONS
Search
Contract Information
Due to formatting differences, the page numbers in the web contracts may not correspond to the pages in hard copy versions of these contracts.
UAW Staff Association Contract Information:
UAW Professional and Administrative (P&A) Contract Information:
Department Number
Office: (313) 577-2081


Leave Sources – University Policy
WAYNE STATE UNIVERSITY
Administrative Policy and Procedure Manual
Search
3 Human Resources
3.4 Benefits
DESCRIPTION
The nature and amount of benefits available to employees is dependent upon their job group and are detailed in collective bargaining agreements and the Personnel Manual for All Non represented Personnel. Due to policy revisions and/or bargaining unit negotiations, fringe benefits are subject to change. Current provisions related to benefits are available through the Benefits Administration Office and those provisions apply in the event of differences between any informational release and the specific provisions of the benefit in question. Consult the Benefit Administration Office for additional information, for conditions applicable to fractional-time appointments or to affirm current policy.
Currently collective bargaining agreements exist for employees represented by the following unions
Slide 31

Leave Sources – Non-Rep Manual

WAYNE STATE UNIVERSITY

Pipeline | Directories | Contact WSU | A-Z Index

AIM HIGHER

Personnel Manual for Non-Represented Employees

Search

NRM 1 Employment Practices

NRM 2 Benefits

NRM 2.1 Insurance

NRM 2.2 Illness Days

NRM 2.3 Leaves of Absence

NRM 2.3.2 Personal Leave of Absence Without Pay

NRM 2.3.3 Family and Medical Leave Act

NRM 2.3.4 Illness Leave of Absence Without Pay

NRM 2.3.5 Military Leave of Absence

NRM 2.3.6 Additional Provisions for Leaves of Absence Without Pay

2.3 Leaves of Absence

EXCUSED ABSENCE WITHOUT PAY - EMERGENCIES AND SPECIAL NEEDS

After exhaustion of his/her vacation bank, an employee, upon request, may be granted absence without pay, for emergencies and special needs for a period not exceeding twenty (20) consecutive work days. The employee must request the time off from his/her Administrative Head and specify the length of absence and date of return. If the period of time off is to exceed the above time limits, the employee must apply for a Personal Leave of Absence Without Pay

PERSONAL LEAVE OF ABSENCE WITHOUT PAY

Eligibility

Slide

Table of Contents

When an Employee Requests a Leave

- Consider unit operations in employee's absence – able to use managerial discretion to approve/disapprove ***some*** absences such as a vacation
- Be **consistent** in allowing use with all employees
- Don't penalize individuals for taking leave
- **Partner with HR Consultant** for Retroactive FMLA requests or FMLA appeals

Slide 34

When Employee Shares Doctor Note…

Do	Don't
• Ask if employee contacted FMLASource to investigate FMLA eligibility. • Provide note to HR Consultant. • Partner with HR Consultant if restrictions are required.	• Keep a copy of the note in your own files. • Request information about the medical diagnosis. • Ask for any more information. • Contact the doctor directly.

Slide 35

When Employee Doesn't Ask for a Leave But You Suspect Eligibility…

- "My migraines are getting worse…"
- "My school schedule requires me to take a few daytime courses before I finish within the year…"
- "My husband is getting called to duty…"
- "My dad is in hospice…"

Slide 36

General Eligibility Guidelines

- All policies and procedures should be applied **consistently**
- Absences should be requested **in advance** when possible
- Some absence requests could be considered based on **operational requirements**
- Any medical information provided must be kept **confidential**

Slide 37

What Would You Do?

A non-represented employee has just reached her third unscheduled absence for illness. You're not sure what type of illness she has as she didn't specify this in her email...

Slide

Monitor/Track

Monitoring/Tracking Resources

- Web Time Entry & Leave Bank Balances
- Leave Reports & Communications
- WSU Support

Slide 40

Web Time Entry

- Check leave balances before approval
- WTE code should reflect actual reason for absence

Completed									
ID	Name, Position and Title	Required Action	Total Hours	Total Units	Queue Status	Approve or FYI	Return for Correction	Cancel	Other Information
	N95871 - 01 Training Coordinator		84.00	.00	Approved				Leave Balances

What if you notice an error after WTE approval was given?

Slide 41

Leave Correspondence

- **FMLASource**: copy supervisor on decision letter if supervisor is listed for employee in Banner.
- **TCW**: shares unpaid leave exhaustion dates & FMLA hours.
- **HR Consultant**: in some cases may share attendance/ discipline and medical verification status/ request.
- **BAO**: shares Cognos reports upon request such as the Leave Balance report.

Slide 42

Work with Your HR Consultant

If you notice an absence is **inconsistent** with the Designation Notice.

A recertification may be necessary.

Slide 43

General Monitoring Guidelines

- Any hours not worked must be **recorded** in WTE
- Partner with your HR Consultant and Business Affairs Officer to monitor and track leave progress

Slide 44

What Would You Do?

An employee approved for continuous FMLA leave has been coming into work...

Slide

What Would You Do?

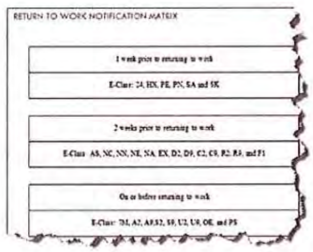
An employee was approved for FMLA but you don't really think this person is that sick. In fact, it just so happens that the day they called FMLASource was the first day of the discipline they were scheduled to serve....

Slide

Return to Work

Return to Work Parameters

- Refer to the Return to Work **Notification Matrix**
- Confirm Against Contract & Policy
- Ensure **Return to Work Note** was Submitted
- Contact HR Consultant or TCW with questions


RETURN TO WORK NOTIFICATION MATRIX

1 week prior to returning to work

E-Class: 24, HX, PE, PN, SA and SK

2 weeks prior to returning to work

E-Class: AS, NC, NN, NE, NA, EX, D2, D9, C2, C9, P2, P9, and F1

On or before returning to work

E-Class: DM, A2, A9, S2, S9, U2, U9, OE, and PS

Slide 48

General RTW Guidelines

- Employees must submit a **doctor's note** before returning to work.
- If employee requires restrictions, partner with HR Consultant and potentially Office of Equal Opportunity.
- Any medical information provided must be kept **confidential.** If you receive a doctor's note, forward it to your HR Consultant.

Slide 49

What Would You Do?

An employee has returned to work but indicated that he now is physically unable to perform a key aspect of the position….

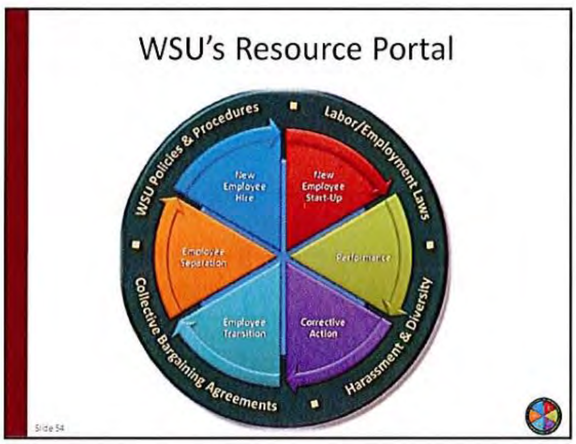
Leave Management In Action

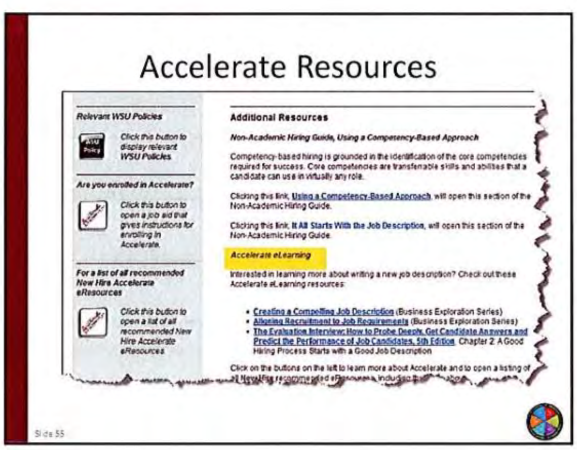
Avoiding Common Pitfalls

From a HR Consultant's Perspective…..

What are the **mistakes** you see leaders making most often?


Wrap Up


WSU's Resource Portal
WSU Policies & Procedures
Labor/Employment Laws
Harassment & Diversity
Collective Bargaining Agreements
New Employee Hire
New Employee Start-Up
Performance
Corrective Action
Employee Transition
Employee Separation
Slide 54


Accelerate Resources
Relevant WSU Policies
Click this button to display relevant WSU Policies
Are you enrolled in Accelerate?
Click this button to open a job aid that gives instructions for enrolling in Accelerate.
For a list of all recommended New Hire Accelerate eResources
Click this button to open a list of all recommended New Hire Accelerate eResources
Additional Resources
Non-Academic Hiring Guide, Using a Competency-Based Approach
Competency-based hiring is grounded in the identification of the core competencies required for success. Core competencies are transferable skills and abilities that a candidate can use in virtually any role.
Clicking this link, Using a Competency-Based Approach, will open this section of the Non-Academic Hiring Guide.
Clicking this link, It All Starts With the Job Description, will open this section of the Non-Academic Hiring Guide.
Accelerate eLearning
Interested in learning more about writing a new job description? Check out these Accelerate eLearning resources:
• Creating a Compelling Job Description (Business Exploration Series)
• Aligning Recruitment to Job Requirements (Business Exploration Series)
• The Evaluation Interview: How to Probe Deeply, Get Candidate Answers and Predict the Performance of Job Candidates, 5th Edition Chapter 2: A Good Hiring Process Starts with a Good Job Description
Click on the buttons on the left to learn more about Accelerate and to open a listing of
Slide 55

Supervising@Wayne

Hiring@Wayne
Starting January, 2014

Coaching and Managing Performance@Wayne
Starting March, 2014

Managing Leaves, Attendance & Overtime@Wayne
Starting June, 2014

Discipline & Termination @Wayne
Starting July, 2014

Supervising@Wayne
Starting August 2014

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Coaching/Counseling/Discipline

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Coaching, Counseling & Discipline at WSU

Facilitators:
Elizabeth Rager
Organization & Employee Development

Brian Wittenberg
HR Client Services

Introduction

As a result of this module, participants will be able to:

- Examine the difference between performance and conduct
- Distinguish the identified difference between coaching and counseling
- Review concepts on objectivity, assumptions and feedback
- Describe an effective discussion model
- Demonstrate a coaching/ counseling discussion
- Illustrate the uses of the performance improvement plans/expectations memorandum
- Define the general steps of progressive discipline
- Utilize the EAP

7/30/2013

Slide 1

Participant Notes:

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Performance vs. Behavior

7/30/2013

Slide 2

Participant Notes:

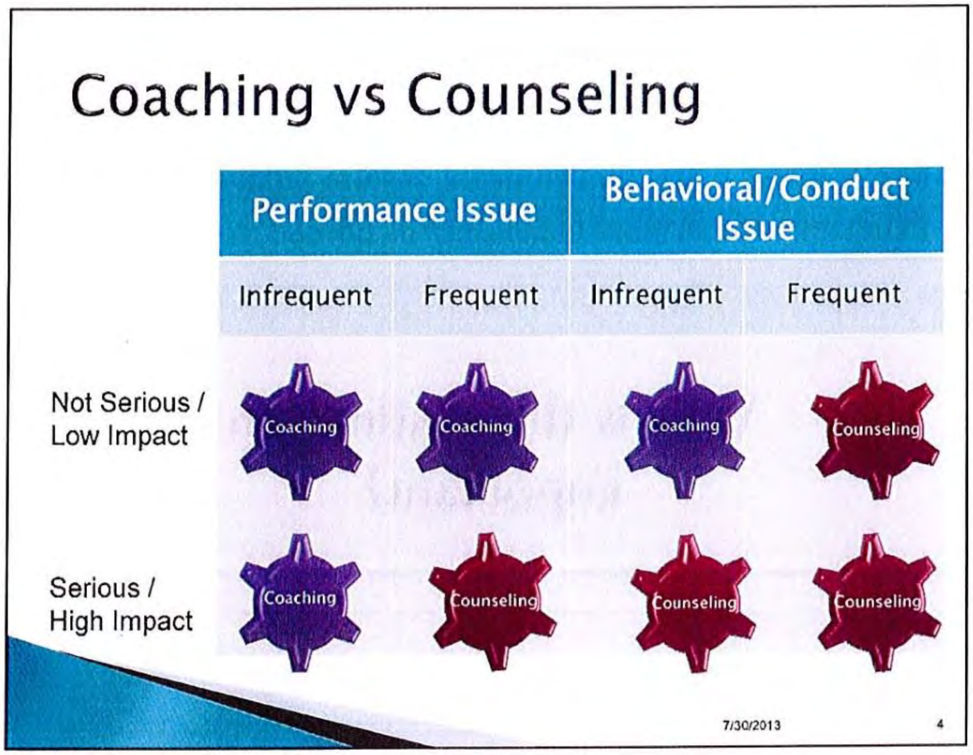
Performance vs Behavior

- Performance = Accomplishments, results, outcomes
- Behavior = the manner of conducting oneself

Why is this distinction important?

7/30/2013 3

Participant Notes:



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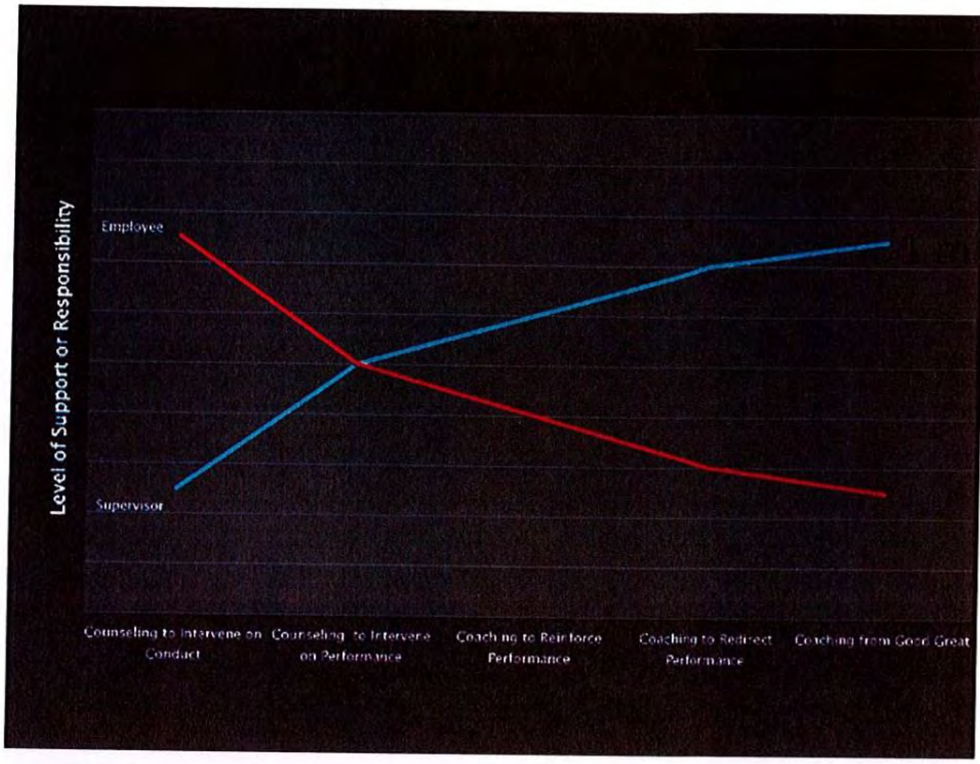

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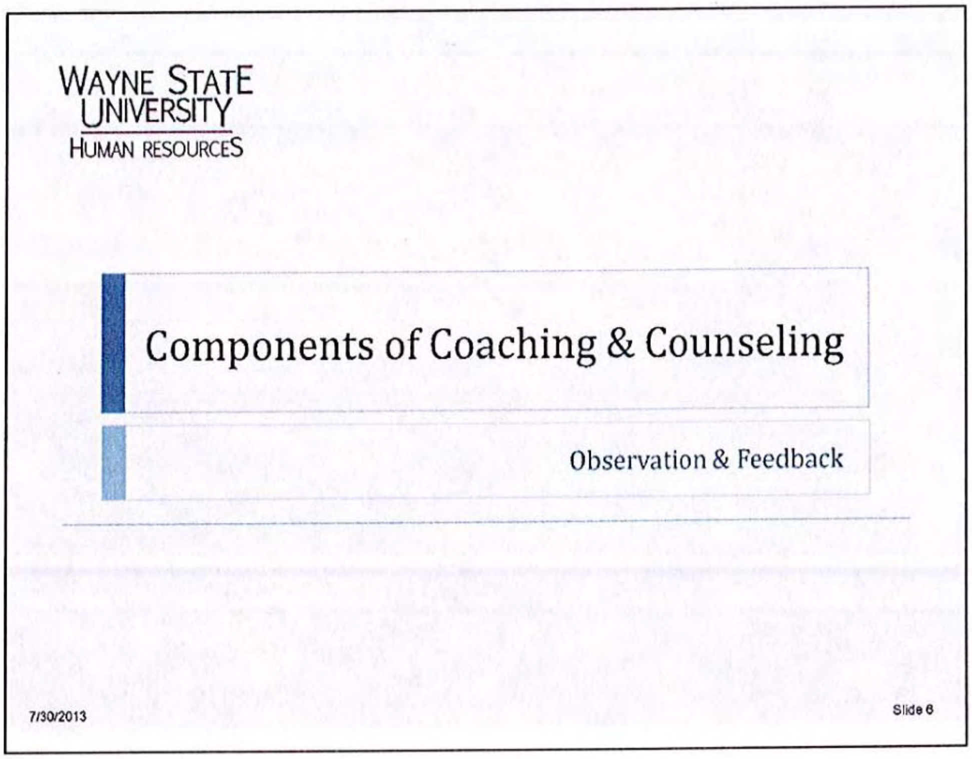
Participant Notes:



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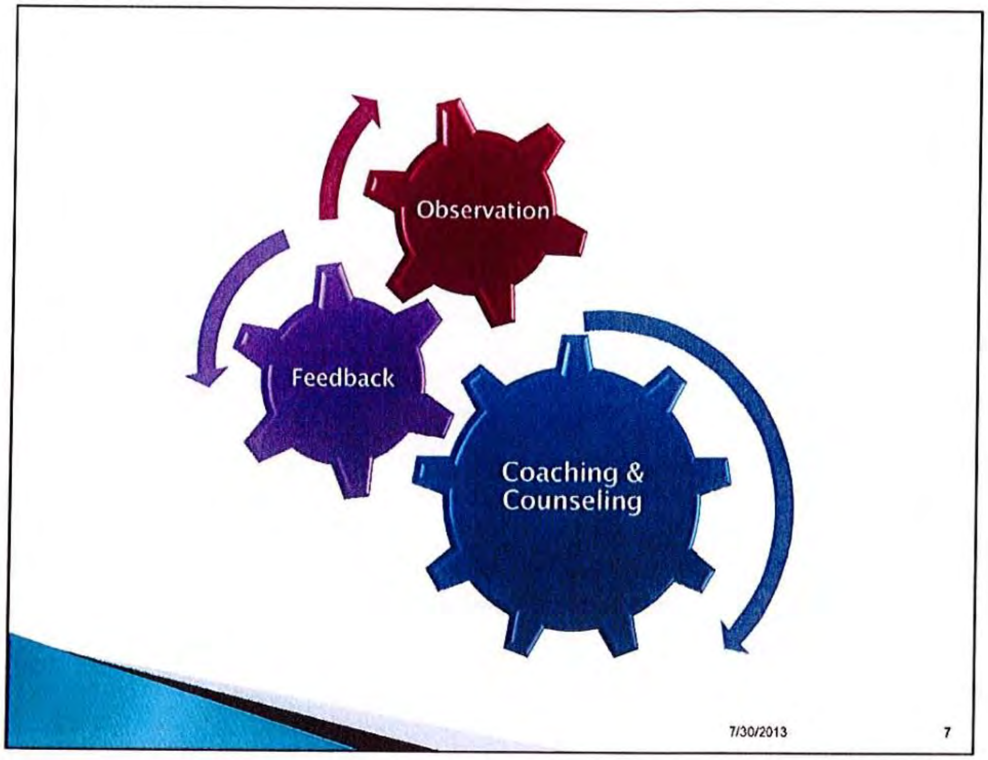


Participant Notes:

Observation

- Being Objective
- Avoiding Assumptions

7/30/2013

Slide 8

Participant Notes:

Observation

Observation Exercise

What's going on in this picture?

Participant Notes:

Video "monkey business illusion"

Observation

Tips for effective observation

Be objective by...
...utilizing a direct or non-judgmental description (specific not general) of behavior (not opinions or feelings) you see or hear

Avoid being subjective by...
...not making assumptions, that are not fully established

Participant Notes:

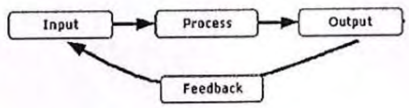
Observation

Observation Exercise Take 2

Participant Notes:

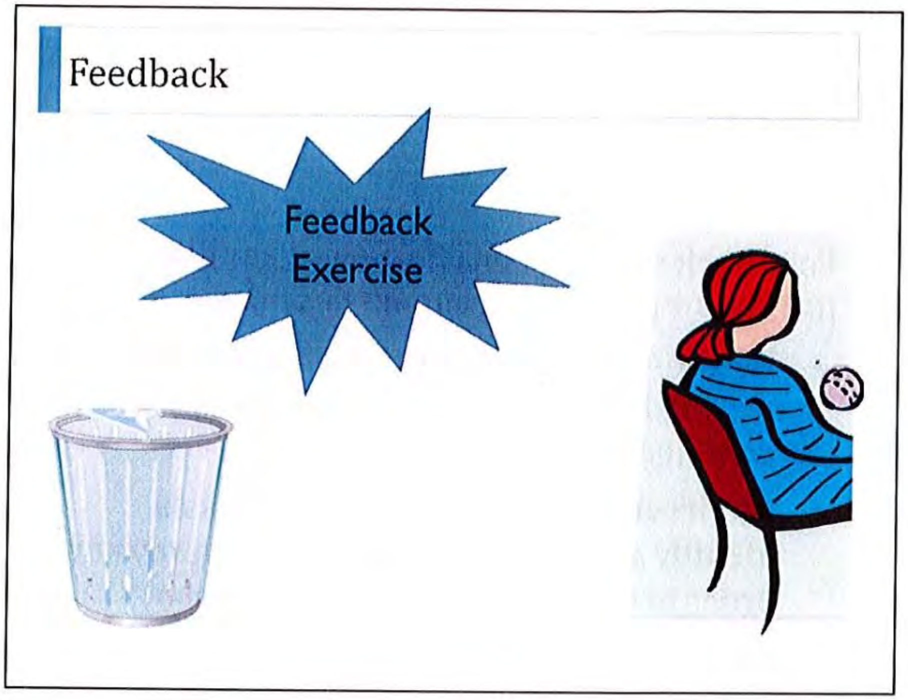
Feedback

Feedback is information…



12

Participant Notes:



Participant Notes:

Sharon → Untimely
Lisa → negative
Kris → too general
Volunteers

= reinforcing
redirecting
not positive/negative

Feedback

- **Feedback** shouldn't be considered as either positive or negative. It should be considered as...
  - **Reinforcing Feedback**, which tells us what we are doing well and what we should continue to do
  - **Redirecting Feedback**, which helps us identify areas we can change and improve in order to be more effective and have the greatest impact on the job

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Participant Notes:

timely
specif
factual
relavant
Based on current behavior

Participant Notes:

Feedback

- Effective **feedback** is...
  - Timely
  - Specific
  - Based on observed behavior
  - Factual
  - Relevant
  - Focused on the individual

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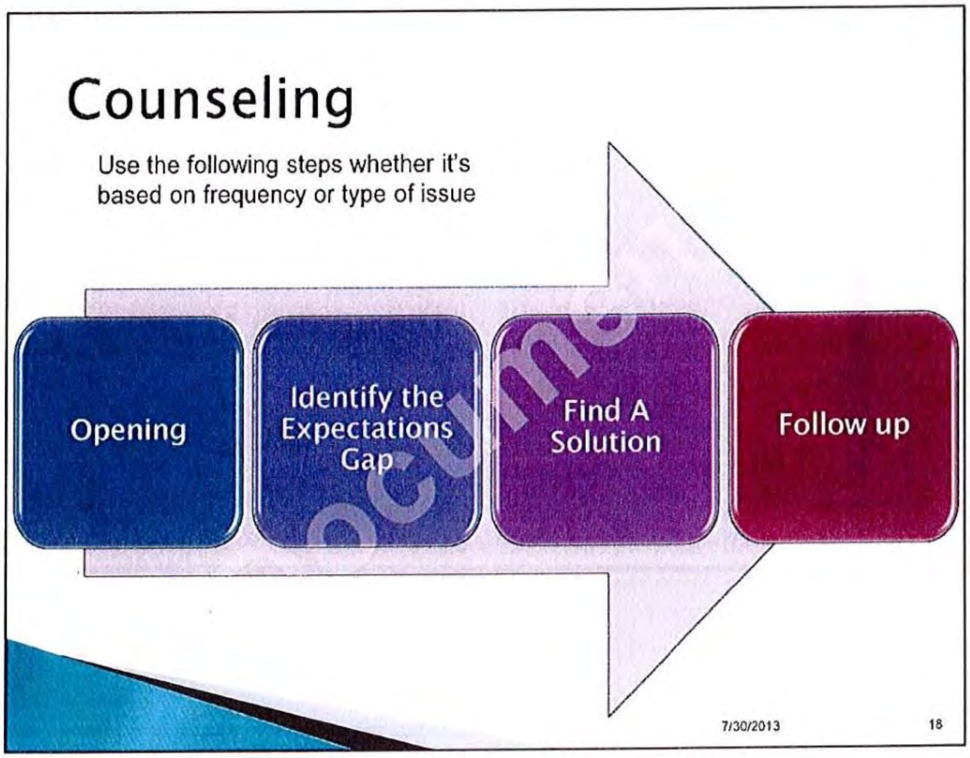
Participant Notes:

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Discussion Model

And Other Tools

Participant Notes:



Participant Notes:

Opening

- Open in a positive, nonthreatening way
- Approach from perspective that employee may not be aware of behaviors or that they are impacting the job
- This is a discussion to raise awareness and/or work towards solutions not to place blame

"I have a concern..."

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Participant Notes:

Identify the Expectations Gap

1. Current Conduct
   - State what you have observed (Use observation and documentation)
   - Be specific

"The behavior I am seeing..."

2. Desired Conduct
   - Clarify expectations
   - Be specific

"The expectation is..."

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Participant Notes:

Identify the Expectations Gap

3. Expectation Gap
   - Get agreement that a gap exists
   - Get employee's point of view on causes (who, what, where, when, why)
   - Use active listening

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Participant Notes:

Find a Solution

4. Identify Solutions
   - Ask for a solution from the employee
     "What could you do differently?"
   - Explore feasibility of solution with employee
   - How can I support the solution?

5. Agree on a solution
   - Agree on actions to be taken
   - Agree on time frame
     "So you will...Okay, good. I will..."

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Participant Notes:

set date to follow up.

Follow-up

6. Set a date for another discussion based on timeline
   - Document meeting
   - Observe behavior
   - Reward new behavior, or…
   - If improvement is still needed, keep working on behavior
   - If continuing efforts do not resolve the behavior, contact your Human Resources Consultant

This is often the biggest missing piece…

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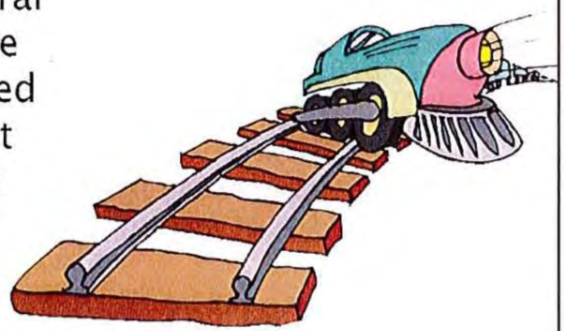
Participant Notes:

often this part is not done.

Sidetracks

We each have natural defensives when we are being challenged or corrected…don't let them throw you off track…

- Expect it
- Prepare for it



7/30/2013

24

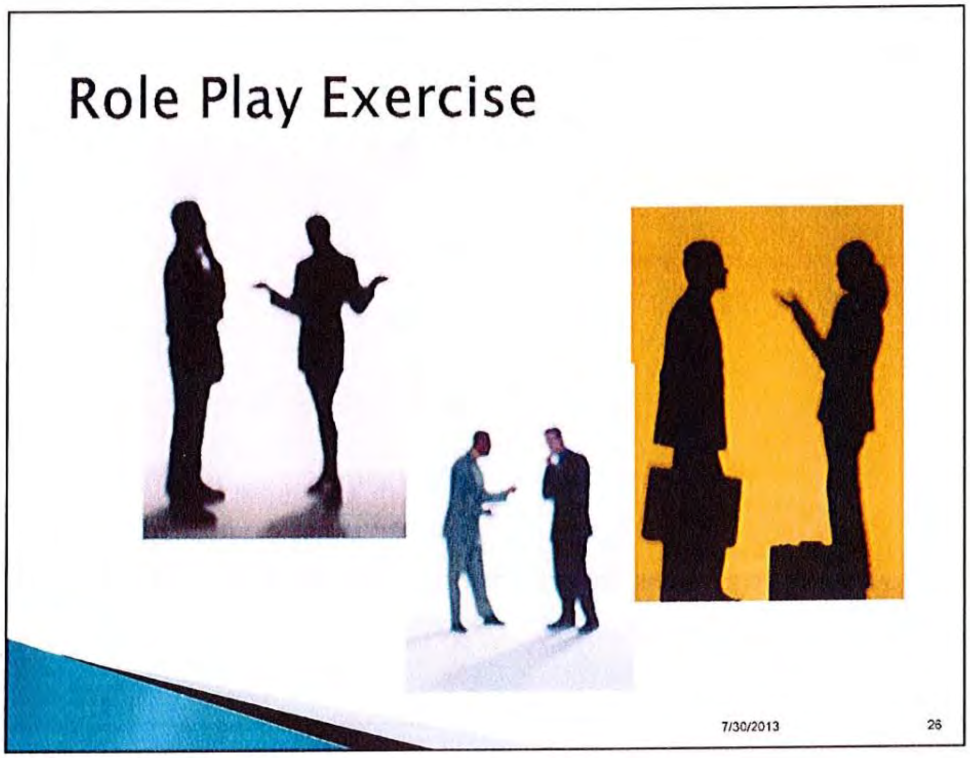
Participant Notes:

- guilt trip … yr picking on me
- blam others - so & so does it - this is about you only
- don't let get escalated goal is? restating what needs to happen (desired outcome)
Stop the meeting & go back @ set time later
Get them to agree
Dont fill silence spots
oh I know I do … self critizm
dont be distracted by it
goes on attack - Dont react
STAY on track - stay focused on goal.

Other Tools to Aid Supervisors

- Performance Improvement Plans
- Expectations Memorandum

Participant Notes:



Participant Notes:

Role Play Exercise

Scenarios

- **The Leader** is given a description of observations of employee (does not know what is on employee's slip of paper)
- **The Employee** is given a description of his/her perceptions of the situation (does not know what is on coach's slip of paper)
- **HR Consultant** interviews each separately, then consults with Leader how to handle the Coaching/Counseling Discussion (use the discussion model
- **Leader** role plays with **Employee** while **HR Consultant** observes (use discussion model)
- Discuss how it went from all perspectives
    - Two minutes to interview
    - Two minutes to consult with **Leader**
    - Four minutes to role play
    - Four minutes to discuss

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Participant Notes:

Role Play Exercise:

	Scenario #1	Scenario #2	Scenario #3
Leader	Person A	Person C	Person B
Employee	Person B	Person A	Person C
HR Consultant	Person C	Person B	Person A

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Participant Notes:

WAYNE STATE
UNIVERSITY
HUMAN RESOURCES

Progressive Discipline

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Participant Notes:

Employee Assistance Program

- Sometime Speech
  - "Sometimes, job problems like these are the results of things going on outside the workplace [are the result of a personal problem]. It may not be true in your case, and it's really none of my business. However, because it is true sometimes, WSU has an Employee Assistance Program (EAP). It's free, it's confidential, and it's helped people with all kinds of problems. Here is the phone number. It's up to you."
- Fitness for Duty
- Job Jeopardy

7/30/2013 Slide 38

Participant Notes:

Summary

As a result of this module, you should now be able to:

- Distinguish the difference between performance and conduct
- Distinguish the identified difference between coaching and counseling
- Review the role of objectivity, assumptions and feedback in coaching and counseling
- Describe an effective discussion model
- Demonstrate a coaching/ counseling discussion
- Illustrate the uses of the performance improvement plans/expectations memorandum
- Define the general steps of progressive discipline
- Utilize the EAP

7/30/2013 Slide 39

Participant Notes:

Weingarten Rights? Non rep 3rd party
if union rep not in room
or
even if?
ask Shan

Instructions for Issuing the Job Performance Expectations Document to Nonacademic Represented Employees

After completion of the Job Performance Expectations Document, and a review/edit of the document by Labor Relations...

- Contact the Employee's Union office, and relay the date and time the expectations document will be issued. Express that a non-disciplinary Job Performance Expectations document is being issued on ____ at ______, and they are free to have a representative attend, if they like.
- Arrange for another manager to be present also (must be non-rep).
- Hold the issuing meeting in a private area.
- During the 2X2 meeting, go over the Expectations document bullet-by-bullet, answering any clarification questions that arise.
- If any of your bulleted items are deficiencies/issues that have <u>already</u> been exhibited by the Employee, make it clear to the Employee that they must be corrected. Point them out as you go along.
- Once done, ask the Employee if they have any questions. As the employee if they understand. *Note: This meeting is not a debate. It does not matter if they <u>agree</u> with the contents of the document. This is a document that clearly communicates to the Employee what it will take to be successful in <u>your</u> unit. It is not a decision by committee. <u>Do not remove language at the Union's request, especially the "Note" section at the end of the document!</u>*
- Ask the Employee to sign the document, simply to show that they received it. *Most Unions advise their members not to sign. No problem. If that is the case, ask the manager you invited to sign across the Employee's sign space, with the following: "Employee received copy of this document, but refused to sign." The manager should then sign their own name and date their comment.* Do not allow the employee to take the document from you, or walk out of the meeting with it, uncompleted.
- Make copies of the completed Expectations document.
- Issue a copy to the Employee and the Union representative. Then, make sure everyone else is copied from the document's "cc" section. <u>Do not</u> send to Employment Services for placement in the Employee's Official Personnel File. It will go in your personal supervisory file for reference.
- The Employee is immediately held to the standards within the document. It is our hope that the employee will adhere to your instructions. Violations will be considered as "Failure to Follow Instructions" charges, and disciplinary action will follow.
- The Expectations document can be updated and/or revised, and is in effect as long as the subject Employee works for the issuing supervisor.
- If any of the Expectations standards are violated, immediately contact Labor Relations at 72081 for guidance.

Confidential – for management reference only

WAYNE STATE UNIVERSITY

attach copy of PD with it.

Date: ____________, [year]

To: Ms./Mr. ______________, Title
College/School of ________________
Wayne State University

RE: **Job Performance Expectations**

The following is notification/clarification of the expectations for your position as a __________ in ____________.

Attendance Expectations:

- Adhere to the University Attendance Standards on absenteeism and tardiness, APPM Section 3.0.11. Failure to do so will result in corrective disciplinary action.
- Your official working hours are from 8:30 am to 5:00 pm, with one hour of lunchtime in between. You are allowed one 15 minute break in the morning, and one 15 minute break in the afternoon. You are expected to be promptly at your worksite, ready to work at 8:30 am.
- You will turn in your University time reports on time, and they must be signed by me. Consult with me if there is any confusion as to the time reporting deadline(s). In my absence, a supervisor will be designated to sign.
- You *must* call me at _______ to discuss any unscheduled absence. In my absence, you must call the designated supervisor at _________.
- You are subject to being docked, if you arrive later than your start time (or otherwise are inappropriately absent during the work day.) Pay docking results in loss of the illness accrual and docking of more than one hour results in loss of the vacation accrual for the pay period.

Work Performance Expectations: In addition to, and in pursuance of, the duties and performance goals associated with your job classification description, the following are operational expectations of your position:

- It is your job is to assist the _________________ and to serve the College of ________ as requested.
- For every task assigned to you, you are fully responsible for it and must follow through the entire process in a timely manner.
- Timely compliance (by stated deadlines) with all work related requests, orders, and directives issued or approved by the Director, or by the Associate Director in the Director's temporary absence.
- You are expected to have a motivated attitude, be ready to accept challenges, and be ready to serve in the best interests of the College.
- You will pay close attention to details in your work (accuracy, content, timeliness, etc.).
- Minimize the amount of chat time. As stated above, your break time should be no more than 15 minutes each and no more than 2 breaks on each day.
- You should not be engaged in any external business while at work.

Behavioral Expectations:

- Show respect to your supervisors and co-workers in your words, actions and attitude.

Note: Fundamental fairness and procedural due process require that employees have notice of the possible consequences connected with failure to follow instructions. This document is not considered discipline, however, failure to adhere to these job performance expectations could lead to disciplinary action against you, up to and including termination of your employment with the University.

LETTERHEAD HERE

Date:

To: Name
Title

Subject: **Written Reprimand: Failure to Follow Instructions/Poor Work Performance**

During the past few months, you and I have discussed issues regarding your work performance. As you will remember, on _________, ______, I gave you a set of written *minimum* job expectations, in detail, to clarify the level of performance that I expected from you. Your Union representative was also present. Among the expectations listed was, "______________________________." On _______, ______, you were issued a Written Verbal Warning for Failure to Follow Instructions/Poor Work Performance *[if applicable]*.

On _____day, ____________, [year], you ______________________________. Per my ____________, [year] written expectations communication to you, you are expected to __________. Your failure to _______________, as required, constitutes poor work performance.

On ____, an investigative interview was held to give you the opportunity to give your side of the story. Union representation was present (______). During the interview you were asked why ____________. You responded by saying that ________________. That explanation is not acceptable because _________________.

This letter serves as a Written Reprimand for Failure to Follow Instructions/Poor Work Performance. Be advised that if you continue to fail to follow instructions (and/or display poor work performance), you will be subject to further disciplinary action, up to and including, discharge.

____

Supervisor's Name Date
Title

cc Staff Association, Local 2071
Employment Services
Labor Relations
File

WAYNE STATE UNIVERSITY

Performance Planning and Development
Performance Improvement Plan

Employee Name:	
Classification:	Banner ID:
Department:	S/C/D:
	Performance Planning Date:

1. Performance Deficiencies	2. Behavior or Results Desired by Management	3. Action Management will Take to Help Employee Correct Deficiencies	4. Action Employee will Take to Correct Deficiencies	Outcomes & Completion Date
What I see...	what the expectation is ...	I'll do	you'll do	= results

Signatures:

Immediate Supervisor: ____________________ Date: ________ Employee: ____________________ Date: ________

1st Level Review: ____________________ Date: ________ HR Consultant: ____________________ Date: ________

Revised 06/04

WAYNE STATE UNIVERSITY

HAVE LABOR RELATIONS REVIEW BEFORE ISSUING!

Date: _____________, [year]

To: Ms./Mr. ______________, Title
College/School of _______________
Wayne State University

RE: **Job Performance Expectations**

The following is notification/clarification of the expectations for your position as a __________ in _____________.

Attendance Expectations:

No changes

- Adhere to the University Attendance Standards on absenteeism and tardiness, Section 3.0.11. Failure to do so will result in corrective disciplinary action.
- Your official working hours are from 8:30 am to 5:00 pm, with one hour of lunchtime in between. You are allowed one 15 minute break in the morning, and one 15 minute break in the afternoon. You are expected to be promptly at your worksite, ready to work at 8:30 am.
- You will turn in your University time reports on time, and they must be signed by me. Consult with me if there is any confusion as to the time reporting deadline(s). In my absence, a supervisor will be designated to sign.
- You *must* call me to discuss any unscheduled absence. In my absence, you must call the designated supervisor.
- You are subject to being docked, if you arrive later than your start time (or otherwise are inappropriately absent during the work day.) Pay docking results in loss of the illness accrual and docking of more than one hour results in loss of the vacation accrual for the pay period.

Work Performance Expectations: In addition to, and in pursuance of, the duties and performance goals associated with your job classification, the following are operational expectations of your position:

No changes (fill in blanks)

- It is your job is to assist the _________________ and to serve the College of ________ as requested.
- For every task assigned to you, you are fully responsible for it and must follow through the entire process in a timely manner.
- Timely compliance (by stated deadlines) with all work related requests, orders, and directives issued or approved by the Director, or by the Associate Director in the Director's temporary absence.
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- You will pay close attention to details in your work (accuracy, content, timeliness, etc.).
- Minimize the amount of chat time. As stated above, your break time should be no more than 15 minutes each and no more than 2 breaks on each day.
- You should not be engaged in any external business while at work.

Add

Behavioral Expectations:

- Show respect to your supervisors and co-workers in your words, actions and attitude.

Note: This document is not considered discipline, but failure to adhere to these job performance expectations could lead to disciplinary action against you, up to and including termination of your employment with the University.

Standards, duties, etc. (ie use JD)

Received by:

HR Fundamentals

Employee Relations/Academic Affairs

2012-13
Wayne State University Faculty Profile

TM

1775

The number of full-time faculty at Wayne State

There are 1079 male faculty members

51% of males are tenured

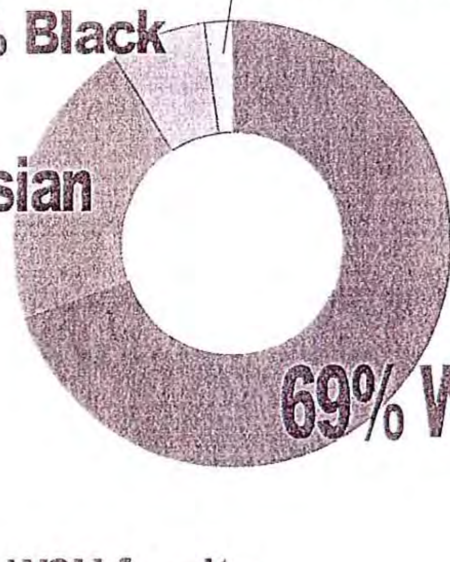
There are 696 female faculty members

= 50 people

29% of females are tenured

Age 62 & older

24 %



M
52 The average age of WSU faculty

Full-Time Faculty by School/College/Division

School/College/Division	N	%
School of Medicine	732	41.2%
Liberal Arts & Science	413	23.2%
College of Engineering	123	6.9%
Fine & Performing Arts	100	5.6%
College of Education	89	5.1%
Pharmacy & Health Sciences	83	4.7%
College of Nursing	68	3.8%
School of Business Admin	61	3.4%
Law School	41	2.3%
School of Social Work	22	1.2%
Research	19	1.1%
School of Library & Information Science	13	0.7%
Honors College	6	0.3%
Provost & VP Academic Affairs	5	0.3%
Wayne State Total	**1775**	**100.0%**

· Priority Needs:
- record keeping
- Benefits ~~adm~~ administration

- HR staff dont handle Lbr relat for academic staff
- faculty dont consider themselves employees
- avoid using HR "buzz words" terms that are currently will & titles change / evolve
- we don't perf. manage faculty, ...

43% are tenure
17% tenure track by AAUP
40% non track - non tenurable roles
1000 P/T faculty
1205 WTF Fall -
1100 " " winter
per semester
450 GTAs or GSAs by GEOC

Margaret: Don't Guess! / Take care of the Students

- Current Acad union contracts are avail @ Provost website
- Will be (AAUP) up by end of next week
print copies avail now but AAUP before next semester
- Get hcopies fr. Veronica
- Qs - send to John V.
- AAUP Keypoints 1.6.c — tells who is covered/excluded
Articles 12 - benefits coverage
(Always refer faculty back to their Dept chair) leaves, inc. sabbatical

20. term appts - deadlines for renew/non renew notices

22/23 — Tenure & promotion
Acad Staff & ~~Faculty~~
ESS Tenure

PT faculty Union
1.A.b. membership
14. Posting
15. course pools,
16. Appts - reappts
17. perf evals

GEOC
2. union recogn + mbrship
7. job security
9. employmt - re-appointmt

faculty hiring -

7-10-13 Academic Labor Relations

John: Listen to units, staff, Dirs, etc
Be good listners
Don't be afraid to say I don't know but will
find out; check back.

Q/A notes

Reductions in Force

Reduction-in-Force Process & Administration

Pick up
SA & PA
contracts @
LABOR
Relations

Client Services
August 12, 2013

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Session Purpose

- To provide information, resources and an orderly, fair and consistent process for HR Consultants to follow during a "Reduction In Force"
- To ensure appropriate treatment of affected employees (according to Union contractual provisions if applicable) and of employees who remain

2

Agenda

- Introduction
- Roles & Responsibilities
- WSU Process & Administration
  - Non-Represented
  - Represented
- Resources & Support

3

≈ 70 in 2011 = 150 touched by process

≈ 50 posits this time

About Reductions-in-Force at WSU

*A "**Reduction-In-Force**" should be a carefully planned and implemented program that identifies inefficiencies in an organization's workforce and reduces or eliminates such inefficiencies*

- This may occur in response to S/C/D needs or organizational-wide
- Previous Major WSU RIF Experiences

4

Roles and Responsibilities

5

Access Terminations
CS IT
use call tracker
for access term
requests

Roles and Responsibilities

- HR Consultants
- *Working in Partnership with:*
  - S/C/Ds
  - Labor Relations
  - Office of General Counsel
  - Payroll
  - TCW
  - Client Services Team Members

6

HR Consultant Roles and Responsibilities

1. Review & Complete RIF Checklist
2. Determine & Engage Partners
3. Determine Appropriate Provisions & Notification Requirements Based Upon Collective Bargaining Agreement or Non-Rep Manual
4. Coordinate Across Client Services with Impacted HRCs
5. Coordinate Within Region with TMCs and HR Administrators

7

terms used:
"losing HRC"
"Receiving HRC"

HRC = HR Consultant

Regional Team Member Roles and Responsibilities

- HR Director
  - Provide Support
  - Act as an Escalation Touch Point for Complex or Difficult Issues
  - Liaison with OGC or Labor Relations as Needed
- TMCs
  - Coordinate Hiring/Re-Hiring Impacts with OHS Special Handling List and Recall List
- HR Administrators
  - Perform EPAF Processing & Banner Updates as Needed

8

Sharing Key Learnings From Previous RIF Experiences

9

Pairs Discussion (5 min)

Using Previous RIF Experiences at WSU or Another Organization, Share:

- What Worked Well?
  What Activity Should be **Considered**?
- What Didn't Work Well?
  What Activity Should be **Avoided**?

10

Non-Represented Employees

Checklist Highlights

11

Non-Represented RIF Process

Respond
- Review & Complete Planning Process with S/C/D
- Work with OGC

Prepare
- Determine if a Separation Agreement is Needed
- Complete Employee Profile & Share with OGC

Conduct
- Based on Last Day, Work with Manager on Logistics
- Work with Manager to Prepare for Meeting

Follow Up
- Determine Communication with Remaining Employees
- Support Manager as Needed on Work Redistribution
- Partner with OED as Appropriate

12

Wayne State University Human Resources

Review & Complete Planning Process

Respond

- **Initial Planning Process Steps**

  Review & Complete RIF Checklist to Obtain Relevant Information with S/C/D including:
  - Review RIF Process
  - Review Organizational Changes (including Org. Chart)
  - Identify:
    - Status/Changes in Work of Affected Employee/s
    - Anticipated Effective Date
    - Business Need/Reason
    - Number and Name of Impacted Potential Employees

  Work with Office of General Counsel (OGC)

13

Wayne State University Human Resources

what's the cause?
we need to understand that

Prepare

Separation Agreement

- **Determine if Separation Agreement is Needed**

Typically Done in Partnership with Department

- OGC Generates Agreement & Terms
- HRC Supports Process

14

Wayne State University Human Resources

INDIV: Sev pay & Discret of Unit case by case

Organizational = centrally funded & consistent for all impacted

All info in this training will be in network drive HRC/RIFs folder

Prepare

Employee Profile

- **Complete Employee Profile & Share with OGC**

OGC Determines WSU Legal Obligations to Employee (OWBPA & Notice Requirements)

older workers Benefit Protection act

- Follow Policy Provisions When Determining Payout
  - Provide Vacation & Sick Leave Balances
  - Confirm Grandfathered In Individuals for Sick & Disability

15

Wayne State University Human Resources

Prepare

Non-Rep Manual

WAYNE STATE UNIVERSITY

PERSONNEL MANUAL FOR NON-REPRESENTED EMPLOYEES

1.20.1 Release

RELEASE

The determination that the University is required to reduce the work force because of fiscal conditions, programmatic changes, or organizational changes is a determination entirely within the discretion of management.

In such cases a reduction in staff will be accomplished to the extent possible through reassignment or attrition.

Notification of reduction in force will be provided in writing following oral notice of such pending action. Such notification will normally occur no later than thirty calendar days prior to the effective date of the release.

An employee who is released as a result of a "reduction in force" has no rehire rights. However, if an employee is rehired within three years of their release, they will have all eligible benefits reinstated the first of the month following their return.

16

Wayne State University Human Resources

Supporting the Manager

Conduct

- Prepare ~~to Conduct~~ Meeting with Manager

  Manager Schedules; HRC Attends

  - ~~Determine Employee's Last Day~~. If on Meeting Date:
    - ~~Review Transfer/Separation Agreement~~
    - Identify How System Access is Removed
    - Identify if a Plain Clothes Public Safety Officer Should be in Area
    - Determine How Employee will Collect Belongings
    - Collect Keys, OneCard, Parking Pass etc.
  - Identify Meeting Roles
    - Manager Communicates
    - ~~HRC Supports~~ Manager and Employee
  - Review Script & Packet with Manager
  - Determine Additional Manager Support Needs

17

Wayne State University Human Resources

use "tsfr/sep cklst"

?

Script w/ be on network drive in RIFs folder

Supporting the Manager

Conduct

- **Conduct Meeting with Manager**

  Manager Leads; HRC Supports

  - Review Packet & Separation Agreement (HRC may schedule a follow-up meeting to review packet with employee if appropriate)
  - Ensure Appropriate Meeting Logistics
  - Support Message
    - Follow Up Resources in W.I
    - Training for Impacted HRCs and Managers to Follow

18

Wayne State University Human Resources

Supporting the Manager

Conduct

- **Anticipating Employee Questions**
  - Non-represented employees have no **rehire rights**.
    - However, if an employee is rehired **within three (3) years** of release, all eligible benefits will be reinstated the first month following return.
  - Employees should contact Total Compensation Wellness (TCW) Department to obtain specific information on separation benefits.

19

Wayne State University Human Resources

Monitor

- **Work with Managers to:**
  - Determine Communication with Remaining Employees
  - Redistribute Work
  - Determine Opportunities to Partner with OED

20

Non-Represented Employee Tool Kit

- **Let's Review The Following Non-Rep RIF Documents *(also on w:/)*:**
  - Checklist
  - Employee Profile
  - Grandfathered Individuals for Sick and Disability
  - Synopsis of Bargaining Units at WSU (non-rep on page 4)
  - Transfer/Separation Checklist
  - Notice Letters
    - Employee Working During 30 Day Period
    - Employee Not Working During 30 Day Period

21

Represented Employees

Checklist Highlights

22

Represented Employee RIF Process

Respond
- Review Planning Process with S/C/D
- Work with Labor Relations

Prepare
- Review Flow Chart & CBA; Determine Bumping Eligibility
- Complete Bumping Matrix
- Calculate Notice

Conduct
- Work with SCD & HRCs for Communication/Notification

Follow Up
- Finalize Bumping Matrix
- Monitor with TMCs & HRCs

23

Respond: Review & Complete Planning Process

- **Initial Planning Process Steps**

  Review & Complete RIF Checklist to Obtain Relevant Information including:
  - Review RIF Process with S/C/D
  - Review Organizational Changes (including Org. Chart)
  - Identify:
    - Status/Changes in Work of Affected Employee/s
    - Anticipated Effective Date
    - Business Need/Reason
    - Number and Name of Impacted Potential Employees

Work with Labor Relations

24

Units have to say where the work is going.

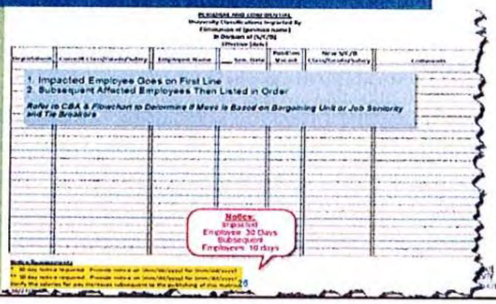
Prepare: Completing a Bumping Matrix

- Run Seniority List — COGNOS RPT
- Populate Matrix
- Send to Labor Relations
- Notify Impacted HRCs
- Finalize and Monitor in Ongoing Manner

IMPORTANT

25

Populating Bumping Matrix



Skill Practice

Completing a Bumping Matrix

27

Small Group Activity

- Group Assignments
  - 1 and 2: Impacted Employee Represented by **Staff Association**
  - 3 and 4: Impacted Employee Represented by **P&A**
- Complete **Bumping Matrix** for assigned Employee Whose Job is Being Eliminated **September 30**. Reference:
  - Flowchart
  - Collective Bargaining Agreement
  - Seniority Report

28

Debrief

- What Worked Well?
- What Didn't?
- How Were Affected Employees Determined?
- How are Tie Breakers Handled?

29

Attachments to Bumping Matrix

Prepare

- Employee Profile
- Plus Displaced Employee's Last Two Years:
  - Performance Reviews
  - Attendance Record
  - Disciplinary Action/s (if applicable)

30

Calculating Notification

Prepare

- Start counting the following calendar day. Do not count the current day nor the effective date of "RIF".

IMPORTANT

Remember: These are minimum notification requirements. Giving an employee more notice than required is better than arguing over one or two days notice.

31

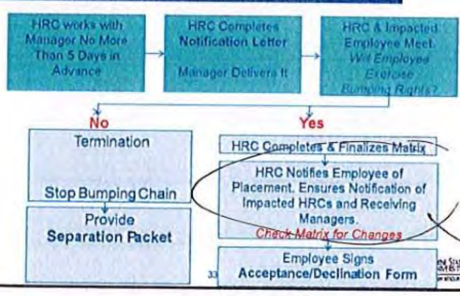
If you plan to notify
count starts day after
& effective day doesn't count

Calculating Notification - Example

If a Department Wants to Provide a Represented Employee Notice on **September 15**, When Would Notice Be Given?

32

Communication/Notification



33

Never tell where a person is going! once finalized — After is ok but not til FINAL!

NO mtgs prior to emp starting in new unit

Supporting the Manager

- Offer Support During Meeting
- Avoid Over-Communicating Who's Going Where
- Provide Notice Letter

34

Finalizing Matrix

If Employee Goes to Lay Off:

- Confirm That There Are No Vacancies First
- Work with:
  - TMC: Freeze All Postings in Affected or Similar Classification (TMCs Must Consult with HRCs) and Place on Special Handling List
  - HRA: Process EPAF
- Identify Bank Payout/Severance (P&A) for EPAF

35

Provisional Period

When Employee Begins in New Role, S/he is Subject to the Provisional Period

- Refer to the Collective Bargaining Agreement
- Encourage Manager to Complete Provisional Review Form
  - Refer to Labor Relations website or Resource Portal for:
    - Probationary, Provisional and Qualifying Period Performance Review Guide
    - Probationary & Provisional Review Form
    - Qualifying Period Progress Report
- If Individual Isn't Successful, 10 Day Notice Requirements and Bumping Continues

36

Monitor

What to Watch Out For

- The S/C/D receiving an employee as the result of a "RIF" may reorganize and eliminate the position being bumped.
  - The HRC must question this action to ensure it is not an attempt to avoid an employees' ability to exercise bumping rights by asking "What happened to the duties/work employee was performing?"
    - The S/C/D may attempt to create a non-represented job and assign the represented duties to that position.
  - The position eliminated by the S/C/D cannot be filled for one (1) year from the date eliminated.
    - Currently, a formal tracking system is not in place to monitor this action.
    - The HRC will monitor it for their respective S/C/D.

37

ask about this later

Monitor

- TMC Must Freeze Jobs During Time of Bumping Chain – Postings Stay in Queue
- TMCs Monitor the Recall List
- When Vacancies Occur, TMCs Identify Recall Eligibility.
  - If This Occurs, TMCs Notify HRC
  - HRC Provide Recall Letter

38

Monitor

- **Work with Managers to:**
  - Determine Communication with Remaining Employees
  - Confirm Redistribution of Work
  - Determine Opportunities to Partner with OED

39

Represented Employee Tool Kit

- **Let's Review The Following Rep RIF Documents *(also on w:/)*:**
  - Checklist
  - Employee Profile
  - Bumping Flowcharts
  - Bumping Matrix
  - Employee Notice Letters (10 Day & 30 Day)
  - Assignment Acceptance/Declination Form
  - Sample Recall Letters (Will be Unique Based on Situation)
  - Payroll Payoff Summaries
  - Transfer/Separation Checklist

Note: Be sure to update address on letter templates for your region

40

Next Steps

Timeline

Resources & Support

41

Timeline

Coordination Meeting for 2013 University RIF:

August 14 from 10:30am - 12:00pm

42

Resources & Support

- Support Liaisons for Regions
  - Mildred Fuller: Existing Region plus Region A
  - Roy Barnett: Existing Region
  - Kristan Darty: Existing Region
  - Toya Glenn: Existing Region

43

Investigations

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Investigations

Facilitators:

Elizabeth Rager
Organization & Employee Development

Ivonne Allen
HR Client Services

Introduction

As a result of this module, participants will be able to:

- Identify what information needs to be obtained at the initial contact meeting
- List common investigative mistakes
- Develop an investigation strategy
- Identify how to conduct interviews based on who is being interviewed
- Determine what to document
- Identify other possible sources of documentation that may be appropriate and relevant
- Determine what to include in a final investigative report, if needed

7/30/2013 Slide 1

Participant Notes:

Goal of investigation

- Produce a reliable set of facts for a decision and to reach a conclusion

- Break up to groups and identify your top three skills needed to be a good investigator
- Report out

7/30/2013 Slide 2

Participant Notes:

objective and neutral -

be a good listener -

effective questioning techniques

interviewing

Employee Concerns & Complaints

When dealing with concerns or complaints brought forth by employees, it is important to be objective and to avoid the assumptions, suppositions, and biases that often surround cases.

Participant Notes:

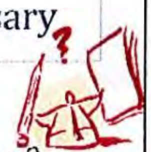
Initial Contact/Triage

- Identify demographics
  - Employee eClass may determine with whom you need to partner (or whether Weingarten Rights will be employed)
- Never promise absolute confidentiality but go ahead and tell employee that the university will do its utmost to protect employee's privacy
- Nature of issue may also determine with whom you need to partner
- Find out if employee informed management and what if anything was done
- Summarize back to employee and ask, "Did I correctly state the nature of your situation?"

7/30/2013 Slide 4

Participant Notes:

Determining If Further Investigation is Necessary



Ask...

- What policies/guidelines apply to this situation?
- What is the University's obligation?
- How have similar incidents been handled in the past?

Note: If the circumstances surrounding complaint are regarding harassment of any kind, discrimination or any item concerning OEO, do not proceed further

- Contact OEO and advise employee to contact OEO
- Plan to turn over any notes to OEO

7/30/2013 Slide 5

Participant Notes:

Determining If Further Investigation is Necessary

Ask...

- Has employee filed a formal complaint?
- Has employee reported a questionable situation?
- Has employee's morale, behavior, or performance mysteriously declined?
- Is employee suspected of misconduct?
- Has any violation of a rule occurred?

Yes to any of these questions implies further investigation is needed. Move to preliminary interview

7/30/2013 Slide 6

Participant Notes:

Preliminary Interview

- All facts and issues should be identified
  - *Who was involved? (get names and names of witnesses)*
  - *What happened? (ask for specifics)*
  - *When did it happen?*
  - *Where did it happen?*
  - *Why?**
  - *How?*

7/30/2013 Slide 7

Participant Notes:

Common pitfalls

- Discuss in your group how each of the following can be problematic in an investigation:
  - Employee privacy issues
  - Weingarten rights — nvestigative interviews only / Not for Discipline mtgs
  - Lack of empathy
- Report out

7/30/2013 Slide 8

Participant Notes:

not disclosing info on outcomes with other employees

medical related

System usage - usage agmt to WSU info

tell reporter you will not know outcome except that matter was appropriately dealt w/ no surprises @ the end

Top Investigation Mistakes

Delaying the beginning of an investigation or taking too long to complete it (Harassment or Violence start within 24 to 48 hours)	Accepting a complainant label of an incident as discriminatory without clarifying questions
Failing to conduct an investigation when employee says he/she wants to make the employer aware of a concern, but doesn't want anything done or said about it at this time	Promising the complaining employee that the employer will keep the complaint confidential.
Not conducting a sufficiently thorough investigation, including interviews of all parties – or not talking to all witnesses identified by the complaining employee	Not asking the complaining party to identify others not in their protected classification who have been treated differently
Failing to document the investigation in an appropriate manner	Failing to take complaints of discrimination seriously

7/30/2013 Slide 9

Participant Notes:

Conducting the Interviews

7/30/2013

Slide 10

Participant Notes:

Interview General Tips

Card Exercise:

- Put on an index card a general investigative interview tip. Keep the item short, specific, clear and legible
- Hold face down in front of you. On the count of 3 get up and start exchanging cards with each other...not looking...until I say stop
- When I say stop, pair up with another participant. Review the two items on the two cards and then distribute 7 points between the two items (no fractions or negative numbers) to reflect merit of tip
- Write the number on the back of the card (5 rounds)

Note: Maintain objectivity by disregarding earlier numbers and keep a poker face if you see you card.

7/30/2013 Slide 11

Participant Notes:

Interview Ground Rules

During interviews with all affected employees and witnesses, some ground rules and basic questions should be covered. Interviewees should:

- Assure interviewees that no conclusion has been reached
- Assure interviewees that no reprisal will be taken for coming forth with information
- Require interviewees to keep all discussions confidential

7/30/2013 Slide 12

Participant Notes:

Developing an Investigation Strategy

- Who should be interviewed and in what order?
- How long should I plan for the interviews?
- Do I need signed statements?
- What questions should I ask?
- What special expertise do I need? Who do I need to get involved?
- What interim action (such as a suspension) maybe necessary? Who do I need to get involved
- Is there a potential for violence? How shall I deal with that? Who do I need to get involved?
- What private space can I use to conduct the interviews?
- What resources of the university do I need to be prepared to offer for employees who may need counseling or other services?
- Should I visit the place where the incident occurred?
- What documents or other evidence do I want to try to collect?

7/30/2013 Slide 13

Participant Notes:

Interviewing: Complainant

- Establish comfort level with investigator's impartiality
- Identify all issues
- Start by asking for an explanation of the concerns, using general questions that ask for a narrative response
- After you have an overview, go back and review each incident or issue, moving to specific questions
- Ask for a chronological description of events; it will assist in comparing different versions and might help resolve credibility issues later on
- See if the employee has any written documentation, such as e-mails
- Be careful to distinguish between what the employee knows versus what he thinks he knows
- Ask for names and involvement of anyone witnessing alleged incidents and also for anyone who the employee believes has been subjected to the same or similar conduct.

7/30/2013 Slide 14

Participant Notes:

Interviewing: Respondent

- Inform the accused:
  - The interview's purpose
  - The named individual has made a report
  - Provide as many details about the issue as possible
  - Identify the policy or guidelines that underlie the issue
- Begin with open-ended questions (e.g., Now that you have heard what the person who initiated this issue had to say, what can you add that will help us resolve it?)
- You may want to soften the interview by saying that you understand there are often two sides to a story, and that you want him/her to feel free to share his/her version
- Ask for a chronological description of events; it will assist in comparing different versions and might help resolve credibility issues later on

7/30/2013 Slide 15

Participant Notes:

Group Exercise

Complainant Interview Question	Respondent Interview Question

Identify the questions on the slips of paper as Complainant Interview Questions or Respondent Interview Questions

7/30/2013 Slide 16

Participant Notes:

Interviewing: Witnesses

- Inform the witness:
  - The purpose of the meeting is to investigate a claim made by another employee
  - He/she is not the target of the investigation
  - You will keep their identities confidential, if at all possible
  - There will be no retribution for him/her sharing of information
  - He/she will need to keep their interview with you confidential, as the complaint procedure is a private matter
- If you are able to describe the complaint without naming names, do so. As an example, you can say, "An employee said that her supervisor squeezed her arm. Have you ever seen an incident such as this in the workplace?"
- Do not lead the witness. Witnesses should never be able to draw any conclusions from the questions that you ask them

7/30/2013 Slide 17

Participant Notes:

Assessing Credibility

- Make notes immediately after interviewee leaves room to help you assess credibility later
- Judge demeanor (e.g., nervousness, tone of voice, etc.), logic and consistency of story (e.g., does it make sense, does it agree with others, etc.)
- Did statements conflict with other people's version or written information collected?
- Did the person make any admissions or deny anything?
- Has the accused said or done anything previously which make it more likely that the facts of the current circumstances actually occurred?
- Is there a pattern of behavior?

7/30/2013 Slide 18

Participant Notes:

Group Discussion Questions

When conducting interviews, responses from interviewees can throw you for you a loop, if you are not prepared. Break up into three groups and discuss the responses from interviewees:

- Group 1: Possible Claimant Responses
- Group 2: Possible Alleged Responses
- Group 3: Possible Witness Responses

7/30/2013 Slide 19

Participant Notes:

Interim Actions

- Some situations require that the subject of the investigation be removed from the premises
- Speak with the appropriate area (Labor Relations, Academic Affairs, OEO, General Counsel) depending on the facts of the situation as to whether you should suspend or transfer any employee who is under investigation
  - Salaried not less than a week (5 days)
  - Hourly can be suspended by the day
  - Give a letter of suspension

7/30/2013 Slide 20

Participant Notes:

Investigation Wrap Up

- After the investigation is complete, the investigator is ready to organize the obtained information and write a report
- An investigator may also be asked to write a summary and make recommendations to resolve the problem
- Conclusions and recommendations should be based on the nature of the violation, be based only on the facts and take into consideration applicable laws, past company practice, and the employee's history

Note: If there is a disciplinary action that results from the investigation, do not need to include all notes in file

7/30/2013 Slide 21

Participant Notes:

Investigation Wrap Up

- Be sure to follow up with the employee when the situation has been addressed and resolved
- Remember not to divulge anything about any disciplinary action that might have occurred. You must protect the confidentiality of the disciplined employee, too

Participant Notes:

Documentation Tips

7/30/2013

Slide 23

Participant Notes:

Documentation

Documentation is a key factor in conducting any type of investigation, as well as maintaining appropriate records of any employee information that you may need to refer to at a later date.

Participant Notes:

Your Documentation

Specifics that should be included in any type of documentation are:

- Date of occurrence
- Names of individuals involved
- What events transpired
- If applicable, identify what policy or compliance item was being violated
- Include all party's concerned view points (signed statements if possible)
- When appropriate, include detailed steps of what the leadership has done to help improve the situation

The more specific the details, the more valuable the documentation.

Participant Notes:

Your Documentation

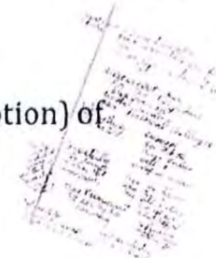
What to record in documentation...

- Behavior not personality
- Facts not emotional statements/feelings
- Facts not assumptions
- Facts not opinions
- Descriptive not interpretative statements
- Specifics not generalities
- Write direct quotes, if possible

7/30/2013 26

Participant Notes:

Other Source Documentation



Documentation can be in the form of...

- Handwritten notes (w/date and brief description) of informal discussions
- Memos
- E-Mails

- Incident journals
- Typewritten notes of formal meetings
- Voice mail messages
- Photos
- Video

Note: Don't put into xTender, keep in own HR notes

7/30/2013 27

Participant Notes:

If You Need an Investigative Report…

- Preamble and Introduction
  - Who made the complaint
  - The date the complaint surfaced
  - Who was named as the accused, if applicable
  - The basic issue(s)
  - When the investigator began and concluded the investigation
  - Other pertinent background information
- Findings of Fact and/or Factual Allegations
- Conclusions and Determinations
- Recommendations

7/30/2013 Slide 28

Participant Notes:

Investigative Report Sample

7/30/2013

Slide 29

Participant Notes:

Overview

DATE	July XX, XXXX
TO:	Executive Director
FROM:	Investigator [Name]
SUBJECT:	Report of Findings

Background

Statement of Facts

Findings of Fact

Recommendations

7/30/2013

Slide 30

Participant Notes:

Resources

- EAP
- OEO
- Labor Relations
- Academic Affairs
- General Counsel

7/30/2013 Slide 31

Participant Notes:

Summary

You should now be able to:

- Identify what information needs to be obtained at the initial contact meeting
- List common investigative mistakes
- Develop an investigation strategy
- Identify how to conduct interviews based on who is being interviewed
- Determine what to document
- Identify other possible sources of documentation that may be appropriate and relevant
- Determine what to include in a final investigative report, if needed

7/30/2013 Slide 32

Participant Notes:

Case Summary

Department: Date of Incident: Date Reported:

Employee (s) Involved:

Incident Occurred:

Witnesses:

Steps taken to investigate the issue:

Outcome of Investigation:

Steps taken as a result of the investigation:

Follow-up Items:

Investigative Findings

College:

Employee being investigated:

Name & title of person conducting the investigation:

Employees interviewed:

Investigative Findings:

Action Taken & Next Steps

ESC's Recommendations

Update

OGC Meeting Regarding Next Steps with employee

February 1, 2013

Issues to Discuss:

Payroll

Next Steps/ Outcome of Discussion

Pipeline and email access

Next Steps/Outcome of Discussion

Access to his personal electronic files

Next Steps/Outcome of Discussion

Other things to discuss:

Employee Review

Epaf

Liability Scan

March 26, 2013

Employee's name

Dear Employee's Name:

Wayne State University is committed to providing a work and educational environment which is free from threats, assaults or acts of violence. No person will be allowed to harass or assault any other person by exhibiting violent or inappropriate behavior. Supervisory/managerial personnel are responsible for taking prompt investigative action in response to allegations of workplace violence and harassment and will take appropriate corrective action when necessary.

On Thursday, March 21, 2013, you filed a complaint with Jane Doe, HR Consultant, regarding inappropriate behavior by your coworker, John Doe. A confidential investigation was immediately conducted and corrective measures have been taken to address your concerns.

Thank you for coming forward. If you have any other concerns or any other incidents occur, please report this immediately.

If you have any questions, please feel free to contact me at 313-123-4567

Sincerely,

Jane Doe
HR Consultant

Division of Human Resources ♦ Employment Service Center ♦ 5700 Cass Avenue – 1900 A/AB
Detroit, MI 48202 ♦ Phone: (313) 577-2010 ♦ Fax: (313) 577-7508

WAYNE STATE

WSU Employee Profile

Employee Information	
Employee Name:	
Current Job Title:	
Employee Category:	
Current Department:	
Original Hire Date:	
Salary:	

Biographical	
Gender	
Ethnicity	
Date of Birth	
Address	

Education

Degree	Institution	Year Received
BA		

WSU Employment History

Job Title	Department/SCD	Date	Action

Performance Review History

Year	Overall Rating

Direct Reports

Employee's Name	Title	Rep/Non-Rep - Union

WAYNE STATE UNIVERSITY

Date

Employee's Name

Dear Employee's Name:

On (date), you exhibited inappropriate behavior towards a co-worker, specifically (provide details if possible). You have also been coached on similar behaviors in the past and this was discussed and documented in your LEADS form 2012. As a result of your inappropriate behaviors, you are being suspended without pay for five business days, with a return to work date of (date).

A copy of the Workplace Violence is being issued to you as part of the suspension. In a further effort to support and assist you in changing your workplace behaviors, we are providing you with a mandated referral to the Employee Assistance Program and you must make an appointment within 3 days from today, (date).

Wayne State University is committed to providing a work and educational environment which is free from threats, assaults or acts of violence. No person will be allowed to harass or assault any other person by exhibiting violent or inappropriate behavior. In closing (employee's name), we are committed to an open environment based on honest dialogue and constructive feedback. We expect our employees to be engaged and to abide by our policies and work rules. We will not tolerate inappropriate behaviors.

Any future conduct and/or comments to other employees that violate our workplace violence policy will result in immediate termination of your employment.

Sincerely,

Manager's Signature & date

Employee's Signature & date

Date

Employee's Name

Dear Employee:

This letter confirms our discussion on (date). Effective immediately, you are being placed on paid administrative leave from date through date. You will be notified prior to the leave's expiration the next step in this process.

Thank you for your cooperation.

Sincerely,

Department's Manager

HR & Title

5050 Anthony Wayne Drive, Detroit, MI 48202 313-577-3780

Terminations

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Terminations

Facilitators:
Elizabeth Rager
Organization & Employee Development

Ivonne Allen
HR Client Services

Introduction

As a result of this module, participants will be able to:

- Classify the different types of terminations under each category: Voluntary vs Involuntary
- Determine where your role begins and where your role ends with different employee groups/unions in termination processes
- Prepare for the termination meeting
- Help determine when severance should be included and how to work with General Counsel and the department manager if severance is used
- Identify key factors to use during the meeting for a legal, fair, and dignified termination meeting
- List important follow up items that need to be handled and by whom (separation checklist)
- Identify resources and tools to use in handling WSU Terminations

7/31/2013 Slide 1

Participant Notes:

Types of Terminations

- Voluntary Terminations
  - Resignation (un-encouraged) – employee decides to quit
  - Resignation (encouraged) – employee is asked to leave voluntarily. Face saving.
  - Retirement
- Involuntary Terminations
  - Layoffs (Reduction in Force)
  - Firing (Just Cause)

7/31/2013 Slide 2

Participant Notes:

Types of Terminations

- Voluntary Terminations
  - Resignation (un-encouraged) – employee decides to quit
  - Resignation (encouraged) – employee is asked to leave voluntarily. Face saving.
  - Retirement
- Involuntary Terminations
  - Layoffs (Reduction in Force)
  - Firing (Just Cause)

7/31/2013 Slide 3

Participant Notes:

Avoiding The Inevitable

Here are some common reasons supervisors do not terminate an employee:

- Fear of the unknown
- Emotional involvement
- Possibility of Legal Action

7/31/2013 Slide 4

Participant Notes:

Your Role in Termination Process

- If the employee is an academic employee, Provost office will handle but may request assistance. Responsible for ensuring administrative aspects are completed
- If the employee is a non-academic, represented employee, Provost office will handle but may request assistance. Responsible for ensuring administrative aspects are completed
- If the employee is a non-academic, non-represented employee, you are the manager's coach and guide throughout the termination process

7/31/2013 Slide 5

Participant Notes:

Your Role in The Termination Process (non-academic, non-represented)

- Be a sounding board for the manager
- Encourage manager to take timely action
- Act as liaison with General Counsel if severance is offered
- Help the manager prepare for the meeting
- Guide manager through termination process
  - Help prepare next steps for terminated employee
  - Coordinate administrative tasks
- Witness/observe the termination meeting, if needed

7/31/2013 Slide 6

Participant Notes:

Be a Sounding Board

- Whether they admit it or not, this is an emotional time for most managers
- Some managers, in order to carry out a termination, have a need to openly express their thoughts and rationale to validate their reasons for taking this action
- Attempt to temper intense emotion
- Listen empathetically and ask questions to extract detail
- Coach manager to depersonalize situation if necessary

7/31/2013 Slide 7

Participant Notes:

Encourage Timely Action

- If the performance improvement plan include a consequence of termination for non-improvement, then the employee should be terminated at the expiration of that reasonable time
- Prolonging the action can create two untended consequences
  - First, the employee may assume falsely his/her performance is adequate and termination has been avoided.
  - Other employees may be aware the situation and could develop a belief that performance standards and professional behavior do not matter.

7/31/2013 Slide 8

Participant Notes:

Act as Liaison with General Counsel

Severance Pay

- Help determine whether or not a severance pay is needed
- Work with General Counsel and manager if severance is used

7/31/2013 Slide 9

Participant Notes:

APPM — look for step by step procedures in back of ~~of~~ each policy.

Help Manager Prepare for the Meeting

- Help identify meeting place
- Review steps to be done in the meeting
- Prepare guiding script or practice role plays
- Remind manager to have boxes ready for employee to retrieve personal affects
- Notify WSU Police, if necessary
- Gather WSU Property (Transfer/ Separation Checklist)

7/31/2013 Slide 10

Participant Notes:

Guide Manager Through Terminations Process

- Work with Talent Management Coordinator for possible exit interview
- Remind Supervisor to complete checklist and "Last day of Work" for Payroll
- Bank payouts, if applicable (base on eClass, department budget, etc.) -- also needed for EPAF
- Determine last paycheck date
- Gather COBRA information
- Gather Unemployment information
- Work with HR Administrator for EPAF (Termination/Separation Codes) and ensure all documents are gathered to be loaded into xTender

7/31/2013

Slide 11

Participant Notes:

prior to Feb 1989 non rep

Be Present as an Witness/Observer

- Your presence could deter negative, unacceptable behavior
- You can substantiate the manager's conduct and presentation
- You can escort the employee back to his/her work location to gather personal effects
- Accompany the employee off the WSU premises
- Contact WSU police in the event the employee becomes belligerent

7/31/2013 Slide 12

Participant Notes:

Key Factors to Use During The Meeting

1. Clearly explain the termination
2. Preserve the employee's dignity and respect
3. Empathize with employee
4. Be matter of fact and firm
5. Keep the meeting on track

7/31/2013 Slide 13

Participant Notes:

Guide the Termination Meeting Process

Step 1: Tell the employee that he/she is being terminate. Don't beat around the bush

- Explain termination is final
- Explain termination not subject to appeal

Step 2: Explain exactly why the employee is being terminated – do not be lengthy

- Misconduct – Describe the policy
- Performance – Remind the employee briefly of past improvement plan

Step 3: Announce the effective date of the termination

- Usually same day as announced
- Make arrangements for gathering personal effects (have boxes available)

Note: Have information ready regarding

- How to apply of unemployment
- Last Pay Check
- Any Bank Payouts
- COBRA
- Severance, if applicable

7/31/2013 Note: Don't have employee to sit between you and the door Slide 14

Participant Notes:

Role Play

- Break into your groups
- Have someone be the manager, employee, HR Consultant
- Discuss
- Report out how it went

15

Participant Notes:

Resources

- Payroll Department
- Benefits Department
- Transfer/Separation Checklist
- HR Help System (Termination/Separation Codes)
- Non-Rep Manual
- Labor Relations (Contracts)
- Academic Affairs (Contracts)
- Unemployment Compensation

APPM
mich.gov

7/31/2013

Slide 16

Participant Notes:

Summary

As a result of this module, you should be able to:

- Classify the different types of terminations under each category: Voluntary vs Involuntary
- Determine where your role begins and where your role ends with different employee groups/unions in termination processes
- Prepare for the termination meeting
- Help determine when severance should be included and how to work with General Counsel and the department manager if severance is used
- Identify key factors to use during the meeting for a legal, fair, and dignified termination meeting
- List important follow up items that need to be handled and by whom (separation checklist)
- Identify resources and tools to use in handling WSU Terminations

7/31/2013 Slide 17

Participant Notes:

WAYNE STATE
UNIVERSITY

TRANSFER/SEPARATION CHECKLIST

(To be facilitated by managers)

Instructions:
This form is to be completed by the Manager prior to the employee's last day of work. This form should be used to certify that all WSU property has been returned, rights to access WSU property or services have been discontinued and forms and files are process correctly. Index document into Application Xtender with other relavent termination documents.

Employee Name: ______________________________ Banner ID: ______________________________

School/College/Division: ______________________________ Position Title: ______________________________

Reason for Separation: ______________________________ Separation Date: ______________________________

✓ *= Task Completed* *N/A = Not Applicable*

MISCELLANEOUS DEPARTMENTAL ISSUES TO ADDRESS

_____ Obtain employee's letter of resignation

_ Meet with employee to discuss status of work projects/reassignments

_____ Obtain any confidential and all work-related materials/information

_____ Offer an exit interview with HR (for voluntary terminations)

_____ Remove employee from Web Time Entry Approval queue (NTRRQUE), assign new approver to avoid deactivation of timesheets

_____ Cancel signature authority

_____ Remove mail box/slot

_____ Update departmental phone list

_____ Update website

_____ Request removal from Faculty and Staff directory

_____ Cancel memberships/subscriptions employee has through WSU

_____ Notify employee's customers and/or contacts of employee's departure

_____ Request the employee to remove all personal property from office/laboratory or other workspace prior to departure

_____ In the event of death, the supervisor is responsible for making contact with employee's family to retrieve personal belongings and university property

_____ Change/disable passwords for any department or University subscriptions

_____Change/disable department suite access

__Have employee print Pipeline groups

EMPLOYMENT SERVICE CENTER (ESC) 7-2010

____ If employee accepts to have an exit interview, contact ESC to schedule the interview (for voluntary separations)

__ Create and submit an EPAF transaction (Term-E or Term-J) along with a scanned supporting documentation (if leaving WSU).

____Removal of OHS access

TOTAL COMPENSATION & WELLNESS 7-3717

____ Advise employee to contact TCW for benefit coverage information

____ Advise employee to contact TCW for information regarding retirement (if applicable)

PURCHASING 7-3734

____ Obtain procurement card and return to purchasing department

____ Terminate access to on-line ordering systems (Office Max OSDOS, UPS Campus Ship, etc.)

FISCAL OPERATIONS – PAYROLL 7-2138

____ Obtain petty cash fund and provide notification of new custodian to the Cashier's Office

____ Complete procedures for final paycheck (including unused/accrued vacation and/or overtime payout or dockings

____ Submit "Last day of work/Pay Notice" form (if leaving WSU)

____ Confirm address is correct in Banner. The most recent Banner address will be used for W-2 purposes

SINESS OPERATIONS 7-2313

____ Obtain One Card from employee and send it to the One Card/Parking Office. If employee needs a refund he/she should contact the One Card/Parking Office

____ Obtain Parking Permit (hang tag) from employee and send it to the One Card/Parking Office

____ Collect any credit cards issued to employee (Travel card, Visa, MasterCard, etc.)

____Send email to Business Services to terminate travel profile.

COMPUTING & INFORMATION TECHNOLOGY (C&IT) 7-4778

Computer Access:

____ Terminate Access ID and access to all administrative systems and other computing applications

____ Advise employee to retrieve or delete any personal files/information on office/department server, lab server, etc.

____ Transfer all computer files to appropriate location

____ Revoke passwords: workflow routing, shared pass codes

____ Obtain password rights to any administrative database, software application, information system, etc., for which employee has sole access rights

____ Clean or have employee clean computer Hard drive(s)

____ Ensure that Network information is accessible to supervisor

__ Unsubscribe from e-mail distribution and list servers

____ Change password for shared online subscriptions and departmental shared files

Phone:

____ Advise employee to clear voice mail greeting(s) and obtain password

__ Purge messages

UNIVERSITY PROPERTY

____ Obtain Computers/Laptop/PDA or other peripheral equipment (e.g., printer, cameras).

____ Obtain Cellular phones/ Pagers

____ Obtain all administrative systems instructions and computer manuals

____ Collect uniforms/gear/tools/instruments/job accessories

____ Obtain Keys: *office building, classrooms, storeroom, desk, file cabinets, storage, cabinets, lockers, vehicles*

____ Obtain Research equipment, data/databases, etc.

PUBLIC SAFETY 7-6057

____ Contact Public Safety to deactivate access to building

Other (Please list):____

____

nments:

Supervisor/departmental representative name: ______________________________ (Please print)

______________________________ Supervisor/departmental representative signature

______________________________ Date

Labor Law/Employee Relations

SCENARIO A: JACK JEFFERSON

Employee—white male, early 50s—contacts HR. Says that he has problems with his back and has asked his supervisor for time off for therapy and also for a new chair for his workstation and "light duty" with regard to working conditions. Supervisor asked for a doctor's note and once he reviewed it told the employee that he could only have time off for treatment for one month and after that he'd have to find another time to do his treatment. Provided a chair, but it was not one that helps the employee's back. Allowed employee to do "light duty" for a month, but said that after the month was over employee would be required to do full job. Employee is at wit's end and calls HR.

- What information do you already know that is relevant?

  — Manager has made mistakes. OEO needs to be involve to

- What questions do you ask?

- What information is needed to process this that you do not already have?

  maybe get the note if available?

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Employee Relations, Labor Relations & Faculty Affairs at WSU

Panel

Kimberly Saks McManaway , Office of Equal Opportunity
John Vander Weg, Provost & VP Academic Affairs
Brian Wittenberg, HR Client Services

Moderator

Elizabeth Rager, Organization & Employee Development

Introduction

As a result of this module, participants will be able to:

- Define Employee Relations and Labor Relations
- Identify the different unions at WSU and what type of employee is involved in what union
- Distinguish your frame of responsibility (panel) in handling Employee, Faculty and Labor Relations
  - Identify collaborative partners
  - Determine when and who to get involved in a variety of situations
  - Distinguish when your responsibility begins, when it ends, and when it is shared and with whom
- Identify key resources and tools to use in handling WSU Employee Relations, Faculty Affairs and Labor Relations

7/18/2013 Slide 1

Participant Notes:

Employee Relations vs Labor Relations

- Employee Relations, in general, involves the body of work which maintains employer-employee relationships that contribute to satisfactory productivity, motivation, and morale:
  - Employee Relations is concerned with preventing and resolving problems involving individuals, which arise out of or affect work situations
  - Labor Relations deals with managing "Unionized" employment situations and is regulated by the National Labor Relations Act

At WSU this can be a balancing act: Review Job Aid

7/18/2013 Slide 2 WAYNE STATE

Participant Notes:

HR Help System - has jobaids

Cognos Rpts: HR Labels, Roster

WORKS for Emp lists

Because on Rosters people w/ multiple asgnmts showing up more than once..

Panel Presentations

7/16/2013

Slide 3

Participant Notes:

Mildred: Mgrs w/hold info - don't provide advice & counsel w/out knowing ALL the facts 1st!

Liz: Knowing contracts & Non Rep manual where wiggle room & challenge areas; pit-holes will help!

Roy: LR will pole consultants to find out what issues are coming up prior to going into contract renewal negotiations

Mildred - Stay neutral. don't pick sides btwn mgmt/emps - rem 2 sides to every story.

Panel Presentations

- #1 John Vander Weg, Provost & VP Academic Affairs
- #2 Kimberly Saks McManaway, Office of Equal Opportunity
- ~~Brian Wittenberg~~, HR Client Services

#3 Roy subbing ☺

7/18/2013 Slide 4

Participant Notes:

John – GTAs/GSAs are funded by Grad Sch

Key to Acad Rep v. Non Rep = Instructional v. Non instruction (non rep) Job duties

Kim: AA, Disability (ADA), EEO, Title 7 & 9, state laws, univ. policies, ADEA, FMLA restrictions

– Be front line & Know when to call in OEO!

Roy – Know your boundaries & when to involve others. Also be the catch-all so all things that don't get referred out we need to own – collaborative, communication

KNOW who to call to do what! ... Better timely ... than ...

Panel Discussion

7/16/2013

Slide 5

Participant Notes:

1. Investigative conversation w/ complaintant
2. call in EOE, Provost, Labor Relations
3. Determine next steps & support investigations & research processes as needed

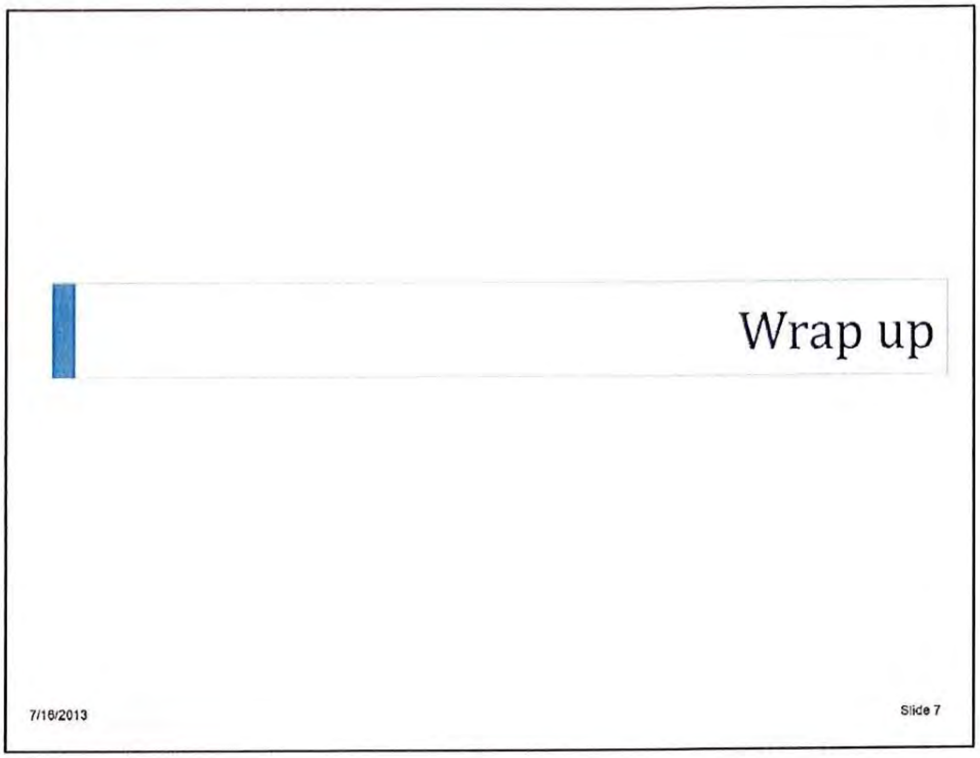
Your Role in WSU Employee Relations, Labor Relations and Faculty Affairs

1. Break out into four groups
2. Discuss the given scenario and how you would handle it
3. Decide an overall plan as a group and prepare to present it to the panel for feedback (choose a person to present it)
4. Discuss with panel (all members in room participate)
5. Move onto the next given scenario and repeat above Steps 1-4

7/18/2013 Slide 6

WAYNE STATE

Participant Notes:



10 Minutes Participant Notes:

Resources & Tools

- Non-Rep Manual
- Union Contracts
- WaynePM Website
- National Labor Relations Board (NLRB)
- U.S. Equal Employment Opportunity Commission (EEOC)
- WSU Policies
- Office of Equal Opportunity
- FMLA Website
- Exiting Website
- Office of the Provost and Academic Affairs

7/18/2013 Slide 8

Participant Notes:

check this out!

Training Curriculum for Employee Relations

- We broke down Employee Relations into the following topics and trainings:
  - Performance Management
  - Coaching/Counseling/Discipline
  - Investigations: General Employee Concerns & Complaints
  - Terminations
  - FMLA, Leaves and Attendance
  - Harassment, Disability, Diversity, Retaliation & Accommodations

7/18/2013 Slide 9

WAYNE STATE

Participant Notes:

Next Training

Module	Date of Session	Time	Location
Labor Relations/Academic Personnel	7/10	1:00 - 2:30	4339 FAB
AppXtender	7/12	8:30 - 10:30	UGL Lab A
Cognos	7/12	10:30 - 12:30	UGL Lab A
Staffing Overview	7/15	1:00 - 3:30	3700 AAB
Labor Law and Employee Relations Foundation	7/18	1:00 - 4:00	4339 FAB 4347 FAB 4351 FAB
Employee Relations & WSU Introduction Panel	7/18	10:30 - 12:30	4339 FAB
Classification/Compensation Practices & Benefit	7/19	2:00 - 3:30	3700 AAB
Ethics	7/23	TBD	TBD
Performance Management	7/29	2:00 - 4:00	3700 AAB
WSU Attendance Standards, Leave of Absence and the FMLA Process	7/29	9:00 - 12:30	3700 AAB
Coaching/Counseling/Discipline	7/30	12:00 - 3:00	3700 AAB
Investigations: Handling Employee Concerns/Complaints	7/31	10:00 - 11:30	3700 AAB
Terminations	7/31	2:00 - 3:30	3700 AAB
WaynePM Training	8/1	11:00 - 12:00	1700 AAB
Coaching/Counseling/Discipline/Terminations	8/1	9:30 - 10:30	3649 AAB
Reductions in Force	8/1	9:00 - 10:00	3700 AAB

7/18/2013

Slide 10

WAYNE STATE

Participant Notes:

Summary

You should now be able to :

- Define Employee Relations and Labor Relations
- Identify the different unions at WSU and what type of employee is involved in what union
- Distinguish your frame of responsibility (panel) in handling Employee, Faculty and Labor Relations
- Identify key resources and tools to use in handling WSU Employee Relations, Faculty Affairs and Labor Relations

Participant Notes:

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Job Aid

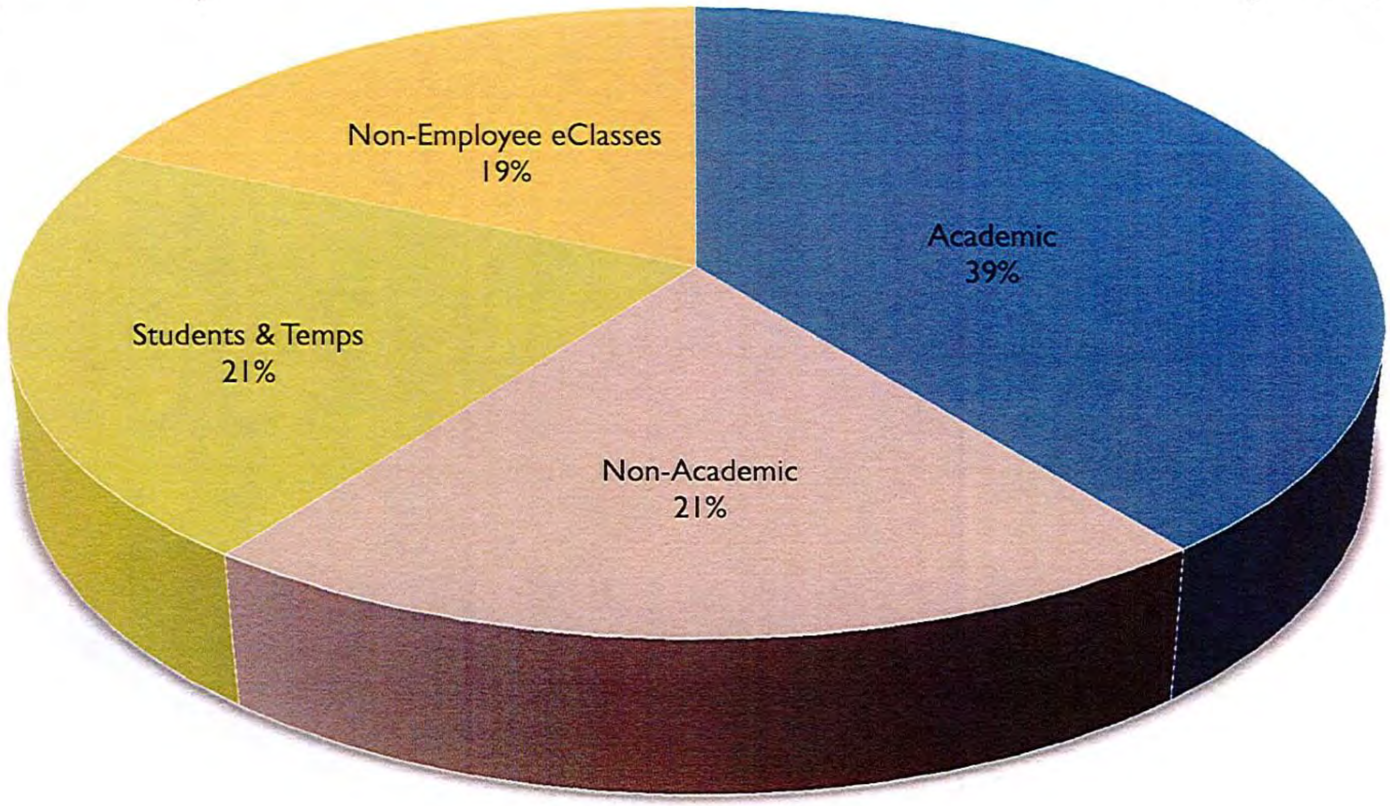
WSU Employees: Breakdown by eClass

Unions at WSU(13 unions – 14 contracts)

Academic	Non-Academic
AAUP-AFT (Faculty and Academic Staff)	Staff Association-UAW Local 2071 (Clerical & Technical Services
GEOC-AFT (Graduate Teaching Assistants)	P&A-UAW Local 1979 (Professional & Administrative)
UPTF-AFT (Part-Time Faculty)	AFSCME -Local 1497(Custodial/Grounds)
	SEIU-517M (Custodial/Grounds Supervisors)
	Building Trades (2 contracts – 1 separate for Work Team Leaders)
	Unite Here!-Local 24 (Janitors)
	Unite Here!-Local 24 (Housekeepers)
	Operating Engineers
	Supervisors Operating Engineers
	Police Officers

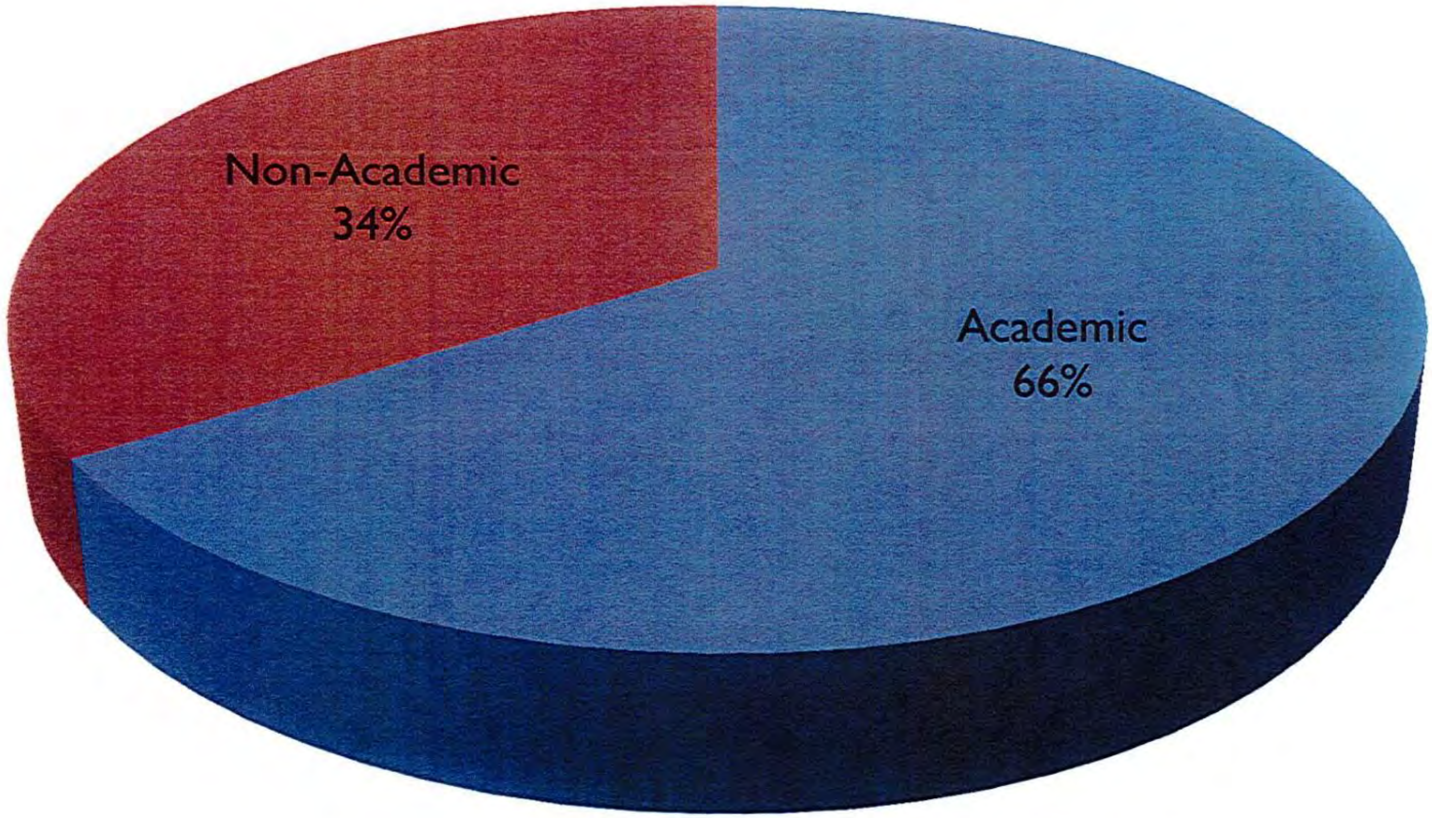
General Breakdown *As of 6/20/2013

ask Liz what rpt she pulled into Excel to develop these pie charts



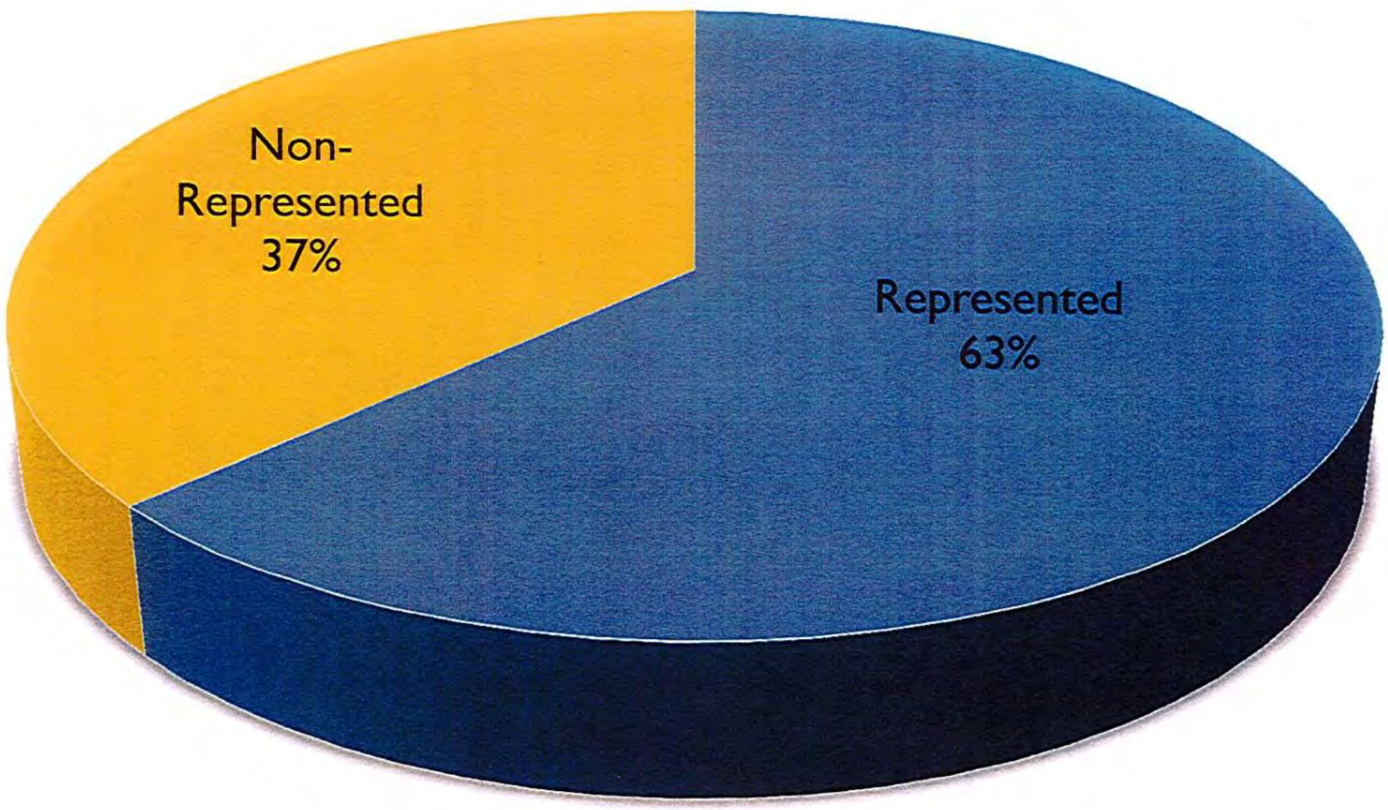
WAYNE STATE

Non-Academic vs. Academic*As of 6/20/2013



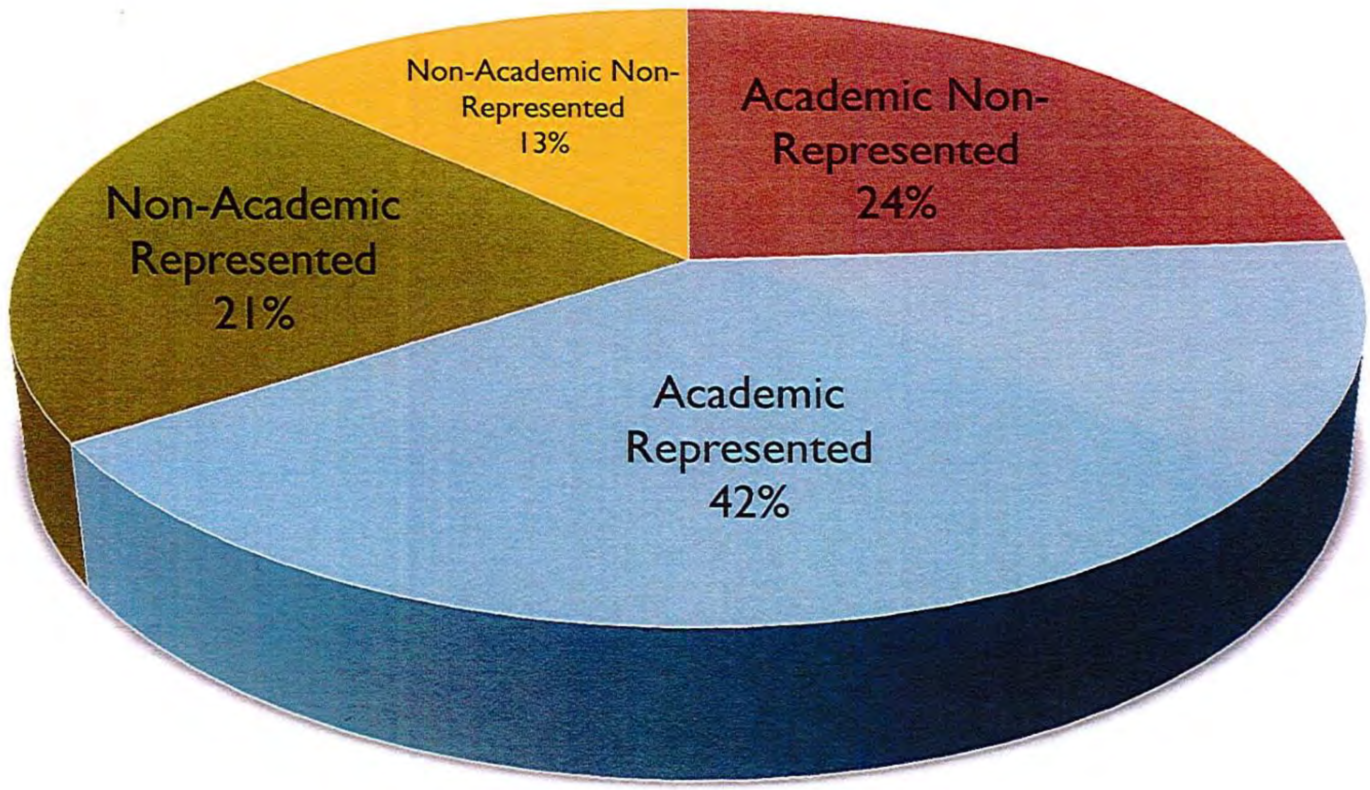
WAYNE STATE

Non-Represented vs Represented *As of 6/20/2013



WAYNE STATE

Non-Academic Rep & Non–Rep vs. Academic Rep & Non-Rep *As of 6/20/2013



WAYNE STATE

E-Class Breakdown

Category	Representation	E-Class
Academic	Represented	PTF (UPTF Excluded)
		Part time Faculty (Rep)
		Hourly PTF
		9M Deferred-Faculty
		9M Deferred-Academic Staff
		9 Month Represented Faculty
		9 Month Academic Staff
		12 Month Represented Faculty
		12 Month Graduate Assistant
		12 Month Academic Staff
	Non-Represented	12 Month Academic Administratr
		PTF Non-Instructional (NR)
		NR 12 Month Faculty Under 50%
		NR 12 Month Faculty Over 50%
		Medical Resident
		9 Month Research
		9 Month Chair/Academic Directr
		9 Month Academic Administrator
		12 Month Research
		12 Month Chair/Academic Direct

Category	Representation	E-Class
Non-Academic	Represented	Staff Association
		Skilled Trades
		P&A Non-exempt
		P&A Exempt
		Operating Engineer Supervisors
		Operating Engineer
		Local 24
		Housing Local 24
		AFSCME
		517-M
	Non-Represented	Public Safety
		Non-rep Professional-Non-exemp
		Non-rep Professional Exempt
		Non-rep Clerical
		Management
		Executive

WHEN TO CALL THE OEO

A set of guidelines from the Office of Equal Opportunity

The OEO is the Wayne State University office that is responsible for the implementation of the University's Non-Discrimination / Affirmative Action Policy, Sexual Harassment Policy and Sexual Assault Policy. The OEO follows the procedures under the Discrimination and Harassment Complaint Process to ensure that employees and students are not discriminated against in employment, educational programs and activities on the basis of race, color, sex (including gender identity), national origin, sexual orientation, marital status, familial status, disability, height, weight or veteran status. To that end, the OEO may be utilized by staff, faculty and students alike.

This informational sheet is meant to be a guide to help you determine when an issue needs OEO involvement. ***This is only a set of guidelines and cannot replace individual consultation with the OEO. If you think issues involving the OEO might be involved, please call us as soon as possible.***

Phone:	**577-2280**
Or email:	**Kimberly Saks, Equal Opportunity Specialist:** Kimberly.saks@wayne.edu
	Tommy Martin, Equal Opportunity Specialist: tommy.martin@wayne.edu

COMMON HR ISSUES INVOLVING THE OEO

The need for an accommodation

- Remember, the employee does not need to say any "magic words" to trigger the employer's obligation to provide a possible accommodation.

A potential situation of harassment

- Not all harassment is covered by the policies OEO enforces. But that determination is often one that needs to be made by the OEO.

A claim of discrimination

- The employee may use the word "discrimination" and it may not be something covered by our policies. S/he might also use an entirely different set of words that triggers our knowledge of potential discrimination. Listen carefully and follow up with the OEO.

Knowledge of sexual harassment:

- Do not attempt to address the situation yourself without consulting OEO to determine the best course of action to enforce the University's Sexual Harassment Policy. Call the OEO right away.

Knowledge of a problematic unit in need of diversity training, respect in the workplace training, sexual harassment training or intervention on any of those issues:

- Contact the OEO and speak with a specialist about setting up special training and any individual claims that need to be addressed prior to such training.

THIS LIST IS NOT EXHAUSTIVE. CONTACT THE OEO FOR ALL QUESTIONS RELATED TO ISSUES OF EQUAL OPPORTUNITY.

Frequently Asked Questions

Who can file a complaint at the OEO?
Any member of the campus community can file a complaint with the OEO. This includes staff, faculty and students.

Does the OEO advocate for one side or another?
No. The OEO advocates for equal opportunity on Wayne State's campus and in its programs and activities. As such, the OEO implements its policies in a neutral fashion.

When should you call the OEO?
Any time you encounter an issue involving an employee, supervisor or manager that involves a potential equal opportunity issue such as discrimination, harassment or disability accommodation.

Basic Definitions

(These definitions are only guidelines and not meant to replace contact with the OEO.)

Discrimination and Harassment

Discrimination: Discrimination simply means noticing the differences between things or people that are otherwise alike, and making decisions based on those differences. Discrimination in employment is differential treatment of a person by category, class or group rather than objective treatment on the basis of merit. Under equal employment opportunity law and policy in effect at WSU, it is unlawful and/or against University policy to discriminate on the basis of race, color, religion, national origin, sex (including gender identity), age, height, weight, marital status, familial status, sexual orientation, gender identity or on the basis of disability or veteran status.

Harassment: There are different forms of harassment. Harassment broadly means any kind is bothersome, demeaning, irritating and annoying behavior. Sexual Harassment is one form of harassment, specifically of a sexual nature and is prohibited by statute under both state and federal law. Sexual harassment is a form of sex discrimination prohibited under Title VII of the Civil Rights Act of 1964, as amended. The Michigan statute prohibiting sex harassment is the Elliot-Larsen Civil Rights Act of 1976.

Disabilities and Accommodations

Disability law: The Americans with Disabilities Act (ADA) gives civil rights protection to individuals with disabilities. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation and government services. Michigan law provides similar protections. Wayne State University supports the rights of all persons, including those with disabilities. To that end, the OEO is charged with ensuring equal opportunity for all persons with disabilities and is the entity and receives requests for accommodation, processing them in accordance with applicable laws and procedures. If you have a question about equal opportunity for persons with disabilities, please contact the OEO.

Qualified person with a disability: Under the ADA, a qualified person with a disabilitys is a person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such impairment or is regarded as having such an impairment.

Reasonable accommodation: any change or adjustment in the workplace that permits a qualified person with a disability to apply for a job, perform the essential functions of a job, or enjoy the benefits and privileges of employment. An employer is required to make a reasonable accommodation to the known disability of a qualified applicant or employee if it would not impose an "undue hardship" on the operation of the employer's business. This is a determination made in consultation with the OEO.


Navigating the Basics of Discrimination, Harassment, Accommodations and....when to CALL OEO!
GOALS
TO DO:
How much information do you need?
...and how to get it
What to do when you get THAT call...
How to know when issues of equal opportunity are at play...
you might have other knowledge of the situation that you feel gives you a solution, do you use it?
Step 1: Know the Basics
There are three layers of protection for workers.
FEDERAL LAW
MICHIGAN LAW
WSU POLICY

Step 1: Know the Basics

There are three layers of protection for workers.

FEDERAL LAW

Protected classes: race, color, national origin, religion, sex, disability. Also includes prohibition on sexual harassment, requirement of reasonable accommodations and pay equity.

MICHIGAN LAW

Protected classes: all of the above PLUS height, weight, familial status and marital status.

WSU POLICY

Protected classes: all of the above PLUS: sexual orientation and gender identity (written into the policy).

* Federal law also prohibits discrimination based on genetic information or the perception of genetic information.

GINA

What to do when you get THAT call...

Overall objective: Know when to get OEO involved.

How to know when issues of equal opportunity are at play...

the employee need not use magic words of 'discrimination' or 'harassment'...you might have to determine that as a possibility

the employee might use the terms 'discrimination' and 'harassment' but they do not seem to be based on a protected basis

you might have other knowledge of the situation that you feel gives you a solution...do you use it?

How much information do you need?
...and how to get it.

BASIC INFORMATION:
- name,
- work location
- supervisor's name
- dates of incident(s) at issue

This does not need to be a long call.

GENERAL SITUATIONAL INFORMATION:
- Is this an ongoing or discrete issue?
- Who is involved? Supervisor? Management? Co-worker? Other?
- What does the employee think happened?

TO DO:

This isn't complex, but it's important

- DO NOT:
  - Substitute your own judgment
    - for the employee or for the OEO
  - Brush off the employee's concerns
  - Attempt to handle the situation on your own
- ALWAYS:
  - NOTIFY OEO of potential concerns
  - ENCOURAGE the employee to contact OEO if s/he feels that there is discrimination or harassment or s/he needs an accommodation.
  - Take notes on what the employee tells you.

Follow Up

No issue of potential discrimination or harassment should go unattended

1. STEP ONE: Call the OEO and speak with a specialist.
2. STEP TWO: Contact the individual if a follow up was requested or one is needed and encourage them to contact the OEO him or herself.
3. STEP THREE: Consolidate or type up your notes and pass them on to OEO as needed.

GOALS

To ascertain the parameters of the situation.

↓

To provide the employee with resources.

↓

To notify the OEO of any potential issues involving harassment, discrimination, accommodations, pay equity or the like.

Ethics

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Name: ____________________

ETHICS FOR THE HR PROFESSIONAL POST-TEST

The purpose of this assessment is to identify areas of continued training emphasis. Please circle the correct answer.

1. Ethics refers to a set of principles, or a philosophy that drives them, which guide our decisions about right and wrong in the workplace.	True False
2. *Circle all that apply.* Examples of WSU HR professional ethics include: a. Remaining abreast of legislation governing our work with employees b. Modeling behaviors that promote the highest ethical standards c. Participating in continued professional development activity such as self-study, professional association involvement or formal education/certification d. All of the above	
3. Match the appropriate federal law with its description: e. Protects personal financial information f. Protects a wide range of personal education records and information about current and former students g. Governs the use of protected health information including physical and mental health, treatment and payment for healthcare h. Permits employees to review personnel records and prescribes what may be contained in personnel records	Family Educational Rights and Privacy Act (FERPA) Health Insurance Portability and Accountability Act (HIPAA) Gramm-Leach-Bliley Act (GLBA) Bullard-Plawecki Employee Right to Know Act
2. It is acceptable to keep confidential data on a shared office laptop without password protection so long as only office employees who have authorization to this information have access to use it.	True False
3. A hiring manager has asked you to find a way to hire the candidate he/she wants most to fill a particular job. You notice that there is another, more qualified candidate based upon the search committee's interviewing notes. Your only ethical obligation is to explore the hiring manager's decision process and caution this hiring manager about the consequences of moving forward.	True False
4. You're striving to fill a position that has remained opened for six	

whom the feedback was sought	
g. Obtaining the use of a meeting room monthly at McGregor for no charge to host your personal interest club	07-2 / 00-1 / 08-1 / 3.9
h. Reading the email left open on your colleague's computer	07-2 / 00-1 / 08-1 / 3.9
i. Installing free-ware on your computer (software that is free to public but requires a work-around normal IT department channels)	07-2 / 00-1 / 08-1 / 3.9
j. Helping a family member obtain a contract to cater the department annual holiday party	07-2 / 00-1 / 08-1 / 3.9
k. Sharing confidential information to a newspaper in an effort to communicate news to help the union for which he/she participates	07-2 / 00-1 / 08-1 / 3.9
l. Overlooking inconsistencies in a background check in an effort to hire the hiring manager's favored employee	07-2 / 00-1 / 08-1 / 3.9
m. Discussing the personal matters of an employee in the region over lunch in a voice loud enough for a colleague to overhear and share with you.	07-2 / 00-1 / 08-1 / 3.9

HR Ethics Course
Office of Internal Audit

Class Exercise 1 – DJ Pete

Instructions

Take 5 minutes to read the following scenario individually. You will have 5 minutes to discuss it with your group. Select a spokesperson for the group and write your answers to the questions on a flipchart. Be prepared to present your responses to the class.

Scenario

Jerry White is the HR Director for the College of Liberal Arts & Sciences (CLAS). The Dean has asked Jerry to help him plan a picnic for all of the employees of the college. The Dean wants to hold the picnic at a nice park so that everyone can get out of the office, swim, play volleyball, and enjoy the summer weather. Jerry thought it would also be fun to have a DJ to play music so everyone could dance. The Dean thought this was a great idea and told him to find someone. Jerry asked the Dean about a price limit and the Dean told him that they usually "go all out for the annual picnic". So Jerry got right on it. His brother, Pete, is a DJ and also has a band. Jerry knew that Pete was the best in town and, since there was no price limit, he could save himself some time searching and simply hire Pete whose fee was $5,000. On the day of the picnic, Pete and his band performed for 2 hours and Pete DJ'd for 3 hours. Everyone commented that this was the best picnic the college ever had!

Answer the following questions:

1. What did Jerry do right?
2. What was Jerry's ethical dilemma?
   hiring his brother, not shopping around UA
3. What are the potential ramifications of Jerry's actions?
4. What should Jerry do?

Class Exercise 2 – Blabbing Betty

Instructions
Take 5 minutes to read the following scenario individually. You will have 10 minutes to discuss it with your group. Select a spokesperson for the group and write your answers to the questions on a flipchart. Be prepared to present your responses to the class.

Scenario
Betty Allen is the HR Director for the College of Urban Planning (CUP). She has a great rapport with all of the employees in CUP and she encourages them to come to her if they have any issues. On Friday afternoon, Tina Crandall, a Business Affairs Officer (BAO) in CUP, came to Betty's office to talk to her about a personal matter. Tina inquired about how she could obtain a loan from her 403(b) retirement plan. Betty indicated that she would need to talk to Robert in the Total Compensation and Wellness (TCW) department since that was not her area of expertise. Tina appeared to be very distraught so Betty asked if there was anything further that Tina needed to discuss. Tina was a bit embarrassed and hesitant to speak so she asked Betty to keep their conversation confidential. Betty agreed. Tina then went on to say that she was on the verge of losing her home to foreclosure. She had accumulated thousands of dollars in credit card debts because of a gambling problem that, she now realizes, has gotten out of control. Tina fears losing everything she's worked for. Although shocked, Betty is very empathetic and gives Tina an EAP pamphlet as well. Tina thanked Betty for listening and went to see Robert in TCW. Betty accessed Tina's payroll records in Banner to review her current salary and payroll deductions. She found several garnishments and could not believe the hole in which Tina found herself particularly since she was a financial professional. Betty documented her discussion with Tina in a memorandum which she printed and placed in Tina's personnel file that she left on her desk. Betty then realized that she was running late for a lunch date with Linda Lavry, a fellow HR colleague from the School of Business Administration (SBA).

At lunch, Linda asked Betty if anything interesting was going on in her college. Betty replied, "oh yes ma'am! Do you know Tina Crandall our BAO? She's about to lose her home!" Betty then went on to tell Linda everything that Tina had confided in her. Unbeknownst to either person, the BAO of the College of Engineering, Barbara Smith, was sitting in the booth behind Betty and Linda and heard the entire conversation.

Answer the following questions:

1. What did Betty do right as the HR Director?

2. What did Betty do wrong?

3. What rules did she violate?

4. What are the potential ramifications of Betty's actions?

Class Exercise 3 – The Best Person For The Job

Instructions

Take 5 minutes to read the following scenario individually. You will have 15 minutes to discuss it with your group. Select a spokesperson for the group and write your answers to the questions on a flipchart. Be prepared to present your responses to the class.

Scenario

After 25 years, Art is finally ready to retire and take it easy. Art teaches accounting and general business courses at YCC Community College (YCC). The business department at YCC offers business administration classes transferable to Wayne WSU University (WSU) as well as professional and technical programs that culminate in a certificate after one year of study or an associate's degree after two years of study. YCC has a dual enrollment agreement with WSU, and as a result, many business students at YCC are also enrolled at WSU.

Art teaches several of the business transfer classes at YCC, but his real love is the non-transfer professional accounting program. He was part of the faculty that created the program, and over the years he has taught hundreds of accounting students and helped them obtain internships and find employment in the community. Art's golfing buddy sometimes jokes that every bookkeeper in town has been through Art's accounting classes.

Besides the regular accounting classes and internships, YCC maintains an accounting lab where students can get tutoring help if needed. The current lab tutor is David, who was hired two years ago when Dianne retired after nearly 10 years as the accounting tutor. David is a former student of Art's and holds an associate's degree from YCC and a bachelor's from WSU. The lab job is part-time and this works out perfectly for David leaving him plenty of time to pursue his MBA in accounting at WSU. David wants to teach accounting at YCC when he completes his MBA.

As a tutor, David has brought the accounting lab to life. He relates well with students, is an excellent tutor, and the faculty sees him as a valuable member of the department. In the two years he has worked in the lab, David has become good friends with Evan, the business department Dean. They frequently have lunch together and even socialize with their wives outside of work. Last summer the families went camping together over the 4th of July and this year they expect to do the same.

Evan is Chair of the committee to find Art's replacement. The committee consists of Evan, two additional faculty members, an administrator from another department and Mary, the department chair for business and accounting. On Monday morning, Mary met with Evan to plan out the recruitment process. "I know HR requires us to do a job search," said Evan, "but even so, there's no reason why we can't move David into Art's position. He relates well with our students, knows all the ins and outs of the college, and is well liked by the faculty." Mary is surprised at Evan's suggestion. "David is a nice guy, and we all like him," she said, "but he's not qualified. This position requires a master's degree, and he's only got a bachelor's." "He doesn't need a master's degree to teach in the professional/technical program," said Evan. "He's perfectly qualified for that, and we have plenty of other faculty that can teach the transfer program. David is in school anyway. He'll get his MBA next year, and until then, we'll just schedule him for the professional/technical program, and we'll fit the other classes into other faculty members' schedules."

"This is not how we normally replace faculty," said Mary. She was particularly disturbed that Evan's attitude indicated it was a done deal. "It's no problem," said Evan. "Recruitment is just an HR exercise anyway. I'll have the paperwork ready for your signature by tomorrow."

The paperwork, marked "confidential," was in Mary's mailbox the following morning. It contained all the documents necessary for HR to launch a full-scale recruiting plan, including a new job description written by Evan. Instead of the customary broad-based job description for a faculty member qualified to teach university-transferable and non-transfer classes, Mary found a job description that described David exactly. "This is a set-up," Mary mumbled to herself. She knows that even with five members on the hiring committee and the required selection process, the actual hiring decision is left to the Dean. "It looks like David's got the job no matter what. What good is YCC's ethics committee when the Deans have the power to do as they please anyway?"

Answer the following questions:

1. What are the ethical issues?
2. What should Mary do?
3. What are the possible courses of action?
4. Identify the problems with each alternative.

Labor Relations/Academic Personnel

July 29, 2013

WAYNE STATE
UNIVERSITY

Management Training: WSU Attendance Standards

A Guide for Supervisors and Managers of Nonacademic Represented Employees

Presented by:

Labor Relations

Participant's Guide Revised 7/05/2013

WAYNE STATE UNIVERSITY

Management Training: WSU Attendance Standards

A Guide for Supervisors and Managers of Nonacademic Represented Employees

Presented by:

"I am so busy that I don't have the time. Keeping up with my employees' attendance is not my job…. is it?"

"We are like a family in our unit, there is no need. My employees have OK attendance."

"I just want to get along, I don't want any problems or hassles. They might get mad."

"As long as they do a good job for me, it's not important."

Actual management statements

First, what is the function of the Labor Relations unit at WSU, and what are they tasked with doing?

Responsibilities of WSU Labor Relations

For **represented, non-academic (unionized) employees** -- advise and counsel departments relative to all contracts, conduct, behavior, investigations, and appropriate discipline. Negotiate and interpret contracts, grievance administration, represent WSU in binding arbitration, MERC, and other hearings.

LR is responsible for the following bargaining unit employees:

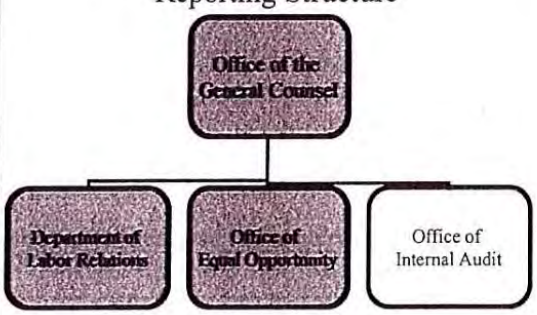
Operating Engineers	Supervising Operating Engineers
WSU Police	Custodial/Grounds Supervisors
AFSCME Local 1497	MB&CTC (Trades)
UNITEHERE 24 WSU Janitors	UNITEHERE Housing Dept.
UAW Staff Association 2071	UAW P&A Local 1979

this union merging with

Janitors

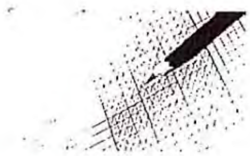
housing

WSU Labor Relations Organizational Reporting Structure



IF QUESTIONS ARISE REGARDING THE INTERPRETATION OF ANY OF OUR NONACADEMIC COLLECTIVE BARGAINING AGREEMENTS, THE TERMS REFERRED TO WITHIN THEM, OR THE HANDLING OF NONACADEMIC REPRESENTED (UNIONIZED) EMPLOYEES, MANAGEMENT SHOULD CALL LABOR RELATIONS AT 72081.

How important is Attendance?



On December 19, 2011, Governor Snyder signed a bill that made major changes to the Michigan Employment Security Act (Unemployment). Among those changes was that:

--The bill included theft, **ABSENTEEISM**, and the loss of a job requirement (for example a driver's license, where one is required as a condition of employment), as grounds for **disqualification of unemployment benefits**.

THE WSU ATTENDANCE STANDARDS (APPM 3.0.11) ARE NOT NEW.

THEY WERE ESTABLISHED IN 1996. PRIOR TO THAT, THE UNIVERSITY USED A "POINTS" SYSTEM.

Which WSU employees are <u>exempt</u> from the Attendance Standards?

<u>Only</u>...

- Academic Represented (AAUP-AFT)
- Graduate Assistants (GEOC)
- Part-time Faculty (PTF)
- Student Assistants/Work Study
- Temporary Employees

What about Probationary Employees?

They are subject to the standards, but because they have no contractual access to the grievance procedure, we do not discipline them. If probationary new hires are incurring tardiness/absence, we simply discontinue their employment ASAP. It is of no value to WSU to hold onto an individual who comes in the door infracting.

<u>WHO IS RESPONSIBLE for assuring adherence to the WSU Attendance Standards Policy?</u>

1. Supervisory personnel, whose direct reports are <u>not</u> excluded from the standards per the POLICY preamble in APPM 3.0.11.

2. Upper Management personnel, who are responsible for the supervisory personnel mentioned above.

(see WSU Attendance Standards in Appendix "F")

Whether you do, or do not consistently manage the attendance of nonacademic represented employees, it will impact other schools, colleges, and divisions across the campus.

If you do… you are an aid to the other S/C/D's. If you do not… you may become a comparison unit for employees in other S/C/D's with poor attendance to point to (i.e. "My friend who works in _____ tells me that they never enforce, so why are you picking on me?")

ATTENDANCE

Attendance is broken down into two major categories, and they are handled separately:

ABSENTEEISM

(Occasions-absences away from work)

&

TARDINESS

(Late arrivals to work; late returns from lunch)

Let's define "Occasions" first, then we will look at Absenteeism…

What is an "Occasion?"

For the purposes of the University policy, an Occasion will be defined as an absence of 3.8 hours or more (for Employees working a 7.5 hour day), and 4 hours ~~or more~~ (for Employees working an 8 hour day).

SVC emps Janitors
parking
AFSME
custodians

What about employee Absenteeism that is LESS than 3.8 hours (or less than 4.0 hours for 8 hr./day employees)?

Do we just forget about that time, since it is not an Occasion?

In other words, are we just concerned with tracking Occasions?

No, we do not forget about it, and we are concerned with all hours of unplanned Absenteeism...

- If it occurs at the beginning of the shift, it is considered Tardiness (not Absenteeism)
- If it occurs at any other time during the shift, it is not considered an Occasion, but the time is still counted and listed on any subsequent disciplinary document.

The WSU tool for checking an employee's Absenteeism record is the COGNOS Occasions Data Report, ID #HR018A. When running the report each pay period, structure the report to pull information going back one full year from the date of review.

Since disciplinary action must be timely, check all employee attendance once per pay period, and act, if they are in violation. Do not wait!

➢Managers are encouraged to ***notify*** employees when they are nearing the policy limitation point.

➢Generally, this will occur when the employee has obtained 5 occasions in a rolling year,

OR

When the employee has reached approximately 37 ½ total hours of unscheduled absence (40 for 8 hr/day employees) with at least 3 occasions.

Employees are in violation when they have:
--Reached seven (7) occasions of unscheduled absence in a rolling year,

or

--Exceeded 45 hours of unscheduled absence (exceeded 48 for 8 hr/day employees) with at least 4 occasions.

Disciplinary action should begin…
(Written Reprimand for Excessive Absenteeism- see Appendix D-3).

The disciplinary pattern for employees in the P&A bargaining unit is addressed in Article 13 of their collective bargaining agreement.

Do not issue any discipline to nonacademic represented employees without Labor Relations input & review. Always consult Labor Relations for guidance, and the proper format, especially if/when discipline reaches the suspension level.

CL for + 3.8
AW for tardiness

WHEN EMPLOYEES REACH THE LIMIT

When an employee reaches the policy limitations of "6 occasions or 45 (or 48) hrs. *involving 4 or more occasions*," a Medical Verification notice MUST be issued. Employees reaching the policy limitations, will have their attendance records reviewed by the supervisor. Persons with overall poor attendance within a rolling year period, from the point of review, may be subject to Medical Verification. Then, all unexcused absences must be verified and accompanied by medical documentation.

[Sample Medical Verification notice – Appendix "B"]

HOW LONG DOES MEDICAL VERIFICATION LAST?

Each Medical Verification period runs for 3 consecutive months at a time. If the employee violates the "Standards" while on Medical Verification, disciplinary action should be taken. If the employee fails to submit the required documentation while on Medical Verification, disciplinary action (*in addition to the discipline for violating the standards*) should be issued (for Failure to Follow Instructions – see Appendix D-2), and the employee's pay may be docked. Medical Verification is not considered discipline. The submission of Medical Verification (or medical documentation) does not excuse periods of unscheduled absence, it only allows employees to be paid!

WHICH ABSENCES SHOULD BE EXCLUDED?

Only *unexcused* absences should be considered when reviewing the employee's attendance record. *Excused* absences are:

- *Absences Due to Job-Related Injuries (Risk Mgt.)*
  Includes absences for required treatment. If a supervisor becomes suspicious that the absences are not a result of the job-related injury, he/she should request that his/her manager seek verification from Employment Services.

- *The Family & Medical Leave Act of 1993 (FMLA)*
  Absences resulting from the conditions protected by the FMLA are normally excluded. Employees qualify for FMLA protection by meeting the conditions established by the W.S.U. Family & Medical Leave policy.

EXCLUDED ABSENCES (cont'd.)

NOTE: Failure to comply with the FMLA medical documentation requirements may result in denial of Family & Medical Leave, resulting in the period of absence being counted toward the total attendance policy limits.

➢ *Absences granted pursuant to Collective Bargaining Agreements or W.S.U. policy are excluded from the tally, such as...*

- -- Bereavement Leave
- -- Disciplinary Suspensions
- -- Christmas/New Year's Closure (unless the employee had been scheduled to work)
- -- Jury Duty
- -- Floating Holiday
- -- Approved Leaves of Absence
- -- Paid Holidays (unless previously scheduled to work)
- -- Personal/Special Needs Days (max of 5/FY per CBA)
- -- Prior Approved Vacation
- -- WSU official closings

SCHEDULED ABSENCES SHOULD BE EXCLUDED.

DEFINITION:
A SCHEDULED ABSENCE IS ONE THAT HAS BEEN "REQUESTED AND APPROVED" IN ADVANCE.

SCHEDULED VS UNSCHEDULED ABSENCES WILL BE DETERMINED BY THE IMMEDIATE SUPERVISOR, but per policy.

What if an Employee is scheduled for overtime, yet calls in and/or does not report? Is that considered an "Occasion" of absence?

YES. They are Absent from Overtime (AOT). They were scheduled to work, ~~just like any~~ other scheduled work day, and the absence is counted against the rolling year total.

addit code for ref-non Exmpt

We have just addressed the standards for employees who arrive for work on time (when they report for work), but who are not regular in attendance (EXCESSIVE ABSENTEEISM).

Now, let's take a brief look at the TARDINESS standards. Some employees come to work everyday, but they report to work late (for various reasons) on a frequent basis. Repeated tardiness is just as serious and damaging to a S/C/D as absenteeism, and cannot be tolerated.

TARDINESS

Section 3.0.11.1 of the APPM (Tardiness) says:

"The supervisor is to be notified by an employee of any anticipated reasons that might cause the employee to arrive to work late the following day.

Employees are to call in if they anticipate arriving late. After arriving late, the supervisor is notified and an explanation given.

Employees who are frequently tardy, absent or who leave work early may be subject to disciplinary action."

WHEN IS AN EMPLOYEE IN VIOLATION OF THE WSU TARDINESS STANDARDS?

WRITTEN DISCIPLINARY ACTION CAN BE EXPECTED AFTER THE SIXTH (6^{th}) INCIDENT OF UNSCHEDULED TARDINESS IN A ROLLING YEAR (UPON COMMITTING THE SEVENTH (7^{th}) INCIDENT OF UNSCHEDULED TARDINESS). DISCIPLINARY ACTION SHALL PROGRESSIVELY CONTINUE, IF THE EMPLOYEE CONTINUES TO BE TARDY.

WHAT IS "TARDINESS?"

AN ARRIVAL TO WORK AFTER THE ASSIGNED STARTING TIME IS CONSIDERED TO BE AN INCIDENT OF TARDINESS, AS ARE LATE RETURNS FROM BREAKS & LUNCHES. ALL INCIDENTS OF TARDINESS MUST BE NOTED, TRACKED, AND ADDRESSED BY THE IMMEDIATE SUPERVISOR. CONSISTENCY IS THE KEY!

"Well, my employees are only 1 or 2 minutes late, so we let them slide. No big deal."

YES, IT IS A BIG DEAL. YOU MAY CAUSE ANOTHER UNIT TO LOSE A GRIEVANCE.

THE WSU ATTENDANCE STANDARDS HAVE NO GRACE PERIODS or MAKE-UPS!

Some tools that may be used for tracking an employee's Tardiness record are:

-Time clocks (time cards, printouts)
-Sign-in/Sign-out sheets
-Employee check in via computer (caution - verify employee IP Address)

Since disciplinary action must be timely, check all employees once per pay period, and act, if they are in violation. Do not wait!

TARDINESS

SUPERVISORS ARE NOT REQUIRED TO (and advised not to) APPROVE VACATION PAY FOR PERIODS OF UNSCHEDULED, UNPLANNED TARDINESS,

but if you decide to...

MAKE A W.T.E. NOTATION THAT THE ABSENCE IS "APPROVED FOR PAY PURPOSES ONLY" (APPO). THIS WILL INDICATE THAT THE TARDINESS IS NOT EXCUSED, BUT PAY IS BEING ALLOWED.

WHAT IS "FALSIFICATION OF TIME REPORTING CONTROLS?"

-Web Time Entry (omission of leave used, failure to complete WTE (if required), false information...)
-TIME CARDS (alteration, punching for another employee...)
-TIME SHEETS (alteration, false info)
-SIGN-IN SHEETS (alteration, false info)

MANAGERS AND SUPERVISORS ARE RESPONSIBLE FOR REVIEWING THE APPROPRIATE CBA TO DETERMINE THE LIMITATIONS, IF ANY, ON THE USE OF CBA OR WSU-GRANTED DAYS.

YOU MAY CONSULT APPENDIX "E" FOR THE PAYROLL EARNINGS CODE DEFINITIONS WHICH SHOULD BE USED IN CODING ABSENCES.

Remember,

Managers and Supervisors must maintain accurate documentation relative to the attendance patterns of each employee. Once an employee nears/reaches the limits established by the policy, he/she will be placed on medical verification for future absences.

HOWEVER,

When it becomes clear that the attendance issues are not being resolved…

Discipline May

Be Necessary

THERE IS NO SUBSTITUTE FOR
"MANAGERIAL COURAGE."

HOW TO DISCIPLINE, IF POLICY IS VIOLATED

A proper foundation is crucial. Support your Discipline with good, sound Documentation.

Disciplinary action will usually begin when:

1) The employee exceeds the attendance limitations
2) There is a pattern of abuse (e.g. absences adjoining weekends or holidays)
3) There are suspect circumstances (e.g. denial of vacation or other leave time)

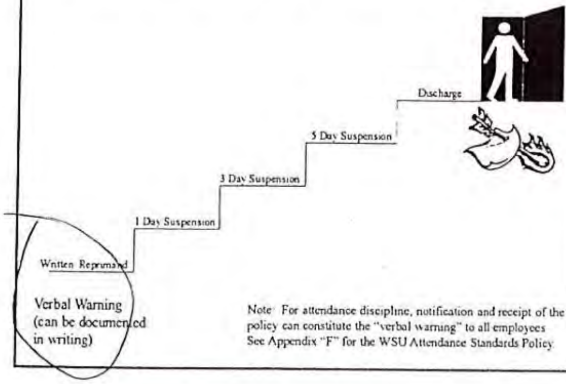
Remember:

The disciplinary file of an Employee follows them when they transfer, bid, and if they are bumped or promoted. If asked, the "losing" supervisor should apprise the "receiving" supervisor of the current disciplinary status of the Employee that they are receiving.

IT IS IMPORTANT TO REMEMBER THAT THE DISCIPLINARY ACTION SELECTED, MUST BE CONSISTENTLY APPLIED TO ALL APPLICABLE EMPLOYEES!!

QUESTIONS REGARDING HOW, OR WHEN TO ASSESS DISCIPLINE SHOULD BE DISCUSSED WITH THE DEPARTMENT OF LABOR RELATIONS @577-2081

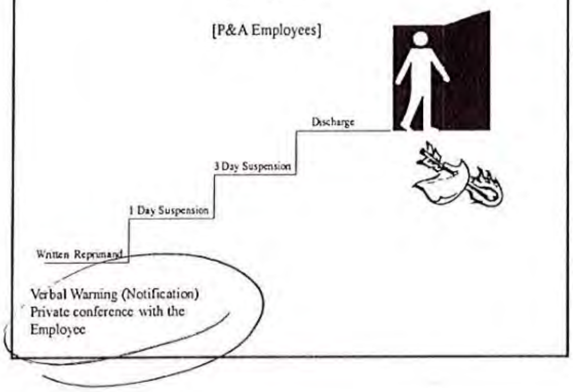
The Normal "Steps" of Progressive Discipline



Note: For attendance discipline, notification and receipt of the policy can constitute the "verbal warning" to all employees See Appendix "F" for the WSU Attendance Standards Policy

The Normal "Steps" of P&A Progressive Discipline

[P&A Employees]



The initiation of a disciplinary chain for absenteeism does not preclude separate disciplinary chains for other performance issues. Tardiness is a separate disciplinary chain. If there is more than one performance problem, you should have more than one disciplinary chain.

Discharge >>>
5 Day Susp. >>
3 Day Susp. >>
1 Day Susp. >>
Written Rep. >
Verbal Warning

Tardiness

Discharge >>>
5 Day Susp. >>
3 Day Susp. >>
1 Day Susp. >>
Written Rep. >
Verbal Warning

Excessive Absences

Other Common Disciplinary Chains

Other common disciplinary chains include, but are not limited to: "*Failure to Follow Instructions,*" "*Poor Work Performance,*" "*Disrespect/Discourtesy to Authority,*" etc.

[Sample disciplinary notices in Appendix "D" of handout]

Progressive Discipline is usually a series of increasingly serious penalties, tailored to the offense. Certain major offenses "SKIP" disciplinary steps, proceeding immediately to lengthy suspension or discharge, such as...

In place of insubordination

Including but not limited to: 1) fighting/threatening, 2) creating unreasonable disturbance, 3) willful destruction, 4) possession of weapons, 5)misappropriation or theft, 6) possession/use/sale of controlled substances, 7) gambling, 8) fraudulent collection of pay/benefits, 9) job refusal, 10) deliberate delay/restriction of output, 11) falsifying documents, 12) sleeping, 13) conviction of crime related to employment, 14) harassment, 15) violation of business ethics, 16) disclosure of confidential information, 17) serious unsafe acts, 18) other indecencies or gross misconduct, 19) failure to maintain and/or report loss of necessary license.

good strategy for Mgrs

Arbitrator Daugherty's Tests for "Just Cause"

- ✓ Is there a rule?
  - -If so, was the employee aware of the rule?
- ✓ Is the rule a reasonable rule?
  - -Is it based on the objective of safe & efficient work performance?
- ✓ Is the rule consistently and equitably enforced?
  - -Is it the same for everyone? Fairly & without discrimination? Equal vs Equitable
- ✓ Was a thorough investigation completed?
  - -Did they do it? Can you prove it?
- ✓ Was the severity of the discipline reasonably related to the infraction itself?
- ✓ Is the penalty usually administered to employees with similar past records?
- ✓ Was the disciplinary action taken in a timely manner?
  - -Promptly as possible after the offense?

Feeling

Empowered?

APPENDICES

Contents

**Note: Because such actions may result in grievance activity, do not attempt to issue Medical Verification or discipline to nonacademic represented employees without the input/review/edit of Labor Relations.*

WAYNE STATE UNIVERSITY

APPENDIX A
[Sample Warning Notice]

(To be modified as appropriate for each fact situation)

Date: Today

To: Jane Doe
12345 Gone Street
Not Here, MI 48202

Subject: **Impending Violation of Attendance Standards**

Ms. Doe:

As of ________________ you have obtained _____ occasions, and _____ hours of unexcused absences for the rolling year period of __________ through __________.

As you know, in accordance with the University's Attendance Standards, you can expect to be required to provide medical verification for each future unexcused absence once you obtain 6 occasions, or 45 total hours of unexcused absence (48 for 8 hr/day employees) involving at least 4 occasions. Disciplinary action may also be assessed.

This is a caution notice, and not formal discipline. You are encouraged to improve your attendance record before formal discipline becomes necessary.

____
Manager or Supervisor

cc: Union
Director of Dept.
Labor Relations
File

PLEASE CONTACT LABOR RELATIONS AT 72081 FOR THE LATEST VERSION

WAYNE STATE UNIVERSITY

APPENDIX B
[Sample Medical Verification Requirement Notice]

(To be modified as appropriate for each fact situation)

LETTERHEAD

Date: Today

To: Jane Doe
12345 Gone Street
Not Here, MI 48202

Subject: **Medical Verification Requirement Notice**

On _____ you were cautioned that you were nearing the limitations of the University's Attendance Standards. A review of your record indicates that you have obtained_____ occasions and _____ hours of unexcused absence for the rolling year period of _____ through _____. Your attendance record reveals the following unscheduled absences that have brought you to the limitations of the attendance standards policy.

—(INSERT ABSENCE RECORD OVER PAST ROLLING YEAR)—

DATE	TYPE OF LEAVE		HOURS	OCC"S
02/18/XX	Illness		7.5	1
03/18/XX	Illness		7.5	1
04/16/XX	Unexcused Absence		7.5	1
04/22 through 4/25/XX	Illness		30.0	1
		TOTALS	**52.5**	**4**

Per the Administrative Policies & Procedures Manual (APPM), Section 3.0.11, you are being required to provide Medical Verification for all future unexcused absences beginning on this date through ______ *(3 months from today's date)*. Medical Verification is not considered discipline. The Medical Verification must be submitted to either your supervisor (me) or, if you prefer, to the School of Medicine Human Resources Office, on or before the date that you return from an unexcused absence. You will be required to produce Medical Verification in order to return to work.

On or around _______ *(the last date indicated above)*, your attendance record will be reviewed to determine whether the medical verification requirement will be extended.

The failure or refusal to provide the required documentation shall result in disciplinary action against you, up to and including discharge, and may also result in the dockage of your pay.

____

Manager or Supervisor Name Date
Title

cc: Union, Director of Dept., Labor Relations, Employment Svcs., File

PLEASE CONTACT LABOR RELATIONS AT 72081 FOR THE LATEST VERSION

WAYNE STATE UNIVERSITY

APPENDIX D-1
[Sample Disciplinary Notice – Pattern or Suspect Circumstances]

(To be modified as appropriate for each fact situation)

LETTERHEAD

Date: Today

To: Jane Doe
12345 Gone Street
Not Here, MI 48202

Subject: (Describe disciplinary action taken, i.e., **Written Reprimand, 1 Day Suspension**, etc.) **for Excessive Absenteeism**

Ms. Doe:

For the rolling year period of________ through ________ you have obtained a total of _____ occasions, and _____ hours of unexcused absences. Your absenteeism record is summarized as follows:

LIST ABSENTEEISM RECORD HERE

These absences represent a pattern of abuse in that each absence (adjoins a weekend or holiday, was taken after the denial of vacation or other leave time, or is otherwise suspect). Pursuant to the University's Attendance Standards, you are being issued a disciplinary (describe level of disciplinary action).

Continued pattern absenteeism may result in increased disciplinary action, up to and including discharge.

____
Manager or Supervisor

cc: Union
Director of Dept.
Labor Relations
Employment Svcs
File

PLEASE CONTACT LABOR RELATIONS AT 72081 FOR THE LATEST VERSION

WAYNE STATE UNIVERSITY

APPENDIX D-2
[Sample Disciplinary Notice – Failure to Follow Instructions- Failure to Provide Medical Verification]

(To be modified as appropriate for each fact situation)

LETTERHEAD

Date: Today

To: Jane Doe
12345 Gone Street
Not Here, MI 48202

Subject: (Describe disciplinary action taken, i.e., **Written Reprimand, 1 Day Suspension**, etc.) **for Failure to Follow Instructions**

Ms. Doe:

On (date Medical Verification Notice was issued), you were notified that you had reached the limitations of the University's Attendance Standards. At that time, you were placed on Medical Verification until __________, an dyou were required to provide medical documentation for any absence. You were absent from your work assignment again on ________. However, when you returned to work on ________, you failed to provide either myself or the Employment Services Department with the required medical verification documentation.

Accordingly, for your absence of _________, without providing medical verification, you are receiving a (describe the discipline assessed). Additionally, you will not be allowed to access your illness bank, and your pay will be docked for the 7.5 (or 8.0 if applicable) hours of absence.

Continued absenteeism may result in increased disciplinary action, up to and including discharge.

____
Manager or Supervisor

cc: Union
Director of Dept.
Labor Relations
Employment Svcs.
File

PLEASE CONTACT LABOR RELATIONS AT 72081 FOR THE LATEST VERSION

WAYNE STATE UNIVERSITY

APPENDIX D-3
[Sample Disciplinary Notice – Excessive Absences]

(To be modified as appropriate for each fact situation)

Date: Today

To: Jane Doe
12345 Gone Street
Not Here, MI 48202

Subject: (Describe disciplinary action taken, i.e., **Written Reprimand, 1 Day Suspension**, etc.) **for Excessive Absenteeism**

Your recent record of unscheduled absenteeism is unacceptable, and is represented as follows:

DATE	TYPE OF LEAVE		HOURS	OCC"S
02/18/XX	Illness		8.0	1
03/18/XX	Illness		8.0	1
04/16/XX	Unexcused Absence		8.0	1
04/22 through 4/25/XX	Illness		32.0	1
		TOTALS	___	4

Your attendance record shows that, over the past rolling year, you have incurred a grand total of ____ occasions of unscheduled absence, totaling ____ hours.

The WSU Administrative Policies and Procedures Manual (APPM) provides in pertinent part:

Section 3.0.11.2 - Absences

"...Employees who are frequently absent may be subject to disciplinary action up to and including discharge..."

As a result, you are being issued this official Written Reprimand, based on your excessive record of absenteeism. You are expected to report for work with regularity, as scheduled. Be advised that continued unscheduled absenteeism may result in increased disciplinary action, up to and including discharge.

____
Manager or Supervisor

cc: Union, Director of Dept., Labor Relations, Employment Svcs., File

PLEASE CONTACT LABOR RELATIONS AT 72081 FOR THE LATEST VERSION

WAYNE STATE UNIVERSITY

APPENDIX D-4
[Sample Disciplinary Notice – Excessive Tardiness]

(To be modified as appropriate for each fact situation)

Date: Today

To: Jane Doe
12345 Gone Street
Not Here, MI 48202

Subject: (Describe disciplinary action taken, i.e., **Written Reprimand, 1 Day Suspension**, etc.) **for Excessive Tardiness**

Your recent record of tardiness is unacceptable, and is represented as follows:

Incident#	Hours/Min. Tardy	Date(s)
1	1 min.	10/15/XX
2	50 mins.	2/05/XX
3	1.00 hr.	3/08/XX
4	10 mins.	5/02/XX
5	50 mins	5/20/XX
6	1.50 hrs.	6/11/XX
7	2.00 hrs.	7/22/XX

Disciplinary action can be expected to begin after the seventh (7th) incident of tardiness within a rolling year. Your attendance record shows that, over the past rolling year, you have incurred a grand total of ____ incidents of unscheduled tardiness.

The WSU Administrative Policies and Procedures Manual (APPM) provides in pertinent part:

> **Section 3.0.11.1 - Tardiness**
> "…Employees who are frequently tardy, absent or who leave work early may be subject to disciplinary action…"

As a result, you are being issued this official Written Reprimand, based on your excessive record of tardiness. You are expected to be at your work station and ready to begin work at your scheduled starting time. Be advised that continued tardiness may result in increased disciplinary action, up to and including discharge.

____
Name Date
Title
Department

cc: Union, Director of Dept., Labor Relations, Employment Svcs., File

PLEASE CONTACT LABOR RELATIONS AT 72081 FOR THE LATEST VERSION

APPENDIX E

EXPLANATION OF NEW TIME-TYPES (Pay Status Codes)

RG (REGULAR BI-WEEKLY PAY)

This code is used for salaried employees to record hours worked (white time/exception report).

RH (REGULAR HOURLY PAY)

This code is used for hourly technicians, part-time faculty, instructional assistants, (yellow time/exception report).

PT (PART-TIME HOURLY PAY)

This code is used for hourly student assistants (yellow time/exception report).

CW (COLLEGE WORK STUDY PAY)

This code is used for all hourly college work study student assistants, (blue time/exception report).

VC (VACATION)

This code is for time off charged to an accrued Vacation bank.

(IL) ILLNESS

This code is used to report the first day, or any part of the first day, of an illness.

IC (ILLNESS CONTINUATION)

This code is used to report a continuation of illness as being part of the same occasion when there are multiple work days of illness absence that are consecutive, such as Tuesday of a Monday/Tuesday absence, or Monday of a Friday/Monday absence where the employee is regularly scheduled to work from Monday through Friday.

AP (ANY PURPOSE)

This code is used for Personal Days or Any Purpose Days to which employees are entitles under their collective bargaining agreement, or the non-represented employee manual.

SN (SPECIAL NEEDS)

This code is used for the emergency care of a member of the immediate family as defined by collective bargaining agreements or the non-represented employee manual.

10 Overtime to be paid at straight time.

15 Overtime to be paid at time and one-half.

20 Overtime to be paid at double time.

FH (FLOATING HOLIDAY)

This code is for an extra day off during a defined 12 month period of time, not charged to any accrued bank. See collective bargaining agreements or non-represented manual for eligibility.

DF (DEATH IN THE IMMEDIATE FAMILY)

This code is for time allowed off per collective bargaining agreement or non-represented manual charged to accrued Illness/Disability bank.

FN (FUNERAL NOT IN THE IMMEDIATE FAMILY)

This code is used for a funeral of a person not in the immediate family, as defined by collective bargaining agreements or the non-represented employee manual.

BR (BEREAVEMENT)

For Job Codes J, K, L, and R only (Public Safety, Local 1497, Local 517M and Local 24). Due to provisions in their labor agreements, this is time off for specific bereavement and not charged to any accrued bank.

EM (EMERGENCY MEDICAL/DENTAL)

This code is to be used for an unscheduled emergency medical/dental need, as defined by collective bargaining agreements or the non-represented employee manual.

JD (JURY DUTY)

This code is to be used if you appear as a juror (usually one day) and give your court check to Employment Services with the intent to be paid by WSU for this

DD (DUTY DISABILITY)

This code used by Public Safety only. Used for anyone injured in the line of duty.

FV (FMLA VACATION)

This code is used for the care of a FMLA-covered relation for an FMLA reason or as otherwise defined under University FMLA policy.

FI (FMLA ILLNESS)

This code is used for FMLA-covered personal illness.

FA (FMLA ABSENCE WITHOUT PAY)

This code is used for FMLA-covered unpaid time.

FS (FMLA SPECIAL NEEDS)

This code is used to report care for a covered family member (family member as defined by FMLA) that qualifies under FMLA. **As an exception,** for P&A employees, the code SN should be used for FMLA-covered relations when the emergency care provision of the collective bargaining agreement is invoked and the care required does not qualify under FMLA.

WAYNE STATE UNIVERSITY

ADMINISTRATIVE POLICIES AND PROCEDURES MANUAL

3.0.11 Attendance Standards for Non-Academic Employees and Non-Represented Academic Employees (REVISED AS OF 11/12/12)

POLICY

The purpose of this policy is to outline the Wayne State University attendance standards.

Each employee is an important contributor to the university's mission and each employee is needed at work to assist in accomplishment of the university's goals and objectives. Absenteeism and tardiness negatively impact services provided to students and the university community. Absenteeism also lowers the morale of other employees who have to perform the work of the absent employee.

To ensure effective and efficient operations of the university and provide the best possible work environment to employees, the university expects employees to adhere to the attendance standards as outlined in this policy.

TERM(S)/DEFINITIONS(S)

Excessive Absenteeism	For the purposes of this policy, excessive absenteeism is defined as: (#1) more than 6 occasions of unscheduled absence in a twelve (12) month rolling year, or (#2) unscheduled absence in excess of forty-five (45) hours, involving four (4) or more occasions (in excess of forty-eight (48) hours for employees scheduled to work eight (8) hours/day): pro-rated for fractional time in a twelve (12) month rolling year.
Excessive Tardiness	For the purposes of this policy, excessive tardiness is defined as incurring more than six (6) incidents of unscheduled tardiness in a twelve (12) month rolling year (upon committing the 7th incident of tardiness).
Unusual Attendance	For the purposes of this policy, unusual attendance includes but is not limited to: 1. A pattern of missing certain days of the week. 2. Calling in sick on day(s) for which a time-off request was previously denied. 3. Taking sick days adjacent to holidays, vacation, personal days, or other time off.
omatic Resignation	For the purposes of this policy, an employee who is absent without previous permission or without notifying his/her supervisor, for three (3) consecutive working days, such action

	is deemed to be an Automatic Resignation.
Occasion	For the purposes of this policy, an occasion is defined as an absence of 3.8 hours or more for an employee working a 7.5 hour day, and four (4.0) hours or more for an employee working an eight (8.0) hour day.

SUPERVISOR NOTIFICATION

The supervisor is to be notified by an employee of any anticipated reasons that might cause the employee to vary from their assigned work schedule. An employee is expected to call in to the department or unit and speak with his/her supervisor (or his/her designee). An employee is required to notify his/her supervisor in advance when he/she expects to be absent. When this is not possible, as in the case of sudden illness, an employee is required to call his/her supervisor or the supervisor's designee as soon as possible and explain why he/she is going to be absent and when he/she expects to return. Situations where such notice would be impossible are very rare and will be closely scrutinized.

It is expected that the employee will call in to the department or unit and speak with his/her supervisor or his/her designee each and every day of absence unless specifically directed to do otherwise by their supervisor. It is usually not acceptable to leave such messages in a voicemail or an electronic communication (e.g. text, email, etc.) unless specifically authorized, as instructions may need to be provided regarding verification issues.

MEDICAL VERIFICATION/DISCIPLINARY ACTION REVIEW

An employee who has excessive absences may be subject to ongoing medical verification. Placing an employee on medical verification, and/or initiating disciplinary action can be expected after the sixth (6th) occasion of unscheduled absence in a twelve (12) month rolling year. Or, such action may also be initiated on a case-by-case basis upon exceeding forty-five (45) hours of absence involving four (4) or more occasions of absence and forty-eight (48) hours for an employee scheduled to work day eight (8) hours and pro-rated for fractional time.

In reviewing the appropriateness of medical verification or disciplinary action for absences in excess of forty-five (45) hours involving four (4) or more occasions and in excess of forty-eight (48) hours for employees scheduled to work eight (8) hours and pro-rated for fractional time in a twelve (12) month rolling year, supervisors shall consider such factors as the prior twelve (12) months' attendance history, the past attendance disciplinary history and unusual patterns of sick leave such as those set forth in the Term(s)/Definition(s) section of this policy.

The purpose of the review is to avoid premature discipline of an employee who has been conscientious about attendance in the past, but may encounter a rare, bad year of attendance difficulties beyond his/her control.

However, the university retains the right to require medical verification, and/or to counsel or assess discipline, earlier than or after the sixth (6th) occasion, depending on the circumstances (Refer to Discipline Section of this policy).

An employee placed on medical verification must provide a physician's statement or that of another appropriate health care provider as defined in the Family Medical Leave Act and Wayne State

University FMLA policy, to the supervisor or other designated person for occasions of absence during the period when verification is required. The failure to provide medical verification or adequately supplement an inadequate verification, after being required to do so, could result in loss of pay, and/or disciplinary action.

An employee with excessive and/or unusual attendance may also be subject to medical verification and discipline.

Employee medical notes or records should **not** be retained at the department level due to HIPAA regulations. All employee medical information should be sent immediately to the Employment Service Center (ESC).

DISCIPLINE

An employee who is absent excessively is subject to discipline. After appropriate counseling and discipline, an employee with excessive absences may be subject to termination.

Termination is a very serious matter for both the university and the employee. Terminations for tardiness or absence will be handled on a case-by-case basis and will be carefully reviewed. Progressive discipline will be taken, as appropriate, against an employee who violates attendance standards, or commits other unacceptable attendance infractions. Disciplinary action for poor attendance should be well documented.

For an exempt employee, progressive discipline excludes suspensions for less than a full workweek for any week in which work is performed.

The falsification of medical verifications or time reporting controls, such as time sheets, Web Time Entry (WTE), sign-in sheets and time clocks, is regarded as major misconduct and may subject violators to discharge. Counseling by supervisors or management is strongly encouraged prior to formal discipline for minor offenses.

PROCEDURE

Responsibility	Action
Department Supervisor	1. Submit accurate Web Time Entry (WTE) or Time Exception Reports on all employees. 2. Review bi-weekly, the Attendance Tracking System (ATS) Occasions Report (HR018A) for employees nearing non-compliance with this policy (**Supervisors should consult with their department's business office for assistance in accessing attendance related reports, as needed**). 3. Counsel employees nearing non-compliance with this policy. 4. Consult with the Employment Service Center (ESC) **before** initiating disciplinary action for a non-academic non-represented employee. 5. Consult with Labor Relations **before** initiating disciplinary action for a non-academic represented

	employee. 6. Administer discipline to a non-academic non-represented employee in non-compliance **after** appropriate consultation with the ESC. 7. Administer discipline to a non-academic represented employee in non-compliance **after** appropriate consultation with the Labor Relations department.
Employment Service Center (ESC) and Labor Relations	1. Advise departments as to consistent application of discipline for non-compliance: a. Employment Service Center-Non-Academic non-represented employees. b. Labor Relations- Non-academic represented (Unionized) employees.

SCOPE

This policy covers all employee groups except the following:

- Academic Represented
- Graduate Assistant
- Part-time Faculty
- Student Assistant (including College Work Study)
- Temporary

3.0.11.1 Tardiness (REVISED 11/12/12)

It is reasonable to expect employees to be promptly at their places of work and ready to work during all of his/her scheduled work hours. Tardiness can lead to docking of pay (for non-exempt employees) and progressive discipline, as appropriate.

The supervisor is to be notified by an employee of any anticipated reasons that might cause the employee to arrive to work late the following day. Employees are to call in if they anticipate arriving late, including returning late from a scheduled break or lunch. After arriving late, the supervisor is notified and an explanation given. Employees who are frequently tardy, absent, or who leave work early, may be subject to disciplinary action.

An employee incurring more than six (6) incidents of unscheduled tardiness in a twelve (12) month rolling year is considered to be excessively tardy. An employee who has excessive incidents of tardiness may be subject to disciplinary action. For the purposes of this policy, such action can be expected after the sixth (6th) incident of unscheduled tardiness in a twelve (12) month rolling year (upon committing the seventh incident of tardiness).

3.0.11.2 Absenteeism (Revised 11/12/12)

Regular attendance is expected for all employees. Collective Bargaining Agreements (CBA's) and university policies recognize that an employee will be occasionally absent due to illness, injury or other reasons specifically identified in Collective Bargaining Agreements and/or university policies. An employee will use his/her illness bank for absence from work due to illness. An illness bank is intended to be used only under those circumstances and it is not an entitlement. (Refer to the Supervisor Notification section of this policy for notification procedures).

Employees who are frequently absent may be subject to disciplinary action, up to and including discharge. An employee absent without previous permission or without notifying his/her supervisor, for three (3) consecutive working days is deemed to be an automatic resignation.

Supervisors should approve and report lost time in increments of 3.8 or 4.0 hours (1/2 day) or 7.5 or 8.0 hours (1 day). Emergency time off may be reported in increments of .5 hours.

When a Floating Holiday has been approved, the time off should be reported as a full day (7.5 or 8.0 hours).

Reference Aids:

"What is an Unexcused/Unscheduled Absence?"

"When is a Non-Academic or Non-Represented Academic Employee in violation of the University's attendance policy?"

"Collective Bargaining Agreement Interpretation/Assistance; Ref. APPM 3.0.6"

Question: What is an Unexcused/Unscheduled Absence?

Answer:

"Unscheduled absence" is defined as, ***any absence that is not requested and approved in advance of reporting time, and includes, but is not limited to, tardiness, unauthorized leaving before the end of schedule, emergency leave, unscheduled leave without pay (LWOP), and failure to report/remain as scheduled for overtime or holiday work.*** Some retroactive exceptions may be made in FMLA-related cases (see your WSU HR Consultant for clarification).

In general, think in terms of Unscheduled and Scheduled absences, therefore, any absence that is not requested and approved in advance is Unscheduled. When the supervisor has not granted/approved the employee's leave, the employee has just taken it without assurance from management that they can be spared from the operation. If an employee calls in to announce that he/she will not be reporting for work, the supervisor has been deprived of the choice to either approve, or deny, the time off. Supervisors have the discretion to excuse or not excuse employee absences (on a case-by-case basis), even if an employee calls in and brings in medical documentation covering their time off. Medical documentation by itself does not validate an employee absence. It may clear an employee for payment purposes (illness leave, etc.), but it does not automatically place them in an "excused" status. If medical documentation alone excused unscheduled absences, an employee could simply produce a doctor's excuse following each absence, and management would be helpless to correct their attendance as long as they returned to work with something from a physician each time. Medical documentation (in itself) does not, nor has it ever, shielded an employee from corrective action in response to excessive absenteeism or tardiness. In most cases, if the absence has not been requested and approved in advance, the absence is recorded as unscheduled.

Question: When is a Non-Academic or Non-Represented Academic Employee in violation of the University's attendance policy?

Answer: Per Section 3.0.11 of the WSU Administrative Procedures & Policies Manual (APPM), under "MEDICAL VERIFICATION/DISCIPLINARY REVIEW" ---

There are two primary ways for Non-Academic and Non-Represented Academic Employees to be in violation of WSU's Attendance Standards for Absenteeism:

#1) More than 6 separate *occasions of unscheduled absence in a **rolling year, or...
#2) More than 45 total hours of unscheduled absence in a rolling year (more than 48 hours for those whose scheduled work day is 8 hours), involving at least 4 separate occasions.

A Medical Verification letter should be issued to the employee once they approach or reach either of these violation levels (remember, Medical Verification is not discipline, but rather an administrative action). Discipline should be issued when employees violate the standards. However, the University retains the right to require medical verification, and/or to counsel or assess discipline, earlier than or after the sixth occasion, depending on the circumstances (unusual patterns, etc.).

There is one way for Non-Academic and Non-Represented Academic Employees to be in violation of WSU's Attendance Standards for Tardiness:

#1) More than six (6) incidents of tardiness in a *rolling year" (the 7th tardy is in violation).

** An "occasion" is defined as an absence of 3.8 hours or more for employees working 7.5 hrs/day (4 or more for 8 hr/day employees)*
**TO ACCESS AN EMPLOYEE'S "ROLLING YEAR" INFORMATION (OCCASIONS), USE REPORT HR018A – ATS OCCASIONS DATA

WSU Nonacademic Union Contracts are on line!!

Current WSU nonacademic union contracts
may be found at the following Labor Relations website page:

http://www.laborrelations.wayne.edu/contract-info.php

In an effort to control rising printing costs, the distribution of hard copies has been reduced, as interested parties may now seek contract information/provisions electronically.

WSU Labor Relations, Rev. 11/28/12 alr

Performance Management

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Performance Management at WSU

Facilitators:
Elizabeth Rager
Organization & Employee Development

Roy Barnett
HR Client Services

Introduction

- Identify current Wayne State Purpose of Performance Management
- Review some of the history of Performance Management at WSU
- Identify the different processes at WSU and what type of employee is involved in what process
- Determine where your role begins and where your role ends with different employee groups/unions in different processes
- Identify which processes are used in WaynePM
- Distinguish the Different Probationary/Provisional/Qualifying Processes
- Identify Resources and tools to use in handling WSU Performance Management

7/29/2013 Slide 1

Participant Notes:

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

WSU Performance Management

Purpose

7/29/2013 Slide 2

Participant Notes:

Reasons for Appraisals at WSU

- Clearly define expectations for performance
- Tie (align) department and individual objectives to university mission and objectives
- To provide employees with adequate feedback (coaching, evaluating and rewarding performance)
- To serve as a basis for modifying or changing behavior (improve productivity, improvement plans)
- To provide an objective, documented, and supportable basis for making personnel decisions
- Encourage ongoing communication between employee and supervisor

WAYNE STATE

Participant Notes:

WAYNE STATE
UNIVERSITY
HUMAN RESOURCES

WSU Performance Management

History

7/29/2013 Slide 4

Participant Notes:

WSU Performance Management History: Survey

At the beginning of February 2008, a survey was sent to all employees for the purposes of soliciting input about the performance management process at WSU and what would be beneficial in a new process. We received 528 responses.

7/29/2013 Slide 5

Participant Notes:

WSU Performance Management History: Survey

Survey results revealed…

- Sixty-eight (70%) percent of respondents were unhappy with the current system
- Seventy-two (72%) percent of employees who conduct performance appraisals were unhappy with the current system

7/29/2013 Slide 6 WAYNE STATE

Participant Notes:

WSU Performance Management History: Survey

Survey results revealed...

That the process is not uniformly followed, as some employees do not get a copy of their completed appraisal and many do not even get an appraisal done at all. Data collected by HR support these comments.

7/29/2013 Slide 7

Participant Notes:

WSU Performance Management History: Survey

Survey results revealed…

- Obstacles to completing performance appraisals included the following:
  - The form is too long and too cumbersome
  - There are no timely reminders
  - There is no evidence that completing the process has any influence on decision makers
  - There is no money tied to performance
  - There is no way to track progress throughout the year

7/29/2013 Slide 8

Participant Notes:

WSU Performance Management History: User Action Group

Components of an Effective Performance Management Process

Mutually agreed upon goals	Non-threatening
Year round	Constructive
Measurable	Flexible
Identify core duties	Timely
Defined schedule	Relevant
Development skills	6 months or less interim review
Training	Accountability from top management to bottom
Open feedback	Ratings should be reasonable
Follow-up	Clear communication and understanding of expectations
Process that's not labor intensive	Management accountability
Two-way communication	Common understanding of measurement
Honest	
Open	

Participant Notes:

WSU Performance Management History: User Action Group

Barriers to success in the current process:

1. Lack of supervisor accountability
2. Consistency in training of employees/managers
3. Paper form is obsolete needs to be Web-based
4. Mechanism needed for professional development
5. Lack of perceived value and benefits related to both process and form

7/29/2013 Slide 10

WAYNE STATE

Participant Notes:

Recommendations for WSU Performance Management Process

- Cascade goals (Performance Planning Meeting)
- Weight goals
- Include a formal mid year review as part of the same process and form
- Include a development plan as part of the same process and form
- Competency assessment drives development plan and is included as a part of the overall rating for the final review
- Include career interests in the development plan but do not make it a mandatory section to complete

7/29/2013 Slide 11 WAYNE STATE

Participant Notes:

WSU Performance Management History: User Action Group

User Action Group was formed to improve the Performance Management Process at WSU

- Looked Inward (WSU current processes, history and survey)
- Looked outward (Outside university and non-university examples – best practices)
- Designed "Strawman" of the Process

7/29/2013 Slide 12

Participant Notes:

WAYNE LEADS

Linked Employee Assessment & Development System

Wayne LEADS is Wayne State University's performance management system, currently, for non-represented employees. Its purpose is to engage employees in the process of optimizing WSU operations by aligning employee contributions with the aims of the university and developing employee career potential. The system will focus on achieving measurable results, providing objective performance assessments and establishing a foundation for ongoing, constructive communication between the employee and supervisor.

Wayne LEADS consists of three phases:

- Phase I: Performance Planning
- Phase II: Mid-Year Progress Review
- Phase III: Final Assessment

The Employee Planning, Assessment & Development Form consists of Four Parts

- Part A: Performance Objective Plan (POP) & Assessment
- Part B: Competency Assessment
- Part C: Employee Development Plan (EDP) & Assessment
- Part D: Summary

Each part does not need to be completed in each phase. Below is an at-a-glance summary of what needs to be completed in each phase:

Phase	Part A *Performance Objective Plan (POP) & Assessment*	Part B *Competency Assessment*	Part C *Employee Development Plan (EDP) & Assessment*	Part D *Summary*
Phase I: Performance Planning (October or New hire planning)	X	X	X	
Phase II: Mid-Year Progress Review (March)	X		X	
Phase III: Final Assessment (September)	X		X	X

Linked Employee Assessment & Development System

WAYNE LEADS

Employee Planning, Assessment & Development Form

IDENTIFICATION			
Employee:		Banner ID	
S/C/D		Department:	
Classification:		Supervisor:	
Performance Period :		Second Level Reviewer:	

PART A – PERFORMANCE OBJECTIVE PLAN (POP) & ASSESSMENT (75% of rating)

Write four to six performance objectives.

DEFINITION OF WEIGHT

Assign appropriate weights to all performance objectives in order of importance to the function and/or the university. All weightings must equal 100%: 75% for the Performance Objectives and 25% for the Developmental Objectives on the Employee Development Plan.

FINAL ASSESSMENT RATINGS	
Objectives Exceeded	OE
Objectives Met	OM
Objectives Not Met	ONM
New and/or Developing (0 Weight)	N/D

PHASE I : Performance Planning October		PHASE II: Mid- Year Progress Review March	PHASE III: Final Assessment September	
Objective	Weight	Status	Status	Rating
				none
				none
				none
				none
				none
				none
Summary of Weighting	%		Final Assessment Performance Objective Summary Rating	0

PHASE III: Final Assessment -- Other Contributions

Supervisor's Comments:	Employee's Comments:

Linked Employee Assessment & Development System

WAYNE LEADS

Employee Planning, Assessment & Development Form

IDENTIFICATION			
Employee:		Performance Period	

PART B – COMPETENCY ASSESSMENT

Phase I Performance Planning: Check the appropriate box for the level of skill displayed for each competency. Choose __two to three__ competencies to build the Employee Development Plan. ***See Part C of the Form.***

Competency *Click the competency to access its definition*	PHASE I: Performance Planning Assessment				
	Excels	*Meets Requirements*	*Some Development Required*	*Competency Not Exhibited*	*Selected for Development Plan*
Analytical & Problem Solving Skills	○	○	○	○	☐
Communication	○	○	○	○	☐
Creativity & Innovation	○	○	○	○	☐
Customer Focus	○	○	○	○	☐
Dealing with Ambiguity / Change	○	○	○	○	☐
Initiative Taking	○	○	○	○	☐
Job / Functional Skills	○	○	○	○	☐
Organizational Agility	○	○	○	○	☐
Personal Credibility	○	○	○	○	☐
Planning / Project Management	○	○	○	○	☐
Teamwork & Peer Relationship	○	○	○	○	☐
Additional Competencies for Supervisor/Managerial Employees					
Business Acumen	○	○	○	○	☐
Developing Direct Reports	○	○	○	○	☐
Managerial Courage	○	○	○	○	☐
Strategic Agility	○	○	○	○	☐
Timely Decision Making	○	○	○	○	☐

Supervisor's Comments:	Employee's Comments:

Linked Employee Assessment & Development System

WAYNE LEADS

Employee Planning, Assessment & Development Form

IDENTIFICATION			
Employee:		Performance Period	

PART C – EMPLOYEE DEVELOPMENT PLAN (EDP) & ASSESSMENT (25% of rating)

DEFINITION OF WEIGHT

Assign appropriate weights to all developmental objectives in order of importance to the function and/or the university. All weightings must equal 100%: 75% for the Performance Objectives and 25% for the Developmental Objectives on the Employee Development Plan.

FINAL ASSESSMENT RATINGS	
Objectives Exceeded	OE
Objectives Met	OM
Objectives Not Met	ONM
New and/or Developing (0 Weight)	N//D

Utilize the Employee Development Resource Guide located on Wayne LEADS Website (http://leads.wayne.edu)

Competency #1 : (From Part B)			Objective :		
PHASE I : PERFORMANCE PLANNING October		**PHASE II : MID-YEAR PROGRESS REVIEW March**		**PHASE III : FINAL ASSESSMENT September**	
Development Action Steps	WEIGHT	Status		Status	RATING
					none

Competency #2 : (From Part B)			Objective :		
PHASE I : PERFORMANCE PLANNING October		**PHASE II : MID-YEAR PROGRESS REVIEW March**		**PHASE III : FINAL ASSESSMENT September**	
Development Action Steps	WEIGHT	Status		Status	RATING
					none

Competency #3 : (From Part B)			Objective :		
PHASE I : PERFORMANCE PLANNING October		**PHASE II : MID-YEAR PROGRESS REVIEW March**		**PHASE III : FINAL ASSESSMENT September**	
Development Action Steps	WEIGHT	Status		Status	RATING
					none
Summary of Weighting	%			Final Assessment Employee Development Plan Summary Rating	0

CAREER INTERESTS (Optional):

Supervisor's Comments:	**Employee's Comments:**

WAYNE LEADS

Linked Employee Assessment & Development System

Employee Planning, Assessment & Development Form

IDENTIFICATION			
Employee:		Performance Period	

PART D - SUMMARY

SUPERVISOR'S SUMMARY OF PERFORMANCE

Briefly describe the employee's overall performance as compared to agreed upon objectives and development plan.

FINAL ASSESSMENT RATING This is a calculated rating. For you to use a *New and/or Developing Rating* you need to override the Calculated Rating by clicking in the box and typing over the letters.	
Objectives Exceeded = OE	0
Objectives Met = OM	
Objectives Not Met = ONM	
New and/or Developing = N/D	

EMPLOYEE'S COMMENTS

The employee may use this section to comment on his/her performance.

Employee signature does not imply agreement or disagreement, only the acknowledgement that the discussion has occurred.
If the employee has a strong disagreement with this Assessment, he/she may make comments in the section entitled Employee Comments.

Employee　　Date　　Supervisor　　Date

2nd Level Reviewer　　Date

WAYNE LEADS

Linked Employee Assessment & Development System

Wayne LEADS is Wayne State University's performance management system for non-represented employees. Its purpose is to engage employees in the process of optimizing WSU operations by aligning employee contributions with the aims of the university. The system will focus on achieving measurable results, providing objective performance assessments and establishing a foundation for ongoing, constructive communication between the employee and supervisor.

Wayne LEADS consists of three elements:

Performance Planning
Status Updates
Final Assessment

. ne Employee Planning, Assessment & Development Form consists of three Parts

Part A: Performance Objective Plan & Assessment
Part B: Competency Assessment
Part C: Summary

Each part does not need to be completed for each element. Below is an at-a-glance summary of WHAT needs to be completed WHEN:

Element	Part A *Performance Objective Plan & Assessment*	Part B *Behavioral Competency Assessment*	Part C *Summary*
Performance Planning (October, New hire, Transition planning)	X		
Status Updates (Ongoing)	X		
Final Assessment 'September)	X	X	X

WAYNE LEADS

Linked Employee Assessment & Development System

Employee Planning Assessment & Development Form

IDENTIFICATION

Employee:		Banner ID:	
S/C/D:		Department:	
Classification:		Supervisor:	
Performance Period :		Second Level Reviewer:	

(Provisional (Probationary (Regular

PART A – PERFORMANCE OBJECTIVE PLAN & ASSESSMENT

Write four to six performance objectives, which can either be "operational" objectives (based on routine activities from employee's task and duties) or "project" objectives (based on employee's projects). You can have both "operational" and "project" objectives. Keep in mind that this list should not be considered a complete description of all employee's duties and responsibilities.

FINAL ASSESSMENT RATINGS	
Objectives Exceeded	OE
Objectives Met	OM
Objectives Not Met	ONM
New and/or Developing	N/D

Performance Objectives October	Status Updates Ongoing	Final Assessment / Rating September	
			none
			none
			none
			none
			none
			none

WAYNE LEADS

Linked Employee Assessment & Development System

Employee Planning, Assessment & Development Form

IDENTIFICATION			
Employee:		Performance Period:	

(Provisional (Probationary (Regular

PART B - BEHAVIORAL COMPETENCY ASSESSMENT

Final Assessment: *Supervisor: Please select the appropriate level of skill (Excels, Meets Requirements, Some Attention Needed) of each competency you observed. Employee: Please select the appropriate level of skill (Excels, Meets Requirements, Some Attention Needed) of each competency you believe you displayed.*

Competency *Click the competency to access its definition*	**Final Assessment**	
	Employee	Supervisor
Analytical & Problem Solving Skills	None	None
Communication	None	None
Creativity & Innovation	None	None
Customer Focus	None	None
Dealing with Change	None	None
Initiative Taking	None	None
Job / Functional Skills	None	None
Personal Credibility	None	None
Teamwork	None	None
Time Management	None	None
Additional Competencies for Supervisor/Managerial Employees		
Accountability/Managerial Courage	None	None
Business Acumen	None	None
Developing Direct Reports	None	None
Strategic Agility	None	None
Timely Decision Making	None	None

Supervisor and Employee: Please discuss any gaps as well as areas of agreement and check the appropriate box below to acknowledge the competencies were discussed.

Employee	Supervisor
☐ I Discussed the Competencies with My Supervisor	☐ I Discussed the Competencies with My Employee

WAYNE LEADS

Linked Employee Assessment & Development System

Employee Planning, Assessment & Development Form

IDENTIFICATION

Employee:

Performance Period:

◯ Provisional ◯ Probationary ◯ Regular

PART C - SUMMARY (Final Assessment)

OTHER EMPLOYEE CONTRIBUTIONS

SUPERVISOR'S SUMMARY OF PERFORMANCE

Briefly describe the employee's overall performance regarding competencies and regarding performance as compared to agreed upon objectives .

Final Assessment Rating

(Supervisor: Please take into consideration Performance Objectives Ratings and Competency Ratings)

Objectives Exceeded = OE	none
Objectives Met = OM	
Objectives Not Met = ONM	
New and/or Developing = N/D	

EMPLOYEE'S COMMENTS

The employee may use this section to comment on his/her performance.

Employee signature does not imply agreement or disagreement, only the acknowledgement that the discussion of all parts has occurred.
If the employee has a strong disagreement with this Assessment, he/she may make comments in the section entitled Employee Comments.

Employee ______ Date ______ Supervisor ______ Date ______

WAYNE STATE UNIVERSITY

Performance Planning and Development

Annual Review Form

Use the tab key to move the cursor to gray areas and tables will automatically expand as information is entered. To access this form electronically, go to: http://www.hr.wayne.edu/appraisals/.

Employee Name | Banner ID # | Classification

School/College/Division | Department

ACCOMPLISHMENTS OF POSITION DUTIES, TASKS, AND RESPONSIBILITIES

LIST DUTIES AND RESPONSIBILITIES IN ORDER OF PRIORITY. DOCUMENT EVALUATIONS BY PROVIDING COMMENTS ON PERFORMANCE WHICH BRIEFLY DESCRIBE THE ACCOMPLISHMENTS AND JUSTIFY THE LEVEL OF EVALUATION.

MAJOR DUTIES AND RESPONSIBILITIES (To be completed by employee) This list should not be considered a complete description of all employee's duties and responsibilities.	LEVEL OF PERFORMANCE (To be completed by supervisor) Indicate one of these ratings for each duty and responsibility: U LS FS E O (defined on last page)	COMMENTS ON PERFORMANCE (To be completed by supervisor) Should consist of a statement indicating results achieved; also may consist of comments indicating the employee's proficiency with job related skills

OTHER CONTRIBUTIONS List contributions made by the employee or assets possessed by the employee in addition to those described above.

4128A (05/04)

WAYNE STATE UNIVERSITY

Performance Planning and Development

Annual Review Form

Some of the following factors may not apply to all positions. When that is the case, check N/A. **If N/A is not provided, the factor MUST be evaluated.** For each defined element of job performance, place a mark within the appropriate appraisal rating box. The appraisal of each element of job performance should be followed by comments explaining the rating and recommending specific areas of improvement or development if necessary.

JOB/ORGANIZATIONAL KNOWLEDGE: Application of appropriate technical and procedural knowledge; understanding of facts and information related to or assignments, including department and University policies; degree of technical competence and demonstration of appropriate level of knowledge in specific field or discipline.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Insufficient for most tasks	Unable to handle some job tasks	Satisfactory knowledge of job functions	Handles new tasks with ease.	Able to adapt knowledge to complex problems

Supervisor's comments:

PLANNING AND ORGANIZING: Setting objectives; establishing priorities; developing plans; arranging work schedules; meeting deadlines; anticipating problems; adapting to changes and using resources effectively; plan long and short range objectives; define goals and procedures; delegate work; follow-up to ensure work is completed.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Insufficient for most tasks	Can plan routine tasks only	Plans/prioritizes full range of required tasks	Plans/prioritizes with an emphasis on flexibility	Planning shows anticipation of potential problems

Supervisor's comments:

PROBLEM ANALYSIS AND DECISION MAKING (Analytical abilities and judgment): Understanding factors and developing sound, practical and workable solutions; recognizing when a decision is necessary; asking for input; making decisions and providing information and feedback in a timely manner; accepting responsibility; facilitate problem resolution; willingness to make necessary and immediate decisions given incomplete information.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Insufficient for most tasks	Decisions reflect basic analytical skills only	Decisions reflect full understanding of unit needs	Recognizes need for and performs additional investigation to solve problems	Decisions show in-depth analysis and understanding

Supervisor's comments:

HUMAN RELATIONS: Interacts effectively and maintains positive relationships with peers, subordinates, and customers; builds teamwork; motivates and inspires others; cooperates with persons outside of the department; willingly accepts instructions and assignments; assists others to accomplish work group objectives; develops confidence; uses positive reinforcement; treats people with respect.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Consistently rude to others. Frequent complaints from customers, co-workers, external clients, etc.	Fails to respond to needs of customers, employees, external clients, etc. An uncooperative working partner or team member. Makes little or no effort to provide good service	Provides prompt and effective service to customers and/or employees, external clients, etc. Cooperative, polite, and congenial at all times	Frequently goes beyond performance standards to provide service and maintain relationships	Consistently exceeds requirements to anticipate the needs of customers and/or employees. Works harmoniously with others and is an example to all

Supervisor's comments:

COMMUNICATION SKILLS: Display of oral and/or written communication skills required by job; ability to listen and understand information; present information in a clear and concise manner.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Information and ideas are consistently poorly organized and difficult to follow. Poor communication has created serious misunderstandings	Oral and written communications are frequently unclear and disorganized and/or contain grammatical and structural errors. May fail to communicate information on a timely basis	Can summarize data and/or ideas into understandable thoughts in oral and written form to meet position requirements. Actively listens when communicating with others. Usually uses appropriate sentence structure, grammar, spelling, and punctuation. Writes effective complete documentation	Communications are effective, well organized, clear, and concise. Orally presents information in an articulate and convincing manner. Grammar, spelling, punctuation, and vocabulary are consistently correct.	Communications are exceptionally effective, timely, well organized, articulate, concise, and appropriate. Meetings and/or presentations are well organized, professionally executed, and highly effective

WAYNE STATE UNIVERSITY

Performance Planning and Development

Annual Review Form

Supervisor's comments:

QUALITY OF WORK: Accuracy, thoroughness, and efficiency of work regardless of volume; ability to meet standards of quality.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐ Insufficient for most tasks	☐ Performs only minimally acceptable work	☐ Assignments are complete and thorough	☐ Work shows high quality and expertise	☐ Consistently thorough and documented beyond what is required

Supervisor's comments:

PRODUCTIVITY/ACCOMPLISHMENT: Accuracy, thoroughness, and general effectiveness of regularly produced work; may include speed and consistency of output and volume of acceptable work.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐ Insufficient for most situations	☐ Does less than is expected; work is not thorough or well thought out	☐ Work is complete; work is regularly produced at an acceptable level	☐ Consistently produces work which more than meets normal job requirements	☐ Generates thorough and well documented work; work far exceeds established requirements

Supervisor's comments:

DEPENDABILITY: Attendance (disregarding FMLA protected absence) and punctuality; reliability; meets established schedules and deadlines, including assigned work hours; demonstrates commitment to department and University goals; attends to detail; follows-up on progress of work; follows instructions and appropriate procedures; fulfills responsibilities; maintains confidentiality as appropriate.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐ Insufficient for most tasks	☐ Sometimes unreliable; does not respond in a timely manner to requests; requires more than normal supervision	☐ Reliable; responds quickly to requests; fulfills responsibility; needs only expected levels of supervision	☐ Very reliable; typically makes sound decisions; very resourceful; acts independently; requires little supervision	☐ Extremely reliable; consistently makes sound decisions; makes creative contributions; justifies utmost confidence; works independently

Supervisor's comments:

PROFESSIONAL DEVELOPMENT: Learns appropriate new work-related skills and procedures; works to develop professionally, growing in professional skills and knowledge.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐ Does not develop professionally	☐ Works toward professional development to some degree	☐ Works to develop professionally; continues to learn and grow	☐ Works to develop professionally to a considerable degree; typically seeks out new opportunities to learn appropriate new work-related skills and procedures	☐ Works to develop professionally to a very high degree; continually challenging self to advance professional skills and knowledge; researches new learning sources and tools

Supervisor's comments:

☐ N/A SUPERVISION AND DEVELOPMENT OF EMPLOYEES: Trains, guides, and assists employees; appraises and reviews performance of supervised employees in a timely, fair, and appropriate manner; motivates employees to perform effectively; recognizes and encourages employee development; maintains appropriate standards of performance; resolves personnel-related problems and issues in a timely and effective manner.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐ Fails to counsel and praise staff relative to performance; fails to follow-up and correct staff errors	☐ Involved with staff only when necessary; may fail to follow-up and document employee performance; provides sporadic and ineffective training and counseling of staff	☐ Actions show interest in subordinates; ensures training and appropriate cross training of staff; follows-up and document employee performance; provides praise and critical feedback; schedules assignments according to staff abilities and time constraints	☐ Motivates staff; develops specific procedures and formalized training methods including regular follow-up training; has developed performance standards; provides timely coaching and counseling with supportive documentation; adjusts staff schedules when needs and priorities change to effectively utilize resources	☐ Successful with staff development and team building; develops the skills of all staff on a timely basis; effective coaching and counseling has led to performance improvements; provides effective, innovative training methods; consistently redistributes work and keeps staff functioning smoothly at peak performance levels

Supervisor's comments:

Performance Planning and Development

Annual Review Form

☐N/A **FISCAL MANAGEMENT**: Prepare and/or maintain and operate within budget by controlling costs and keeping within prescribed limits; budgeting exhibits planning, flexibility, and responsibility given budgetary constraints. Record, analyze, monitor, develop, correct, and/or approve transactions, budgets and proposals in compliance with established policy and procedure.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Insufficient for most tasks	Fails to consistently operate within budgetary constraints; record, analyze, monitor, develop, correct, and/or approve transactions, budgets and proposals in compliance with established policy and procedure	Consistently operates within budgetary constraints; records, proposals and transactions are current and in compliance with policy and procedure	Budgets for new projects and basic operation in a cost effective and consistent manner; analysis and evaluation reflect complete understanding and command of the process including the non-routine	Budgeting shows exceptional planning, flexibility, and responsibility; actions are effective, accurate and indicate anticipation of future trends and difficulties

Supervisor's comments:

☐N/A **INITIATIVE AND CREATIVITY**: Resourceful to deviate from the routine; self-starter; develops and implements new methods, procedures, solutions, concepts, designs and/or applications of existing designs or procedures; accepts additional challenges and willingly assists others; self-reliant; demonstrates imagination, originality, and self-motivation; makes innovative and/or productive contributions; responds to changing requirements and meeting changing technical business needs; flexibility and adaptability.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Insufficient for most tasks and situations	Needs detailed instructions to handle tasks; makes some effort to change if directed	Assists in generating new approaches; responds well to change	Self-starter in developing new ideas; resourceful in improving work methods	Ideas display innovation, resourcefulness and imagination in improving work methods

Supervisor's comments:

☐N/A **AFFIRMATIVE ACTION AND EEO COMPLIANCE**: Meets affirmative action responsibilities by monitoring unit employment practices to support the University efforts in meeting its diversity goals and ensure compliance with the law and University policy; supports, enforces and adheres to the University's policies for non-discrimination and a harassment free workplace.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Consistently fails to meet responsibilities; repeated non-compliance with University policy	Unable to fully meet responsibilities; requires frequent assistance and direction in meeting goals and observing University policy	Meets responsibilities; participates in goals setting; willingly and consistently in compliance with University policy	Actively organizes, plans and develops goals; knows and correctly applies University policy; consistently seeks additional information and knowledge	Takes initiative in setting and meeting goals; develops new approaches, and generates new ideas in meeting goals and observing University policy; consistently recognizes and responds to situations that affect goal attainment

Supervisor's comments:

WAYNE STATE UNIVERSITY

Performance Planning and Development

Annual Review Form

OVERALL PERFORMANCE RATING

Evaluate the employee's overall level of performance in the accomplishment of major duties and responsibilities, other contributions, quality of service, and other job related performance factors. **An overall performance rating of Unsatisfactory or Outstanding MUST be supported with a written attached justification.**

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Employee has had a reasonable period of time (initiated by a documented evaluation of Less than Satisfactory) to improve performance. Employee continues to fail to accomplish assigned position duties and/or continues to use job-related skills in an inadequate manner. Upon consultation with appropriate Human Resources or labor Relations representative, the employee will either be demoted or terminated.	Overall performance indicates the employee fails to accomplish assigned position duties and/or uses job-related skills in an inadequate manner; requires an inordinate amount of direct supervision in order to produce work of acceptable quality and quantity. The employee may possess the talent to earn a higher rating if special training and coaching is given or if the employee is transferred to another more suitable position	Overall performance is characterized by acceptable quality and quantity of work in accomplishment of position duties; uses job related skills in an acceptable manner; requires a degree of supervision that is typical for the position	Overall performance is characterized by high quality and quantity of work in the accomplishment of position duties; uses job-related skills in more than acceptable manner; requires a degree of supervision that is somewhat less than typical for the position.	Overall performance is characterized by exceptionally high quality and quantity of work in accomplishment of position duties; assumes responsibilities which are beyond the position requirements; uses job-related skills in an exceptional manner; requires substantially less supervision than typical for the position.

Supervisor's comments:

WAYNE STATE UNIVERSITY

Performance Planning and Development

Annual Review Form

Employee Development Plan Form

Employee Development Plan: Identify and schedule appropriate classes and/or professional associations, conferences, on the job training, work experience and other developmental resources.

Professional and Personal Development (Complete at Beginning of Performance Year)	Actual Progress (Complete Throughout Performance Year)

Employee Signature: ______________________________ Date: ______________
(Copy given to employee)

Supervisor Signature: ______________________________ Date: ______________
(Copy given to supervisor)

WAYNE STATE UNIVERSITY

Performance Planning and Development

Annual Review Form

SIGNATURES:

Completed by Immediate Supervisor — Date

1st Level Reviewer — Date

Employee comments (optional – may include discussion of professional development plans and objectives):

Employee's Signature — Date

Your signature does not necessarily mean that you agree with this review; it is only to acknowledge that your supervisor has met and reviewed it with you.

☐ I WISH TO REVIEW MY OVERALL RATING FURTHER

Check box if employee significantly disagrees (feels there is a one level or greater rating discrepancy) with the overall rating. If box is checked, employee must complete comments section and include additional supporting documentation. The review materials will be forwarded to the 1st Level Reviewer for rating consideration. 1st Level Reviewer may take actions to arrange to resolve rating discrepancy and respond back to employee.

Employee Signature — Date

1st Level Reviewer should check the appropriate box and sign to acknowledge that the performance appraisal document was received for further rating consideration. Reviewed document is to be returned to employee and immediate supervisor.

☐ **Reviewed and Re-affirmed**

☐ **Further Action Necessary**

1st Level Reviewer Signature — Date

Forms for Non-Represented Employees

- Results of the User Action Group was the original Wayne LEADS for all Non-Represented Employees*, including Research Assistants and Academic Administrators

  See Form (but it has since been updated)
  New Form (Now it is in WaynePM except for the Probationary form which is this form currently)

*Executives s were originally on a narrative form as well...and some never changed to Wayne LEADS but should have

- Academic Administrators formed a Presidential Task Force as they did not want to use the new system. The Task Force came up with Narrative Form currently in use

  See Form (current form - not in WaynePM)

- Research Assistants were originally on a narrative form as well...and some never changed to Wayne LEADS as 75% of Research Assistants are in the School of Medicine and Wayne LEADS was never officially accepted at School of Medicine

  See Form (some use this and some use LEADS so some may actually be using WaynePM - working on this currently)

Participant Notes:

Non-Represented Time Lines

- Non-Academic, Non-Reps (including Executives) and Research Assistants Performance Period:

  10/1 – 9/30 due the first week in November -- Planning occurs in October

  - Athletics has a different time line. Their Performance Period:

    7/1 – 6/30 Due June 30^{th}, Planning occurs in July

- Academic Administrators Performance Period:

  8/1 – 7/31 due the second week in August

7/29/2013 Slide 14 WAYNE STATE

Participant Notes:

Forms for Represented, Non-Academic Employees

- P&A and Staff Association (form has been virtually the same since 1990 except for the addition of the development plan and the use of a discrete rating scale as opposed to one long continuous line)

  See Form (Now it is in WaynePM)

Performance Period is 5/1 – 4/30 Due in July, Planning July

- SEIU Local 517M (Custodial Supervisors, Landscape Supervisors, General Supervisors) Same form as P&A and Staff Association Different Timeline

  Performance Period is 2/1 – 1/31, Due February 28, Planning in January

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Participant Notes:

All other types of employees

- Below groups have some sort of evaluation process, but you will not receive them...they stay at the department level: (see matrix)
  - Academic Staff
  - Faculty
  - GEOC
  - Part-Time Faculty
  - WSU Police
- Below groups have no evaluation process: (see matrix)
  - Operating Engineers
  - AFSCME
  - HERE (both contracts)
  - Building Trades

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Participant Notes:

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HUMAN RESOURCES

Non-Represented, Non-Academic Employee Planning & Assessment Form

Planning

7/29/2013 Slide 17

Participant Notes:

S.M.A.R.T. Objectives

S.M.A.R.T.

- **S**
- **M** w/**M**
- **A**
- **R**
- **T**

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Participant Notes:

S.M.A.R.T. Objectives

Sample Objective submitted on a form....

PERFORMANCE PLANNING
October

Objective

Title: *Research, draft and implement a departmental orientation program for all new employees by September 30, 2013.*
Detail: *The final program outline will be done by June 1st.*

- *Include all key stakeholders in review process*
- *Include mission, vision, and strategic priorities*
- *Include key policies*
- *Ensure information is up-to-date (within a week of dated information) and 95% error free*

Is it S.M.A.R.T.?

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Participant Notes:

S.M.A.R.T. Objectives

Another sample Objective submitted on the form…

PERFORMANCE PLANNING October
Objective
Title: *Research, draft and implement a departmental orientation program for all new employees by September 30, 2013.* ***Detail:*** *The final program outline will be done by June 1st.* • *Include all key stakeholders in review process* • *Include mission, vision, and strategic priorities* • *Include key policies* • *Ensure information is up-to-date (within a week of dated information) and 95% error free*
Title: *Track departmental budget*

Is it S.M.A.R.T.?

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Participant Notes:

S.M.A.R.T. Objectives

The second objective needed to be revised…

PERFORMANCE PLANNING October
Objective
Research, draft and implement a departmental orientation program for all new employees by September 30, 2010. The final program outline will be done by June 1st. · *Include all key stakeholders in review process* · *Include mission, vision, and strategic priorities* · *Include key policies* · *Ensure information is up-to-date (within a week of dated information) and 95% error free*
Title: *Track the departmental budget to ensure that the department stays within its budget constraints for the entire Fiscal Year* ***Detail:*** • *Reconcile budget expenses against FMS reports on a monthly basis to ensure that all charges to department account are correct* • *Resolve any incorrect charges within 30 days of finding incorrect charges* • *Maintain spreadsheet of all monthly expenses so that year-end budget projections can be made to ensure department stays within budget*

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Participant Notes:

PERFORMANCE PLANNING
October

Objective
Research, draft and implement a departmental orientation program for all new employees by September 30, 2010.The final program outline will be done by June 1st. • *Include all key stakeholders in review process* • *Include mission, vision, and strategic priorities* • *Include key policies* • *Ensure information is up-to-date (within a week of dated information) and 95% error free*
Track the departmental budget to ensure that the department stays within its budget constraints for the entire FiscalYear: • *Reconcile budget expenses against FMS reports on a monthly basis to ensure that all charges to department account are correct* • *Resolve any incorrect charges within 30 days of finding incorrect charges* • *Maintain spreadsheet of all monthly expenses so that year-end budget projections can be made to ensure department stays within budget*
Create a new database to track student retention from term to term that will interface with the data from the Student Cognos Reports.
Supervise office staff on a daily basis to ensure work is completed accurately and on time and that the staff is customer-focused.

The employee should submit four to six objectives…

Participant Notes:

Question....

True or False? Once the objectives are set, they cannot be changed?

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Participant Notes:

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HUMAN RESOURCES

Non-Represented, Non-Academic Employee Planning & Assessment Form

Competency Assessment

7/29/2013 Slide 24

Participant Notes:

Competency *Click the competency to access its definition*	**Final Assessment**	
	Employee	Supervisor
Analytical & Problem Solving Skills	None	None
Communication	None	None
Creativity & Innovation	None	None
Customer Focus	None	None
Dealing with Change	None	None
Initiative Taking	None	None
Job / Functional Skills	None	None
Personal Credibility	None	None
Teamwork	None	None
Time Management	None	None
Additional Competencies for Supervisor/Managerial Employees		
Accountability/Managerial Courage	None	None
Business Acumen	None	None
Developing Direct Reports	None	None
Strategic Agility	None	None
Timely Decision Making	None	None

Supervisor and Employee: Please discuss any gaps as well as areas of agreement and check the appropriate box below to acknowledge the competencies were discussed.

Employee	Supervisor
☐ I Discussed the Competencies with My Supervisor	☐ I Discussed the Competencies with My Employee

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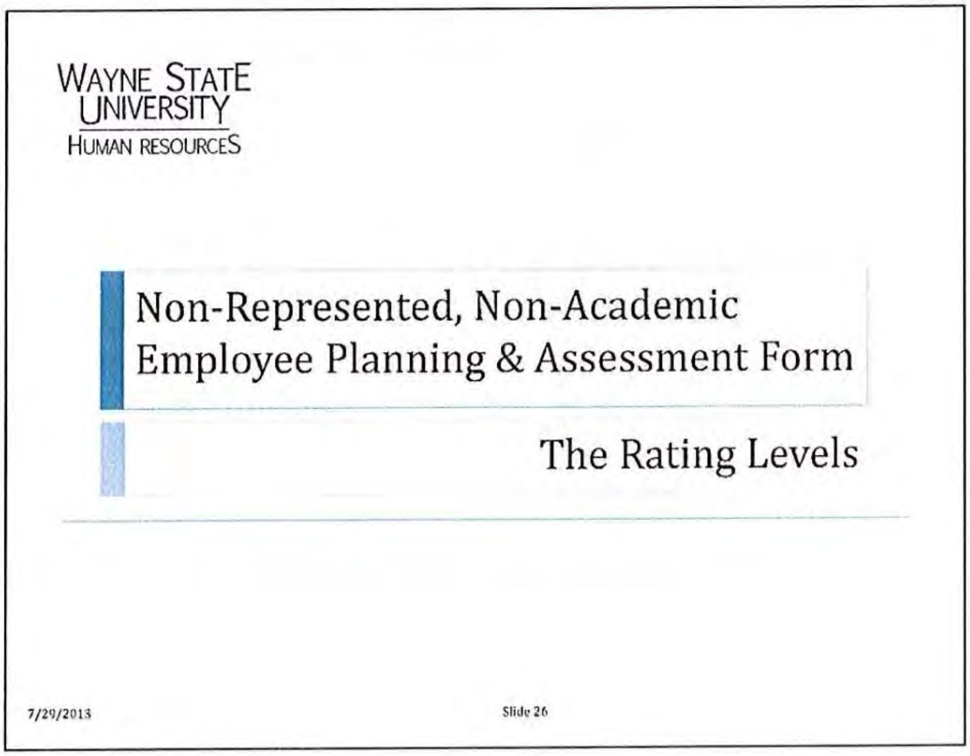
Slide 25

Participant Notes:



Participant Notes:

Three Rating Levels

- The three ratings are:
  - Objectives Exceeded
  - Objectives Met
  - Objectives Not Met

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WAYNE STATE

Participant Notes:

Ratings Defined

Rating Term	Rating	Rating Definition
Objectives Exceeded	OE	Performance continuously above job requirements -- Exceptional achievement demonstrated in the key areas of responsibility
Objectives Met	OM	Performance met job requirements in the key areas of responsibility -- Major objectives achieved
Objectives Not Met	ONM	Performance consistently did not meet the majority of targeted expectations and key position responsibilities -- Improvement required

100%

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Participant Notes:

WaynePM

- Rollout is without the Planning in the WaynePM
- Final Assessment will be completed in WaynePM
- View WaynePM

WaynePM Performance Management

7/29/2013 Slide 29 WAYNE STATE

Participant Notes:

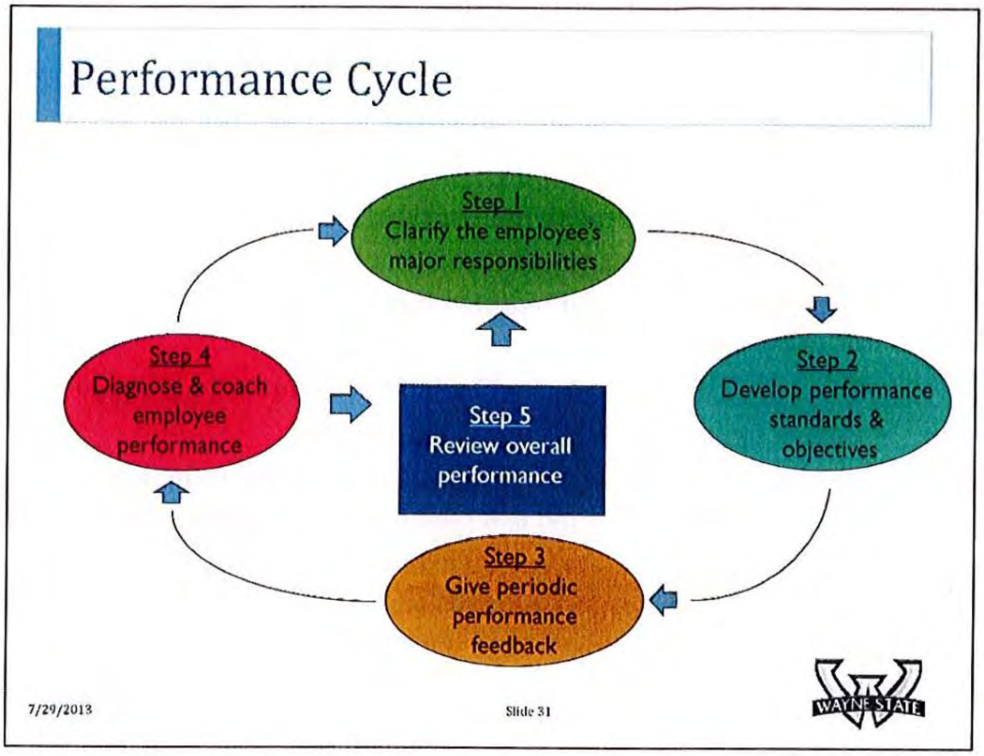
WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Represented, Non-Academic Annual Review Form

Planning

7/29/2013 Slide 30

Participant Notes:



Participant Notes:

Job Duties, Tasks, Responsibilities/Goals

- In the past, employee submitted for the Annual Review at the same time it was due even though cycle including planning
- Many took the items straight from Job Descriptions
- Should not include all job duties, just the highest priority/impact
- Generally P&A employees will often have more goal oriented
- Agreed upon by supervisor and employee
- New idea to complete at the beginning of the performance year instead of at the end even though cycle implied planning
- Working to coach them towards SMART but have not reinforced it, yet, as just wanted them to be able to do the same in the new automated system as they did before

7/29/2013 Slide 32 WAYNE STATE

Participant Notes:

Development Plan

Coach supervisors...that it is not just about attending seminars, but it can include

- Accelerate courses
- Journals
- Books
- Professional Organizations
- Shadowing other employees
- WSU credit classes
- Other?

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Participant Notes:

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HUMAN RESOURCES

Represented, Non-Academic Annual Review Form

Ratings

7/29/2013 Slide 34

Participant Notes:

Ratings Defined

Unsatisfactory

- Employee has had a reasonable period of time (initiated by a documented evaluation of Less than Satisfactory) to improve performance
- Employee continues to fail to accomplish assigned position duties and/or continues to use job-related skills in an inadequate manner
- Upon consultation with appropriate Labor Relations representative, the employee will either be demoted or terminated

Justification Required

7/29/2013 Slide 35

WAYNE STATE

Participant Notes:

Ratings Defined

Less Than Satisfactory

- Overall performance indicates the employee fails to accomplish assigned position duties and/or uses job-related skills in an inadequate manner
- Requires an inordinate amount of direct supervision in order to produce work of acceptable quality and quantity
- The employee may possess the talent to earn a higher rating if special training and coaching is given or if the employee is transferred to another more suitable position

7/29/2013 Slide 36

Participant Notes:

Use annual Plan; review to set Bar then for Rep

Each shot use

Performance Expectations memo

vs. PIP

Non Reps - reprimandable

Reps - No Reprimand

Ratings Defined

Fully Satisfactory

- Overall performance is characterized by acceptable quality and quantity of work in accomplishment of position duties
- Uses job related skills in an acceptable manner
- Requires a degree of supervision that is typical for the position

7/29/2013 Slide 37

Participant Notes:

PIP example of Expressing desired outcome

after 30 days will see this

after 60 ... –

after 90 ... –

Ratings Defined

Excellent

- Overall performance is characterized by high quality and quantity of work in the accomplishment of position duties
- Uses job-related skills in more than acceptable manner
- Requires a degree of supervision that is somewhat less than typical for the position

7/29/2013 Slide 38

Participant Notes:

Ratings Defined

Outstanding

- Overall performance is characterized by exceptionally high quality and quantity of work in accomplishment of position duties
- Assumes responsibilities which are beyond the position requirements
- Uses job-related skills in an exceptional manner
- Requires substantially less supervision than typical for the position

Justification Required

7/29/2013 Slide 39

Participant Notes:

Competencies/Performance Factors

- Job/Organizational Knowledge
- Planning & Organizing
- Problem Analysis & Decision Making
- Human Relations
- Communication Skills
- Quality of Work
- Productivity/Accomplishment
- Dependability
- Professional Development
- Supervision & Development of Employees
- Fiscal Management
- Initiative & Creativity
- Affirmative Action & EEO Compliance

WAYNE STATE

Participant Notes:

WaynePM

- Rollout is with the Planning currently occurring in the WaynePM
- Annual Review will be completed in WaynePM 2014
- View WaynePM

WaynePM
Performance Management

7/29/2013 Slide 41

Participant Notes:

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HUMAN RESOURCES

Rating Errors to Avoid

General

7/29/2013 Slide 42

Participant Notes:

Rating Errors to Avoid

- Attractiveness Effect
- Attribution Bias
- Central Tendency
- First Impression
- Halo/Horn Effect
- High Potential Error
- Negative & Positive Skew
- Past Performance Error
- Recency Effect
- Similar-to-Me Effect
- Stereotyping

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Participant Notes:

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Coach Supervisors in Making Comments

General

7/29/2013 Slide 44

Participant Notes:

Comments

Focus on…

- Behavior not personality
- Facts not emotional statements
- Facts not opinions
- Descriptive not interpretative statements
- Specifics (who, what, where, when, how) not generalities
- Relevant
- Focused on the individual

7/29/2013 Slide 45

WAYNE STATE

Participant Notes:

Comments

Avoid

- Legal Labels (Sexual Harassment, Racial Harassment)
- "Proxy Adjectives" (Descriptions that could be interpreted as bias)
- Absolutes (Always, Never)
- Too Many Hedges (It appears, It would seem)

7/29/2013 Slide 46

Participant Notes:

Comments

Avoid personal comments	Use descriptive, objective comments
You're always late	Last month, you were 10 or more minutes late on 8 different occasions
You have a poor attitude/you are not motivated	Speak to behaviors that represent poor attitude
Everything you turn in is behind schedule	Over the past quarter, both of your projects were submitted past their deadline, by an average of 5 days
Nobody likes working with you because you're mean	You have been in several conflicts with co-workers recently -- arguments over a missing stapler and someone accidentally knocking over your soft drink
You have no sense of business fashion/Your clothes are never appropriate	As you're aware, we have a business attire dress code. On the 14th and 20th of last month, you wore jeans and a t-shirt. That is not in compliance with the dress code

Participant Notes:

Comments Exercise

Is this a good statement? Why, Why Not?

Participant Notes:

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Represented, Non-Academic Annual Review Form

Example Exercise

7/29/2013 Slide 49

Participant Notes:

Question #1

Job Duty: Primary administrator for department Web page. Manage user accounts, recommend enhancement to department's service.

Performance Factor: Productivity/Accomplishment

Comment: Work is completed at an **acceptable** level and shows **conscientiousness**, but completions **sometimes** exceeds deadlines. Perfectionism hampers ability to get a higher rating...speed of deployment matters, too.

Suggested Rating?

Fully Satisfactory

Participant Notes:

Question #2

Job Duty: Prepare daily documentation in preparation for transferring information to next shift as well as manage notifications of problems and exceptions

Performance Factor: Human Relations

Comment: There continues to be conflict between you and another staff person. You are not handling disagreements professionally, **e.g.**, listening to other's points of views, not raising your voice, looking to come to a resolutions and not just pushing your point.

Suggested Rating?

Less than Satisfactory

Participant Notes:

Question #3

Job Duty: Prepare project plans, manage schedules and deadlines and coordinate related project activities and resources

Performance Factor: Planning and Organizing

Comment: He takes ownership and has demonstrated that he can **successfully** lead teams through the design, implementation and maintenance of major projects, e.g. performance planning & development project, lab upgrades. **Very timely** and diligent in setting objectives, defining goals and procedures and developing project plans. I have received acknowledgements from peer and customers regarding his **excellent performance** and **expertise** in organizing and delivering solutions to problems

Suggested Rating?

Excellent

Participant Notes:

Exercise

- Pair up with a partner
- Pick one item in your job description/tasks/duties and write a rating and comment that would reflect an Excellent Rating for an imaginary employee
- Pick a performance factor/competency and write a rating and comment (keeping in mind how it relates to the job description/tasks/duties of the imaginary employee) that reflects a Fully Satisfactory Rating
- Pick a performance factor/competency and write a rating and comment (keeping in mind how it relates to the job description/tasks/duties of the imaginary employee) that reflects a Less than Satisfactory Rating
- Switch your sheet with your partner and critique partner's sheet. Provide feedback to each other based on items discussed in this session.

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Participant Notes:

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Appraisal Meeting

General

7/29/2013 Slide 54

Participant Notes:

Appraisal Meeting General

Nothing should be surprising to
the employee during the meeting

7/29/2013 Slide 55

Participant Notes:

Four Key Elements of the Meeting

- Measurement: Performance against agreed upon targets
- Feedback: Providing information on performance and progress
- Exchange of views: Frank exchange about what has happened over the course of the year
- Agreement*: Jointly come to an understanding

*In case of an impasse, supervisor has final authority

7/29/2013 Slide 56

Participant Notes:

Coach Supervisors to Prepare for Meeting

Supervisors should:

- Plan for the review conversation
- Schedule ample time and a private place for the discussion
- Notify the employee in advance in writing with purpose, how the process will work, employee preparation suggestions, date, time and expected length

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Participant Notes:

The Final Assessment Meeting

- Suggested Structure of Meeting
  - Opening
  - Performance Objectives
  - Development Objectives
  - Closing

7/29/2013 Slide 62

WAYNE STATE

Participant Notes:

Opening Supervisor should…	• Relax employee/establish rapport • Start the discussion on a positive note • Set a tone of collaboration
Performance Objectives Supervisor should…	For each objective: • Review how it relates to employee's primary responsibilities & unit objectives • Seek employee's perception: What went well/Areas to improve • Give time to read the form for that objective • Explain your perception and rating: What went well/Areas to improve • Ask employee about work impediments and process improvement ideas
Development Objectives Supervisor should…	For each objective: • Review why the competency areas was chosen • Seek employee's perception: What went well/Areas to improve • Give time to read the form for that objective • Explain your perception and rating: What went well/Areas to improve Career aspirations • Steps employee has taken • Areas you can help • Set realistic expectations Future development
Closing Supervisor should…	• Seek common understanding/agreement • Obtain employee feedback on what supervisor can do to help • Schedule planning date • End on a positive note

Participant Notes:

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Represented, Non-Academic Annual Review Form

Annual Review Meeting

7/29/2013 Slide 64

Participant Notes:

The Performance Appraisal Meeting

- Suggested Structure of Meeting
  - Opening
  - Duties & Responsibilities
  - Performance Factors
  - Development
  - Closing

Participant Notes:

Opening	• Relax employee/establish rapport • Start the discussion on a positive note • Set a tone of collaboration
Performance Objectives	For each Duty/Responsibility: • Review how it relates to unit objectives • Seek employee's perception: What went well/Areas to improve • Give time to read the form for that Task Duty • Explain your perception and rating: What went well/Areas to improve • Ask employee about work impediments and process improvement ideas • Discuss Other Contributions
Performance Factors / Competencies	For each Performance Factor: • Seek employee's perception: What went well/Areas to improve • Give time to read the form for that performance factor • Explain your perception and rating: What went well/Areas to improve
Development	For each development action: • Seek employee's perception: What went well/Areas to improve Career aspirations: • Steps employee has taken • Areas you can help • Set realistic expectations Future development
Closing	• Seek common understanding/agreement • Obtain employee feedback on what supervisor can do to help • End on a positive note

Participant Notes:

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Provisional/Probationary/Qualifying

Distinctions

7/29/2013 Slide 67

Participant Notes:

Probationary

- When an Staff Association/P&A/Non-represented employee is new to WSU
- New is defined as never having been employed by the University or someone who has been away from University at least two years
- It is the same for P&A, Staff Association, and Non-Represented Employees (see Guidelines)
  - Mid Point at 90 Days (3 Months)
  - Final at Review 180 Days (6 Months)
- A probationary period may apply to other employee groups but there is not necessarily an evaluation associated with the probationary period (see individual contracts)

http://wayne.edu/hr/clientservices/management-services/probationary-provisional-performance.php

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WAYNE STATE

Participant Notes:

Provisional

- Transfers/Laterals/Promotions
- Different between Staff Association, P&A Employees, and Non-Represented Employees
- And for Staff Association, it is different whether it is a promotional or lateral (see Guidelines)
- And it is different whether it is a promotion between Staff Association & P&A (See Guidelines)

http://wayne.edu/hr/clientservices/management-services/probationary-provisional-performance.php

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Participant Notes:

Qualifying

- When Staff Association or P&A Employees bump into a position (occurs during RIF's)
- Varies between the two unions (see Guidelines)
- Extremely important to be completed by deadline

http://wayne.edu/hr/clientservices/management-services/probationary-provisional-performance.php

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Participant Notes:

Participant Notes:

Summary

Now that you have completed this session you should be able to:

- Identify current Wayne State Purpose of Performance Management
- Review some of the history of Performance Management at WSU
- Identify the different processes at WSU and what type of employee is involved in what process
- Determine where your role begins and where your role ends with different employee groups/unions in different processes
- Identify which processes are used in WaynePM
- Distinguish the Different Probationary/Provisional/Qualifying Processes
- Identify Resources and tools to use in handling WSU Performance Management

7/29/2013 Slide 72

Participant Notes:

Probationary, Provisional, and Qualifying Period Performance Review Guide

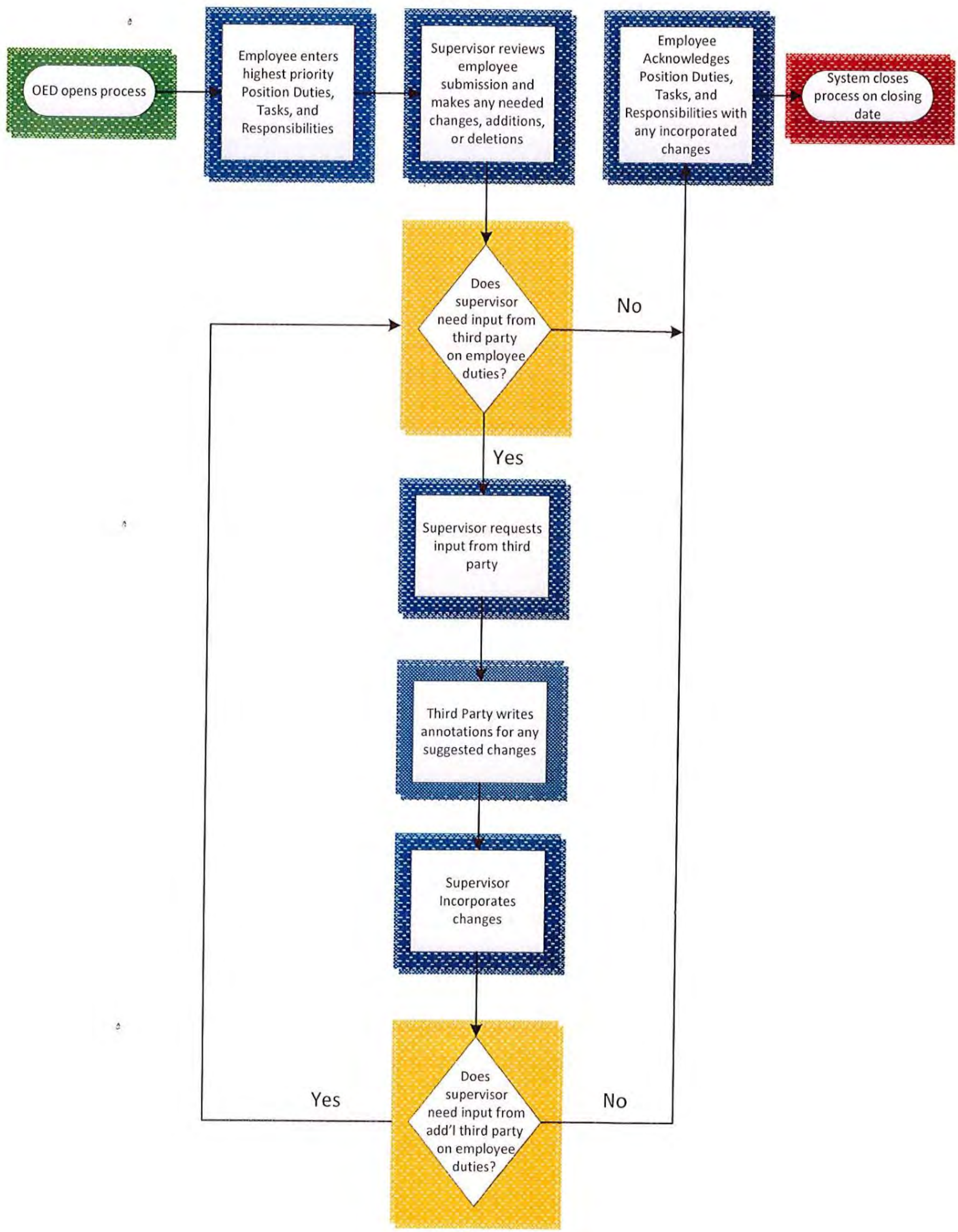
Performance Evaluation Due Date from Employee's Date of Hire/Transfer/Promotion

This document is not meant to replace the Collective Bargaining Agreements. Consult individual contracts or contact your HR Consultant for details. For specific nonacademic union contract interpretation, contact Labor Relations

Bargaining Unit	New Hires (Probationary) May be terminated, for cause, at any time during probation.	Transfers/Lateral (Provisional)	Promotions (Provisional)	Reduction in Force (Qualifying Period)	Promotions Between Staff and P&A (Provisional)
Staff Association	First evaluation usually due after employee works 90 days. Second evaluation due up to, but no later than 180 days	First evaluation due at midpoint (usually 30 calendar days). Second evaluation can be completed anytime between the 31st and 60th calendar day	Evaluation due at midpoint of 225 hours worked (usually approx. 30 days). Second evaluation due prior to the end of 225 hours worked.	First evaluation due at midpoint (usually 30 calendar days). Second evaluation must be completed prior to the expiration of the 60 day qualifying period.	First evaluation due after employee works 90 days. Second evaluation due up to, but no later than 180 days
P&A	First evaluation usually due at midpoint (usually after employee works 90 days). Second evaluation due up to, but no later than 180 days	First evaluation due at 45 calendar days. Second evaluation should be completed on the 90th calendar day or the closest scheduled work day prior to it.	First evaluation due at 45 calendar days. Second evaluation should be completed on the 90th calendar day or the closest scheduled work day prior to it.	First evaluation due at midpoint (usually 45 calendar days). Second evaluation must be completed prior to the expiration of the 90 day qualifying period.	First evaluation due after employee works 90 days. Second evaluation due up to, but no later than 180 days
Non-Represented	First evaluation usually due after employee works 90 days. Second evaluation due up to, but no later than 180 days	First evaluation due at 45 calendar days. Second evaluation due at 90 calendar days	First evaluation due at 45 calendar days. Second evaluation can be completed anytime between the 46th and 90th calendar day	N/A	N/A

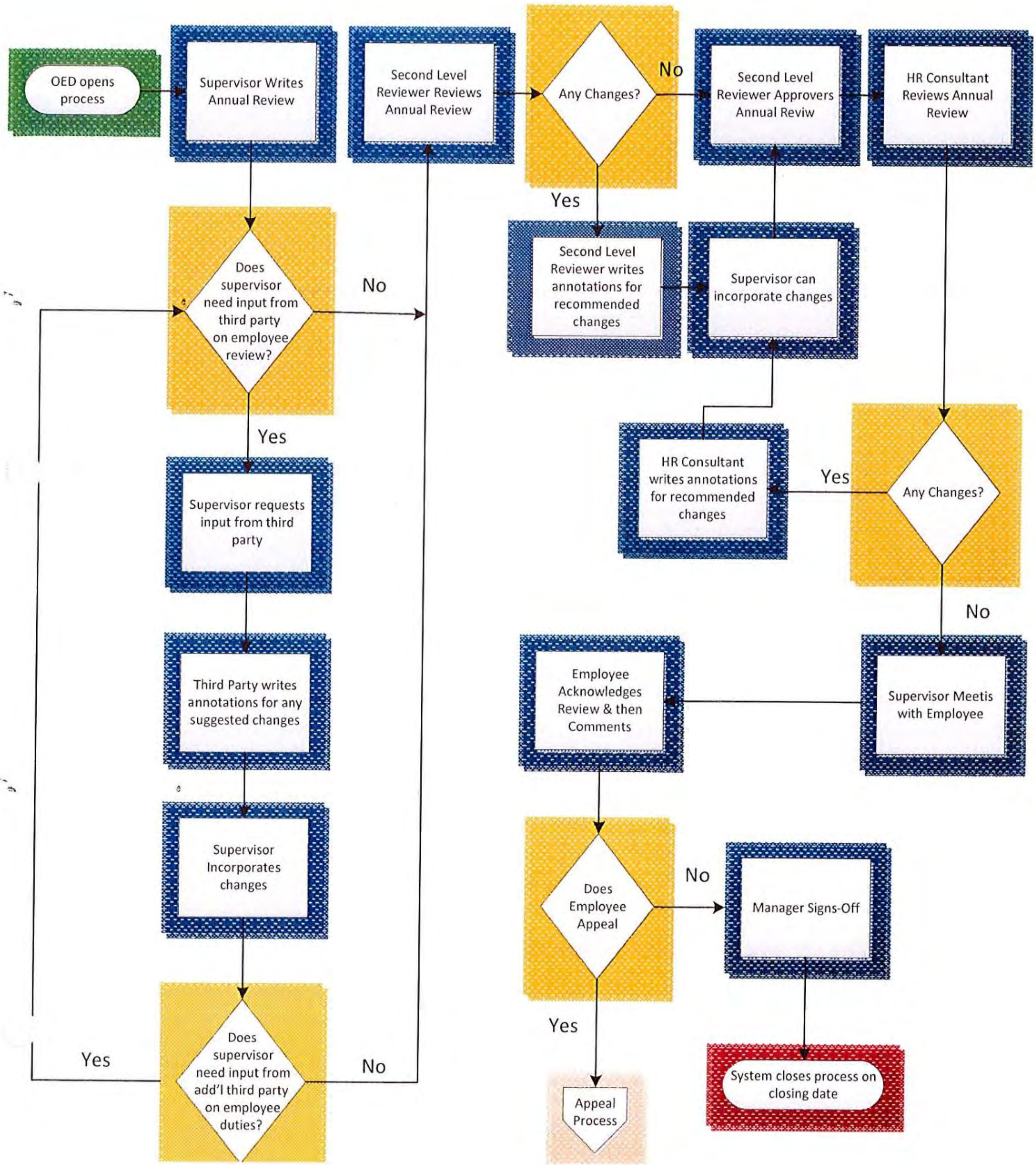
Non-Academic, Represented Performance Management Process (Annual Review Form)

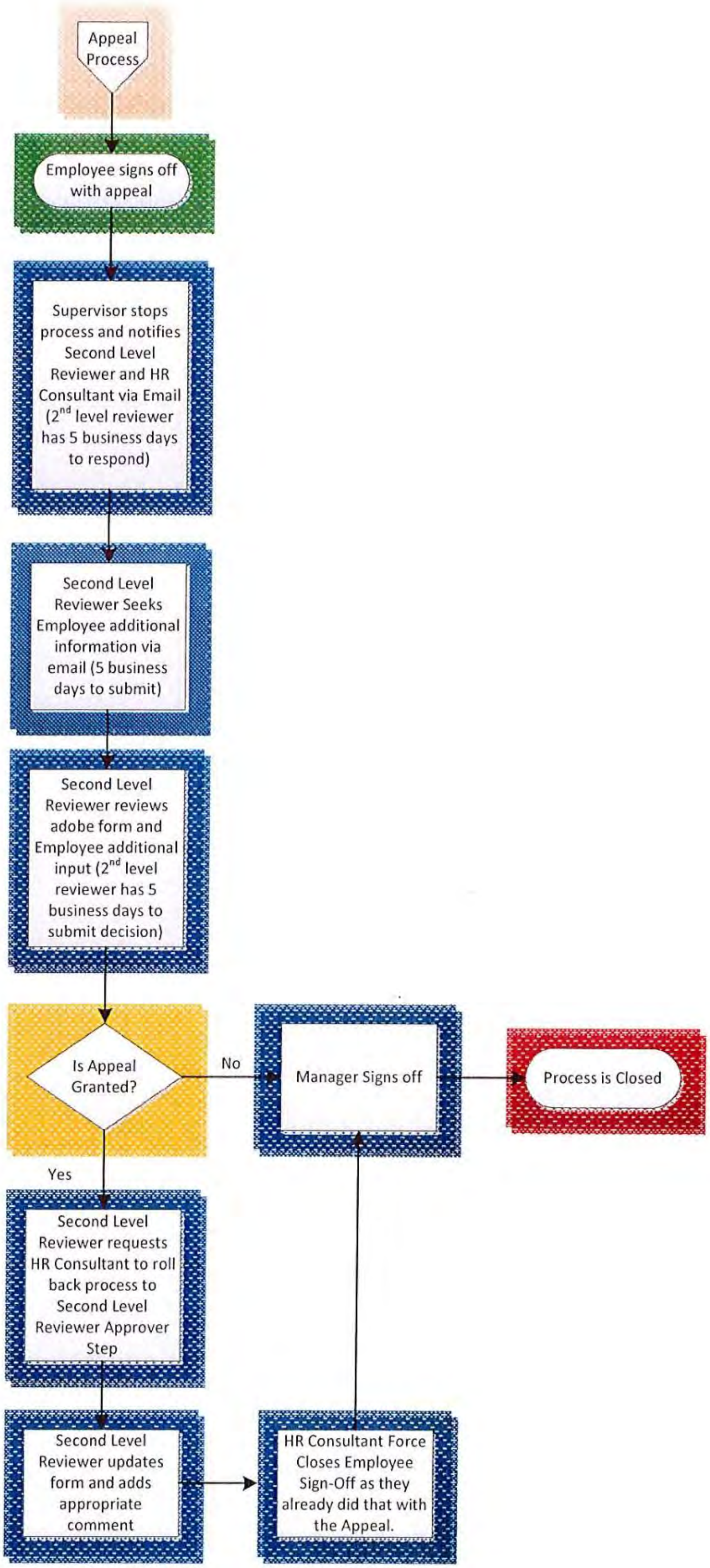
Planning Process



Non-Academic, Represented Performance Management Process (Annual Review Form)

Annual Review Process





Appeal Process
Employee signs off with appeal
Supervisor stops process and notifies Second Level Reviewer and HR Consultant via Email (2nd level reviewer has 5 business days to respond)
Second Level Reviewer Seeks Employee additional information via email (5 business days to submit)
Second Level Reviewer reviews adobe form and Employee additional input (2nd level reviewer has 5 business days to submit decision)
Is Appeal Granted?
No
Manager Signs off
Process is Closed
Yes
Second Level Reviewer requests HR Consultant to roll back process to Second Level Reviewer Approver Step
Second Level Reviewer updates form and adds appropriate comment
HR Consultant Force Closes Employee Sign-Off as they already did that with the Appeal.

WAYNE STATE UNIVERSITY

Performance Planning and Development

Probationary/Provisional Review Form

Employee Name	Banner ID #	Classification
School/College/Division		Department

P&A	Staff Association	Special Evaluations
☐ 3-Month Probationary (midway)	☐ 3-Month Probationary (midway)	☐
☐ 6-Month Probationary	☐ 6-Month Probationary	☐
☐ 45-Day Provisional (midway)	☐ 30-Day Provisional (for transfers)	
☐ 90-Day Provisional	☐ 60-Day Provisional (for transfers)	
☐ 45-Day RIF Job Qualifying (midway)	☐ 112 hrs. Worked-Provisional (for Staff promotions) (midway)	
☐ 90-Day RIF Job-Qualifying	☐ 225 hrs. Worked-Provisional (for Staff promotions)	
	☐ 30 Day RIF Job Qualifying (midway)	
	☐ 60-Day RIF Job-Qualifying	
Date Due:		

ACCOMPLISHMENTS OF POSITON DUTIES, TASKS, AND RESPONSIBILITIES

LIST DUTIES AND RESPONSIBILITIES IN PRIORITY ORDER. DOCUMENT EVALUATIONS BY PROVIDING COMMENTS ON PERFORMANCE WHICH BRIEFLY DESCRIBE THE ACCOMPLISHMENTS AND JUSTIFY THE LEVEL OF EVALUATION.

WAYNE STATE UNIVERSITY

Performance Planning and Development

Probationary/Provisional Review Form

MAJOR DUTIES AND RESPONSIBILITIES (To be completed by employee) This list should not be considered a complete description of all employee's duties and responsibilities.	LEVEL OF PERFORMANCE (To be completed by supervisor) Indicate one of these ratings for each duty and responsibility: U LS FS E O (defined on last page)	COMMENTS ON PERFORMANCE (To be completed by supervisor) Should consist of a statement indicating results achieved; also may consist of comments indicating the employee's proficiency with job related skills

OTHER CONTRIBUTIONS List contributions made by the employee or assets possessed by the employee in addition to those described above.

This is a Microsoft forced-field form. Use the tab key to move the cursor to gray areas and tables will automatically expand as information is entered. To access this form electronically, go to: http://www.hr.wayne.edu/employment/appraisals.

Some of the following factors may not apply to all positions. When that is the case, check N/A. **If N/A is not provided, the factor MUST be evaluated.** For each defined element of job performance, place a mark within the appropriate appraisal rating box. The appraisal of each element of job performance should be followed by comments explaining the rating and recommending specific areas of improvement or development if necessary.

JOB/ORGANIZATIONAL KNOWLEDGE: Application of appropriate technical and procedural knowledge; understanding of facts and information related to or assignments, including department and University policies; degree of technical competence and demonstration of appropriate level of knowledge in specific field or discipline.				
Unsatisfactory ☐ Insufficient for most tasks	Less than Satisfactory ☐ Unable to handle some job tasks	Fully Satisfactory ☐ Satisfactory knowledge of job functions	Excellent ☐ Handles new tasks with ease	Outstanding ☐ Able to adapt knowledge to complex problems

WAYNE STATE UNIVERSITY

Performance Planning and Development

Probationary/Provisional Review Form

Supervisor's comments:

PLANNING AND ORGANIZING: Setting objectives; establishing priorities; developing plans; arranging work schedules; meeting deadlines; anticipating problems; adapting to changes and using resources effectively; plan long and short range objectives; define goals and procedures; delegate work; follow-up to ensure work is completed.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Insufficient for most tasks	Can plan routine tasks only	Plans/prioritizes full range of required tasks	Plans/prioritizes with an emphasis on flexibility	Planning shows anticipation of potential problems

Supervisor's comments:

PROBLEM ANALYSIS AND DECISION MAKING (Analytical abilities and judgment): Understanding factors and developing sound, practical and workable solutions; recognizing when a decision is necessary; asking for input; making decisions and providing information and feedback in a timely manner; accepting responsibility; facilitate problem resolution; willingness to make necessary and immediate decisions given incomplete information.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Insufficient for most tasks	Decisions reflect basic analytical skills only	Decisions reflect full understanding of unit needs	Recognizes need for and performs additional investigation to solve problems	Decisions show in-depth analysis and understanding

Supervisor's comments:

HUMAN RELATIONS: Interacts effectively and maintains positive relationships with peers, subordinates, and customers; builds teamwork; motivates and inspires others; cooperates with persons outside of the department; willingly accepts instructions and assignments; assists others to accomplish work group objectives; develops confidence; uses positive reinforcement; treats people with respect.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Consistently rude to others. Frequent complaints from customers, co-workers, external clients, etc.	Fails to respond to needs of customers, employees, external clients, etc. An uncooperative working partner or team member. Makes little or no effort to provide good service	Provides prompt and effective service to customers and/or employees, external clients, etc. Cooperative, polite, and congenial at all times	Frequently goes beyond performance standards to provide service and maintain relationships	Consistently exceeds requirements to anticipate the needs of customers and/or employees. Works harmoniously with others and is an example to all

WAYNE STATE UNIVERSITY

Performance Planning and Development

Probationary/Provisional Review Form

Supervisor's comments:

COMMUNICATION SKILLS: Display of oral and/or written communication skills required by job; ability to listen and understand information; present information in a clear and concise manner.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Information and ideas are consistently poorly organized and difficult to follow. Poor communication has created serious misunderstandings	Oral and written communications are frequently unclear and disorganized and/or contain grammatical and structural errors. May fail to communicate information on a timely basis	Can summarize data and/or ideas into understandable thoughts in oral and written form to meet position requirements. Actively listens when communicating with others. Usually uses appropriate sentence structure, grammar, spelling, and punctuation. Writes effective complete documentation	Communications are effective, well organized, clear, and concise. Orally presents information in an articulate and convincing manner. Grammar, spelling, punctuation, and vocabulary are consistently correct.	Communications are exceptionally effective, timely, well organized, articulate, concise, and appropriate. Meetings and/or presentations are well organized, professionally executed, and highly effective

Supervisor's comments:

QUALITY OF WORK: Accuracy, thoroughness, and efficiency of work regardless of volume; ability to meet standards of quality.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Insufficient for most tasks	Performs only minimally acceptable work	Assignments are complete and thorough	Work shows high quality and expertise	Consistently thorough and documented beyond what is required

Supervisor's comments:

PRODUCTIVITY/ACCOMPLISHMENT: Accuracy, thoroughness, and general effectiveness of regularly produced work; may include speed and consistency of output and volume of acceptable work.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Insufficient for most situations	Does less than is expected; work is not thorough or well thought out	Work is complete; work is regularly produced at an acceptable level	Consistently produces work which more than meets normal job requirements	Generates thorough and well documented work; work far exceeds established requirements

WAYNE STATE UNIVERSITY

Performance Planning and Development

Probationary/Provisional Review Form

Supervisor's comments:

DEPENDABILITY: Attendance (disregarding FMLA protected absence) and punctuality; reliability; meets established schedules and deadlines, including assigned work hours; demonstrates commitment to department and University goals; attends to detail; follows-up on progress of work; follows instructions and appropriate procedures; fulfills responsibilities; maintains confidentiality as appropriate.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Insufficient for most tasks	Sometimes unreliable; does not respond in a timely manner to requests; requires more than normal supervision	Reliable; responds quickly to requests; fulfills responsibility; needs only expected levels of supervision	Very reliable; typically makes sound decisions; very resourceful; acts independently; requires little supervision	Extremely reliable; consistently makes sound decisions; makes creative contributions; justifies utmost confidence; works independently

Supervisor's comments:

PROFESSIONAL DEVELOPMENT: Learns appropriate new work-related skills and procedures; works to develop professionally, growing in professional skills and knowledge.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Does not develop professionally	Works toward professional development to some degree	Works to develop professionally; continues to learn and grow	Works to develop professionally to a considerable degree; typically seeks out new opportunities to learn appropriate new work-related skills and procedures	Works to develop professionally to a very high degree; continually challenging self to advance professional skills and knowledge; researches new learning sources and tools

Supervisor's comments:

☐ N/A **SUPERVISION AND DEVELOPMENT OF EMPLOYEES**: Trains, guides, and assists employees; appraises and reviews performance of supervised employees in a timely, fair, and appropriate manner; motivates employees to perform effectively; recognizes and encourages employee development; maintains appropriate standards of performance; resolves personnel-related problems and issues in a timely and effective manner.

WAYNE STATE UNIVERSITY

Performance Planning and Development

Probationary/Provisional Review Form

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐ Fails to counsel and praise staff relative to performance; fails to follow-up and correct staff errors	☐ Involved with staff only when necessary; may fail to follow-up and document employee performance; provides sporadic and ineffective training and counseling of staff	☐ Actions show interest in subordinates; ensures training and appropriate cross training of staff; follows-up and document employee performance; provides praise and critical feedback; schedules assignments according to staff abilities and time constraints	☐ Motivates staff; develops specific procedures and formalized training methods including regular follow-up training; has developed performance standards; provides timely coaching and counseling with supportive documentation; adjusts staff schedules when needs and priorities change to effectively utilize resources	☐ Successful with staff development and team building; develops the skills of all staff on a timely basis; effective coaching and counseling has led to performance improvements; provides effective, innovative training methods; consistently redistributes work and keeps staff functioning smoothly at peak performance levels

Supervisor's comments:

☐N/A **FISCAL MANAGEMENT**: Prepare and/or maintain and operate within budget by controlling costs and keeping within prescribed limits; budgeting exhibits planning, flexibility, and responsibility given budgetary constraints. Record, analyze, monitor, develop, correct, and/or approve transactions, budgets and proposals in compliance with established policy and procedure.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐ Insufficient for most tasks	☐ Fails to consistently operate within budgetary constraints; record, analyze, monitor, develop, correct, and/or approve transactions, budgets and proposals in compliance with established policy and procedure	☐ Consistently operates within budgetary constraints; records, proposals and transactions are current and in compliance with policy and procedure	☐ Budgets for new projects and basic operation in a cost effective and consistent manner; analysis and evaluation reflect complete understanding and command of the process including the non-routine	☐ Budgeting shows exceptional planning, flexibility, and responsibility; actions are effective, accurate and indicate anticipation of future trends and difficulties

Supervisor's comments:

☐N/A **INITIATIVE AND CREATIVITY**: Resourceful to deviate from the routine; self-starter; develops and implements new methods, procedures, solutions, concepts, designs and/or applications of existing designs or procedures; accepts additional challenges and willingly assists others; self-reliant; demonstrates imagination, originality, and self-motivation; makes innovative and/or productive contributions; responds to changing requirements and meeting changing technical business needs; flexibility and adaptability.

WAYNE STATE UNIVERSITY

Performance Planning and Development

Probationary/Provisional Review Form

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Insufficient for most tasks and situations	Needs detailed instructions to handle tasks; makes some effort to change if directed	Assists in generating new approaches, responds well to change	Self-starter in developing new ideas; resourceful in improving work methods	Ideas display innovation, resourcefulness and imagination in improving work methods

Supervisor's comments:

☐N/A **AFFIRMATIVE ACTION AND EEO COMPLIANCE**: Meets affirmative action responsibilities by monitoring unit employment practices to support the University efforts in meeting its diversity goals and ensure compliance with the law and University policy; supports, enforces and adheres to the University's policies for non-discrimination and a harassment free workplace.

Unsatisfactory	Less than Satisfactory	Fully Satisfactory	Excellent	Outstanding
☐	☐	☐	☐	☐
Consistently fails to meet responsibilities; repeated non-compliance with University policy	Unable to fully meet responsibilities; requires frequent assistance and direction in meeting goals and observing University policy	Meets responsibilities; participates in goals setting; willingly and consistently in compliance with University policy	Actively organizes, plans and develops goals; knows and correctly applies University policy; consistently seeks additional information and knowledge	Takes initiative in setting and meeting goals; develops new approaches, and generates new ideas in meeting goals and observing University policy; consistently recognizes and responds to situations that affect goal attainment

Supervisor's comments:

WAYNE STATE UNIVERSITY

Performance Planning and Development

Probationary/Provisional Review Form

OVERALL PERFORMANCE RATING

Evaluate the employee's overall level of performance in the accomplishment of major duties and responsibilities, other contributions, quality of service, and other job related performance factors. **An overall performance rating of Unsatisfactory or Outstanding MUST be supported with a written attached justification.**

Unsatisfactory ☐	Less than Satisfactory ☐	Fully Satisfactory ☐	Excellent ☐	Outstanding ☐
Employee has had a reasonable period of time (initiated by a documented evaluation of Less than Satisfactory) to improve performance. Employee continues to fail to accomplish assigned position duties and/or continues to use job-related skills in an inadequate manner. Upon consultation with appropriate Human Resources or labor Relations representative, the employee will either be demoted or terminated.	Overall performance indicates the employee fails to accomplish assigned position duties and/or uses job-related skills in an inadequate manner; requires an inordinate amount of direct supervision in order to produce work of acceptable quality and quantity. The employee may possess the talent to earn a higher rating if special training and coaching is given or if the employee is transferred to another more suitable position	Overall performance is characterized by acceptable quality and quantity of work in accomplishment of position duties; uses job related skills in an acceptable manner; requires a degree of supervision that is typical for the position	Overall performance is characterized by high quality and quantity of work in the accomplishment of position duties; uses job-related skills in more than acceptable manner; requires a degree of supervision that is somewhat less than typical for the position.	Overall performance is characterized by exceptionally high quality and quantity of work in accomplishment of position duties; assumes responsibilities which are beyond the position requirements; uses job-related skills in an exceptional manner; requires substantially less supervision than typical for the position.

Supervisor's comments:

☐ I do Recommend this employee for Continued Service

☐ I do not recommend this employee for Continued Service

WAYNE STATE UNIVERSITY

Performance Planning and Development

Probationary/Provisional Review Form

Employee Development Plan Form

Employee Development Plan: Identify and schedule appropriate classes and/or professional associations, conferences, on the job training, work experience and other developmental resources.

Professional and Personal Development (Complete at Beginning of Performance Year)	Actual Progress (Complete Throughout Performance Year)

Employee Signature: ______________________ Date: __________

(Copy given to employee)

Supervisor Signature: ______________________ Date: __________

(Copy given to supervisor)

4128B (05/04)

Supervisor Signature **Date:**

Supervisee Signature: **Date**

Performance Evaluation Processes at WSU

- 7-8 different performance evaluation processes/forms:
  - 6 unions utilize 5 processes/forms
  - Non-rep employees utilize 2 processes/forms
- 5 different performance time cycles based on:
  - Agreed upon performance year
  - Fiscal year
  - Start date
  - Academic year
  - Quarterly
- 6 employee union groups do not receive any performance evaluation as far as has been identified
- Some processes will completed in WaynePM and some processes will remain on paper
- Probationary/Provisional/Qualifying Reviews completed on paper and have a variety of time periods depending on union and/or rep status (see Probationary/Provisional/Qualifying Performance Period Review Guide)

Employee Group	Performance Evaluation Form/Process	Performance Year
• Executives (Non-rep) – eClass EX (also see row #4)* • Managers (Non-Rep) – eClass MA • Professionals Exempt &Non Exempt (Non-Rep) – eClasses NE & NN • Clericals (Non-Rep) – eClass NC • Research Assistants -- eClasses R2 & R9 (also see row #4)**	***The Employee Planning and Assessment Form*** ***(Formerly Wayne LEADS)*** **In WaynePM** Stored in Central Personnel File so HR Client Services is responsible for it.	October 1 – September 30 (Fiscal Year) Due first week in November
• Athletic Employees (Non-Rep) (same above eClasses just employed in Athletics)		July 1 – June 30th (Athletic Year) Due June 30th
• Professional Exempt & Non-Exempt (P&A Local 1979) – eClasses PE & PN • Clerical (Staff Association Local 2071) – eClass SA	**Performance Planning and Development** ***Annual Review Form*** Stored in Central Personnel File so HR Client Services is responsible for it.	May 1 - April 30 (Contract Year) Due first week in July
• Custodial/Grounds Supervisors (SEIU Local 517M) – eClass 7M		February 1 – January 31 Due by February 28
Academic Administrators (Non-Rep)	**PERFORMANCE REVIEW FORM** **Academic Administrators.** Narrative.	August 1 – July 31 due in Mid-August
Executives* Research Assistants**	**Performance Planning and Development** ***PERFORMANCE REVIEW FORM*** Old Narrative form still used by some Research Assistants and Executives/Senior Officers. Not on Web.	See Row #1
Academic Staff (AAUP Local 6075) – Non-ESS.	**ANNUAL REVIEW OF NON-TENURED, NON-ESS ACADEMIC STAFF** Narrative. Academic Staff are reviewed annually through the selective salary process. However, non-tenured/non-ESS academic staff are reviewed twice, through two different and distinct processes, the selective salary review process and the annual review. *–AAUP-AFT Wayne State University Chapter Website.* **See Addendum Note i & Note ii.**	May 1 – April 30 (Agreed Upon Year)
Faculty (AAUP Local 6075) and Non-Rep Faculty – Non-Tenure.	**ANNUAL REVIEW OF NON-TENURED and TENURE-TRACK FACULTY** Narrative. Faculty are reviewed annually through the selective salary process. However, non-tenured faculty are reviewed twice, through two different and distinct processes, the selective salary review process and the annual review. *–AAUP-AFT Wayne State University Chapter Website.* **See Addendum Note i and Note ii.**	May 1 - April 30 (Agreed Upon Year)
Part-Time Faculty (UPTF Local 477 & Non-Rep)	**No Set Form** Each department will establish its own written guidelines regarding evaluations. **See Addendum Note iii**	Evaluated annually based on start date
Police Officers (Police Officers Labor Council)	**Department of Public Safety** ***Job Performance Review & Development*** Special Form for Police Officers. Form filed in Unit not Central HR.	Evaluated Quarterly
• Operating Engineers (Local 324) • AFSCME (Local 1497) • Janitors (UNITE HERE Local 24) • Housekeepers (UNITE HERE Local 24) • Building Trades (Michigan Building and Construction Trades Council) • Graduate Assistants (GEOC) **See Addendum Note iv**	**No Performance Appraisal Identified**	N/A

*Some executives still use a narrative form, although; they should have been on the old Wayne LEADS, which is now the Employee Planning & Assessment Form in WaynePM

**Research Assistants were originally supposed to be a part of Wayne LEADS, but it was never formally reinforced so most will use the narrative form. Some used the Wayne LEADS form so we are now working to put them into WaynePM to use the Employee Planning & Assessment Form.

***Some other forms exist outside of HR Client Services which the units use and store, i.e., post doc employees and student evaluations

Addendum

(Information provided by Stephen Calkins)

i. **Annual Review for Faculty and Academic Staff Without Tenure or Employment Security Status**
Written evaluation by unit tenure/promotion committee, taking into account unit, school/college, and University factors, based on teaching, scholarly achievement/creative performance, and/or job performance, as appropriate. Unit administrator may concur and/or add his/her comments.
Time Cycle: Conducted late spring

ii. **Salary Merit Review for Faculty and Academic Staff (with or without tenure/ESS)**
Faculty and academic staff department and school/college salary committees, chaired by an administrator with vote, annually provide numeric (1 to 3) scores and sometimes narrative evaluations on scholarship, teaching, and service (faculty) and job performance (sometimes including scholarship), professional achievement, and service (academic staff).
Time Cycle: Evaluations based on three years' performance, conducted in late spring/early summer

iii. **Part-time Faculty**
Units may evaluate part-time faculty at least annually based on written unit guidelines. Units are especially likely to evaluate part-time faculty when the faculty member is eligible (barring an unfavorable evaluation) for appointment as part-time faculty 2 or part-time faculty 3.

iv. **Graduate Assistants (GEOC)**
No formal centralized evaluation, although individual units monitor performance, and some have regular evaluation.

Class/Comp/Benefits

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

WSU Compensation Program

for Non-Represented Employees

Human Resources
July 2013

1

What were the Program Goals?

- Investigate replacements to the Hay classification system
- Focus on market pay, while at the same time considering internal equity
- Insure that job specifications and relative pay alignment are in line with similar positions in the market
- Provide greater flexibility for movement within the University
- Decentralize the salary administration process to assist the institution in becoming more "nimble" (i.e. respond more quickly to changing unit needs and market conditions)
- Design a system that supports career and employee development

2

Key Program Elements

- Strategic Method with External Focus (using market-based methods)
- Revised Compensation Structure (one schedule, fewer and wider salary bands)
- Individualized Job Approach (replace generic classifications)
- Revised Policies/Processes (for decentralized compensation administration)

3

Externally Focused Strategic Method
(using market-based methods)

- Restate our compensation philosophy to reflect market focus
- Use market pricing data to establish ranking/hierarchy of existing jobs
- Use market pricing to slot new jobs
- Revise salary structure annually based on market trends

4

New Compensation Structure
(one schedule, fewer & wider salary bands)

- Reduced salary schedules from 7 to 1
- Reduced salary structure from 13 grades to 8 wider bands
- Retained 2 career tracks (manager vs. individual contributor)
- Permit only one level of management in each band (no intra-band reporting for managers and individual contributors)

5

Individualized Job Approach
(replaced generic classifications)

- Move to specific job descriptions for each unique role
- Use title conventions that permit match to market
  - Management jobs – e.g. Director - Grant Accounting (level, function)
  - Individual Contributor jobs – e.g. Accountant III (occupation, level)
- Clarify level differences based on key competencies and market distinctions

6

Titling and Position Class Conventions
(for Non-Represented Employees)

Salary Band	Manager Jobs	Individual Contributor Jobs
G	Sr Director	-
F	Director	Sr Professional
E	Assoc Director	Professional
D	Manager	Sr Specialist
C	Supervisor	Specialist
B	-	Sr Associate
A	-	Associate

7

New Policies/Processes
(for decentralized compensation administration)

- Permit unit decision-making, subject to written approval of Senior Executive of S/C/D and availability of funds:
  - ✓ For new hires, promotions, demotions, interim assignments
  - ✓ For lateral transfers – up to a 5% increase for developmental assignments
- Changed role of TCW: fewer classification studies; will consult with S/C/D for new jobs and reorganizations; equity adjustments; bonus or incentive plan designs; market studies.

8

Overall Program Benefits

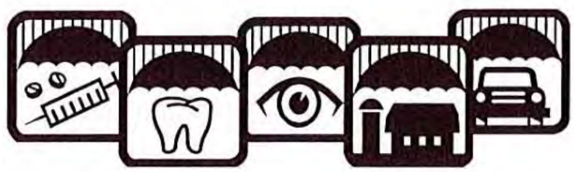
- Provide the University with greater flexibility in utilizing human capital to meet strategic goals.
- Decentralizes many aspects of compensation administration from central HR to business units.
- Utilizes an outward focused methodology to more accurately align WSU positions with market pay data.
- Provides the ability for units to promote employees to existing positions without requiring reclassifications.

9

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Focus on Benefits

Facilitated by Total Compensation & Wellness
3638 A/AB



Agenda

- Introduction
- Department Contacts
- Medical Insurance
- Cash In-Lieu of Medical Insurance
- Dental Insurance
- Life Insurance
- Long Term Disability (LTD) Insurance
- 403(b) Retirement Investment Options
- Tuition Assistance
- Group Home and Auto Insurance
- Flexible Spending Accounts
- Employee Self-Service: Benefits Statement
- Perks!
- Question and Answer Period

Department Contacts

Medical, Dental, and Life Enrollment
- Ursula Hart – 577-2132 or ao1514@wayne.edu
- Deborah Foster – 577-3685 or ae7381@wayne.edu

403(b) Retirement and Tuition Assistance
- Sandra Guernsey (577-7830 or ay3184@wayne.edu)

Long Term Disability
- Charlene Allemon (577-6351 or bq1193@wayne.edu)

General Information
- Albert Bowman (577-6353 or abowman@wayne.edu)

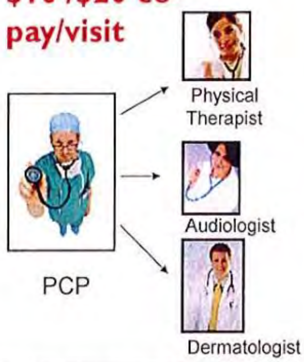
FAX: 577-0637
http://www.hr.wayne.edu/tcw/

Medical Insurance

- Comparison of Insurance Options
  - Health Maintenance Organizations (HMOs) 80%+
    - Health Alliance Plan
    - Blue Care Network
    - Total Health Care
  - Preferred Provider Organizations (PPOs) 17%
    - DMC Care
    - Community Blue
  - Traditional (Blue Cross Blue Shield) 3%

HMO Example

IN NETWORK	OUT OF NETWORK
$10 /$20 co-pay/visit	



*** Hap permit members to see a specialist within the Henry Ford Network without a referral.	... *Definition:* An *out-of-network provider* is one which has not contracted with your insurance company for reimbursement at a negotiated rate....

PPO Example

IN NETWORK	OUT OF NETWORK
$10/$20 co-pay	DEDUCTIBLE + BALANCE OF FEE SCHEDULE + BALANCE OF BILL

Any Participating Doctor

Changes to some Copay Plans

Non-Reps, AAUP-AFT, AFSCME, Grad Assistants and Stipends
Prescriptions
$5 generic copay
$20 preferred brand name copay
$45 non-preferred brand name copay

+

Office Visits **$20 copay**
Preventive Care **$0**
Urgent Care Visits **$20 Copay**
Emergency Room Visits **$100 Copay**

Dental premiums for 12month employees:
Single $0.78, Two Person $1.57, family $2.86

Other Unions

- Prescriptions
- **$5 generic copay**
- **$10 preferred brand name copay**
- Office Visits **$10 copay**
- Preventive Care **$10**
- Urgent Care Visits **$10 Copay**
- Emergency Room Visits **$0 Copay**

- Dental premiums for 12month employees:
  Fully Subsidized

Medical Insurance, *cont'd*

- Prescription Coverage
- Medical Plan Rates
  - Benefits Start Date
  - Payroll Deductions
- Cash In Lieu
- Open Enrollment
  - Late October/Early November
  - Effective January 1

Bi-Weekly Payroll Schedule

Pay Period Number	Pay Date	Day	Insurance Medical
15	7-17-13	W	Aug
16	7-31-13	W	Aug
17	8-14-13	W	No Deduct Pay
18	8-28-13	W	Sept
19	9-11-13	W	Sept
20	9-25-13	W	Oct
21	10-09-13	W	Oct
22	10-23-13	W	Nov
23	11-06-13	W	Nov
24	11-20-13	W	Dec

Pre-Tax Deductions

- Based on Section 125
  - Refers to Internal Revenue Code Section 125
- Pre-tax Deductions & Waiver.
- Qualified Family Status Changes

Vision Insurance

- Bundled With Medical*
  - Any dependents with medical also receive vision...With Basic or Enhanced options
- Voluntary Vision (No Medical)*
  - Those not in medical can opt into vision

*For eligible employee groups

Dental Insurance

- Delta Dental
  - $1,500 annual maximum per person, per year
  - $50 deductible, max three person

Life Insurance

- Group Life and Accidental Death & Dismemberment (AD&D)
  - Basic Life Insurance No Cost!
  - Optional Supplemental Coverage available at (1x/2x/3x/4x plus Dependent Coverage for Subscribers)See rates
    - Added value
      Travel Assist
      Will preparation

Long Term Disability (LTD) No Cost!

- 50% time (or greater) + 1 year eligible service
- $66^{2/3}\%$ of your last day of work salary
  - Max $7,000/month
- Waiver of Waiting Period Information
- 403(b) and LTD

WSU Retirement Savings Plan

- 403(b) Plan Features
  - Investment Providers
    - TIAA-CREF
    - Fidelity
  - Immediate eligibility for University matching contributions
  - $2 for $1 WSU match up to a maximum of 10%
  - Vesting – 2 Year Cliff Vest
- 457(b) Plan Option

Tuition Assistance

- Employee Tuition Assistance 

  - Credit Hour Limits
  - Grade Requirements
- Reduced Tuition for Spouse/Dependents
  - School/College Limitations
  - Age Limitations
  - Grade Requirements
- Form Requirements

Flexible Spending Accounts

- Flexible Spending Accounts
  - Types & Maximum Contributions
    - Medical Expenses (health care related expenses)
    - Dependent Care (non tuition - babysitting related expenses)
  - Stipulations
    - Minimum: $130/Med. or $208/Dep. Care per category
    - Maximum: $2,500/Med or $5000/Dep per category

Group Home & Auto Insurance

- Group Home & Auto
  - Offering group discounts on home and auto insurance with a variety of payment options, including payroll deduction.
    - 1-800-524-9400
      - Client #110402
    - http://www.libertymutual.com/lm/wsu

Employee Self-Service

- An Invaluable Resource!
  - http://www.hr.wayne.edu/tcw
  - Online for your convenience 24 hours per day, 7 days per week!
- Review and print your current benefits statement online via Pipeline
  - http://pipeline.wayne.edu
  - Log into Pipeline directly or follow the link from our website.

Perks!

- SMART "Get a Job, Get a Ride"
  - 30 Day Bus Pass
- Car Rental Discounts
  - Hertz
- Automobile Discounts
  - GM Supplier Discount
  - Ford's "X-Plan" Pricing
  - DaimlerChrysler – 1% Below Invoice

Question & Answer Period

WELCOME to WAYNE!

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

Job Evaluation Process
Clerical and Professional Union Positions

Brett Green, Senior Director
Total Compensation and Wellness

Job Documentation

- Position Document is:

- A Written Expression of Current Job Content Including
  - Basic function
  - Principal activities
  - Required knowledge, skills and experience
  - Job-related contacts – Internal and External
- Information provided by employees
- Reviewed by supervisors

7/19/2013 Slide 2

Job Evaluation

- Results in all jobs measured using the same criteria to establish relationships among jobs across the organization

7/19/2013 Slide 3

Job Evaluation
The Hay Guide Chart-Profile Method

- A common yardstick used to measure all jobs for:

  Know-How
  Problem Solving
  Accountability
  Working Conditions

7/19/2013 Slide 4

Job Evaluation
The Hay Guide Chart-Profile Method

- **Know How:** The Sum total of every kind of Skill, **however acquired** for **acceptable** job performance:

    Specialized, technical or practical
    Managerial
    Human Relations

Job Evaluation
The Hay Guide Chart-Profile Method

- **Problem Solving:** The amount of original, "self-starting" thinking required to arrive at and make conclusions:

    Thinking environment
    Thinking challenge

Job Evaluation
The Hay Guide Chart-Profile Method

- **Accountability:** The answerability for action and for the consequences of that action. The measured effect of the job on the end results:
  - Freedom to act
  - Impact of end results
  - Relative size of impact

Job Evaluation
The Hay Guide Chart-Profile Method

- **Working Conditions:** The intensity, duration, and frequency of unavoidable characteristics of job context:
  - Physical effort
  - Environment
  - Presence of hazards
  - Sensory attention

Wellness Warriors

Closs's Camp training

→ ~~AFSM~~ ASME not inc in Wellness prog → signing up
→ Oper. Engineers
→ men
avail for new hires

6k emps on bennies.

— 2 yr wait is gone

Dependants tuit asst for Grad Schs

for Undergrad dependants over 5280 Taxable

FSAs — ABS vendor that stewards

for WSU

Call Katie

90 to ABS

hr.wayne.edu/tcw

P&A / Staff

(2) Hay point factor syst

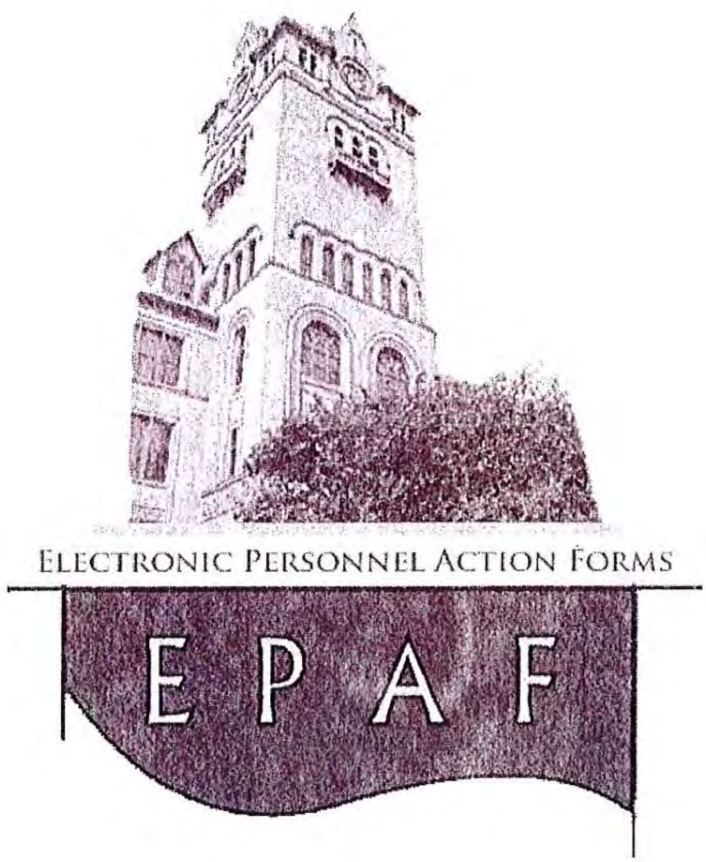
to measure internal jobs

& work condits - know how ~~probs~~ & accountability

in SA or P&A.

EPAF Introduction

EPAF 101
Basic Concepts



Wayne State University
November, 2007

Table of Contents

Welcome to EPAF!

EPAF is an Electronic Personnel Action Form which allows users to process personnel actions electronically, without paper, by submitting changes to information on the General Person, Employee and NBAJOBS forms in Banner.

EPAF enables us to:

- Enter the personnel action on-line
- Define the routing for each action
- Electronically route the action for approval
- Track actions as they move through the approval process
- Apply approved actions to Banner
- Provide an audit trail of all approval/disapproval history

The EPAF process is used to update information on three Banner forms:

- PPAIDEN - Identification Form also know as the General Person Record
- PEAEMPL - Employee Form
- NBAJOBS - Employee Job Form

This guide will introduce you to the basics of EPAF...

Advantages of EPAF

- Accountability for data entry is shifted to the originator
- Speed and efficiency of the process is increased
- Less opportunity for data entry errors
- Ability to track a transaction through the approval queue
- Scanning documents instead of "mailing" them
- **Speed of processing**

Phase 1, Five Categories of EPAFs

- Change to Contract Dates, CONDAT
  - For ESS/Tenure, temporary contract date extension and VISA status update—**NOT** for renewals.

- Account Distribution, LABOR
  - Current and future actions only

- Termination of all WSU Employment, TERM-E

- Termination of Assignment Only - Has Other WSU Employment, TERM-J

- Check - Home - Timesheet Orgn Codes, ORGCDS

EPAF Roles

Originator

The Originator initiates the data entry of the EPAF personnel transaction and submits it to the first level in the routing queue.

Approver

The Approver reviews the EPAF personnel transaction submitted by the originator to ensure that data entry is complete and accurate, and to verify that supporting documentation requirements are met.

FYIer

The FYIer receives a copy of the EPAF personnel transaction to review. This serves only as an "FYI" for the recipient - he or she cannot take action on the transaction.

Applier

The Applier "routes," or applies the EPAF transaction into the Banner database. Here at WSU, this is an automated process.

Key Terminology

Basic EPAF Terminology

Approval Category: Approval Categories are the actions you are performing.	**Approver:** Those who can process EPAFs to Approve, Acknowledge, or Return EPAFs For Correction.
Apply / Applied: This is the final step in the life-cycle of an EPAF transaction where the data is applied to the Banner system. The new / changed data can then be viewed and verified in the appropriate Banner forms and tables.	**Routing Queue:** The sequence of Approvers and FYIers each EPAF must pass through before being *applied* to the Banner database.
Originator: After pre-EPAF steps are complete, Originators: • Gather the required information and supporting documents • Create EPAF transaction in the system • Submit the EPAF to the routing queue • Make any required changes or corrections throughout the review & approval process, until the EPAF "applies" to the Banner system. The person who initiates and submits the EPAF into the *routing queue* for review & application to the Banner System.	**Required Action:** The action the designated Approver is required to take. This is defined for each level or step in the Routing Queue. **There are three action types available for selection in the Routing Queue:** **Approve:** The individual must take action on the EPAF **FYI:** The individual is seeing the EPAF for information only and the EPAF does not have to wait for this person to do something before it can move on. **Apply:** The individual must apply the EPAF to the database (Banner) after final review.

Key Terminology, Continued

Transaction Status: The status of the EPAF itself - where it is in the approval process. These statuses are usually more relevant for an Originator. **There are eight approval process Status indicators:**

Waiting: The EPAF is in the process of being created and has not yet been submitted. An EPAF in Waiting status can be deleted by the Originator by selecting the Delete button on the EPAF form.	**Complete:** The EPAF has been applied to the database and the requested changes have been made in Banner.
Pending: The EPAF is in the Routing Queue and requires action by the Approver(s).	**Disapproved:** The EPAF has been disapproved by an Approver. The other Approvers in the Routing Queue (after them) no longer need to take action. The EPAF was stopped.
Return for Correction: The Approver has returned the EPAF to the Originator for correction. The EPAF can then be corrected by the Originator and re-submitted. Once an EPAF is in Return for Correction status, it is as if it were never submitted.	**Void:** The Originator has Voided the EPAF. It is no longer a valid transaction. The Originator can Void the EPAF at any time during the approval process.
Approved: The EPAF has been approved by all of the Approvers in the Routing Queue, but it has not yet been applied to the database.	

Key Terminology, Continued

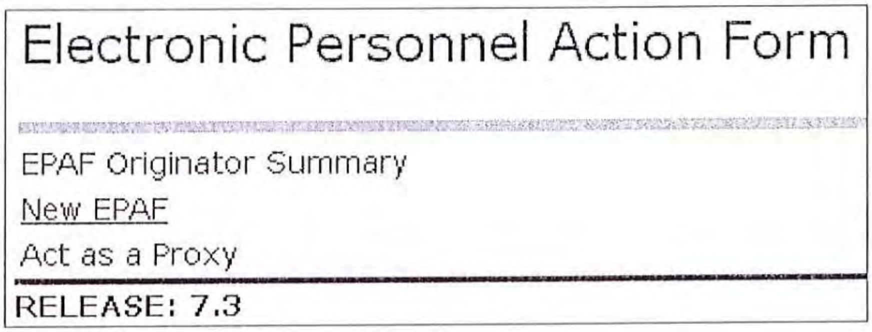
Queue Status: The status of the EPAF for each individual defined in the approval queue.

The approval Queue Status categories are:

Pending: The Approver(s) needs to take action.	**In The Queue:** The EPAF is on its way to you as an Approver but it needs action at a lower level. The status changes to Pending when the transaction reaches you.
Approved: The Approver has reviewed and approved the transaction.	**Acknowledge:** An Approver designated with the action of FYI has seen the EPAF.
Disapproved: The Approver has reviewed and disapproved the transaction.	**Overridden:** A Superuser has approved an EPAF, prior to receiving all approvals from those defined in the normal approval queue. In this case, the Queue Status would read "Overridden" for all Approvers remaining in the Routing Queue that the EPAF has not reached.
Void: The transaction has been voided. This is only a valid status for Originators.	**Removed from Queue:** The EPAF has either been Voided by the Originator or Disapproved by an Approver. The EPAF is no longer a valid transaction. This is the Queue status the remaining Approvers would see.
FYI: Indicates that the EPAF transaction has been sent to you for your information only. No action is required. The EPAF will continue on through the Routing Queue.	**Return For Correction:** The EPAF has been returned to the Originator for correction.
More Information: If the Approver needs more information before they can take action, they can change the status to More Information to let others in the Routing Queue know that they are working on it.	**Applied:** The EPAF has been applied to the database. The new data can be verified / viewed in the Banner forms and tables.

Originator EPAF Menu

The menu for those who are authorized to originate or create EPAFs looks like this.



Electronic Personnel Action Form

EPAF Originator Summary

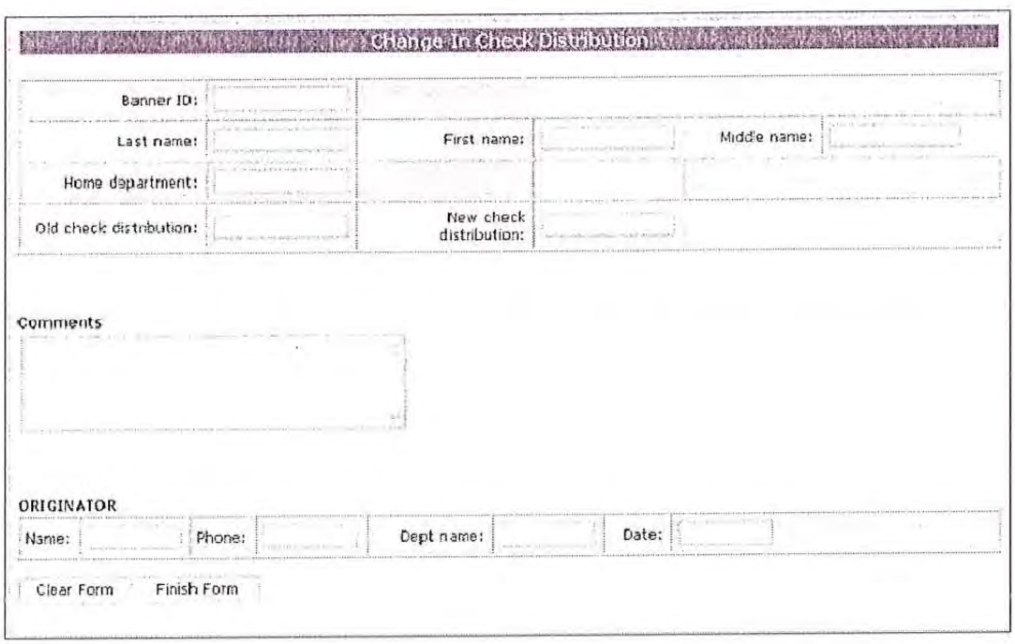
New EPAF

Act as a Proxy

RELEASE: 7.3

Out With the Old, In With the New

From now on, you will not use the HR Web forms to execute personnel changes.



Change In Check Distribution

Banner ID:

Last name: First name: Middle name:

Home department:

Old check distribution: New check distribution:

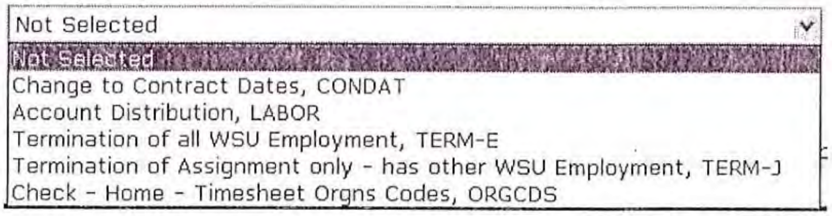
Comments

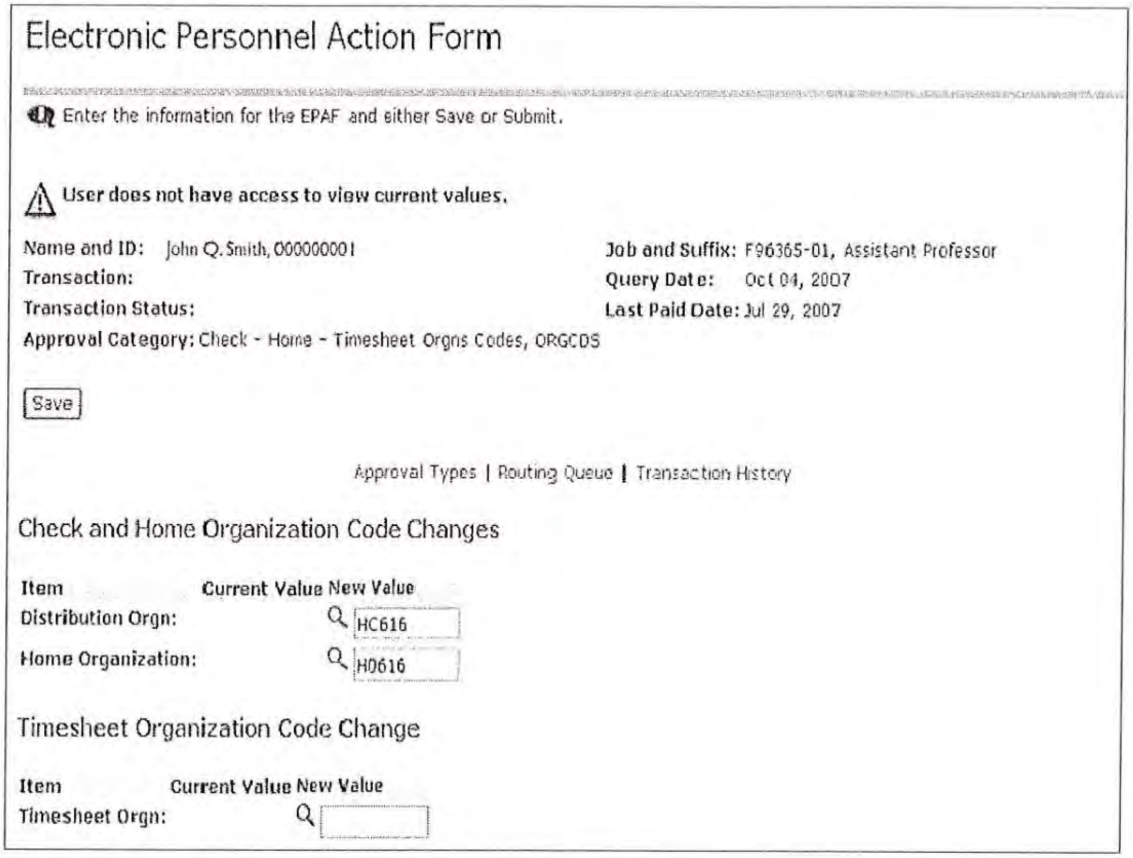
ORIGINATOR

Name: Phone: Dept name: Date:

Clear Form Finish Form

Instead, you will go to EPAF, select the appropriate transaction category, complete several fields, and click Save and Submit! In a nutshell that's all there is to it.





Electronic Personnel Action Form

Enter the information for the EPAF and either Save or Submit.

User does not have access to view current values.

Name and ID: John Q. Smith, 000000001
Transaction:
Transaction Status:
Approval Category: Check - Home - Timesheet Orgns Codes, ORGCDS

Job and Suffix: F96365-01, Assistant Professor
Query Date: Oct 04, 2007
Last Paid Date: Jul 29, 2007

Save

Approval Types | Routing Queue | Transaction History

Check and Home Organization Code Changes

Item	Current Value	New Value
Distribution Orgn:		HC616
Home Organization:		H0616

Timesheet Organization Code Change

Item	Current Value	New Value
Timesheet Orgn:		

Messages

If the EPAF transaction is successfully submitted, a message appears at the top of the form and the Transaction Status changes to Pending.

Electronic Personnel Action Form

The transaction has been successfully submitted.

Enter the information for the EPAF and either Save or Submit

If there are **errors in the EPAF data**, a message appears and an error message displays under Errors and Warning Messages. The Originator must correct the errors, then Save and Submit again.

User Id(s) must be entered for Routing Queue

The system also issues **warning messages** if it detects something that is technically correct but may be cause for concern. If a warning is found, the EPAF still submits successfully, but a Warning Message appears under Errors and Warning Messages on the form.

Errors and Warning Messages

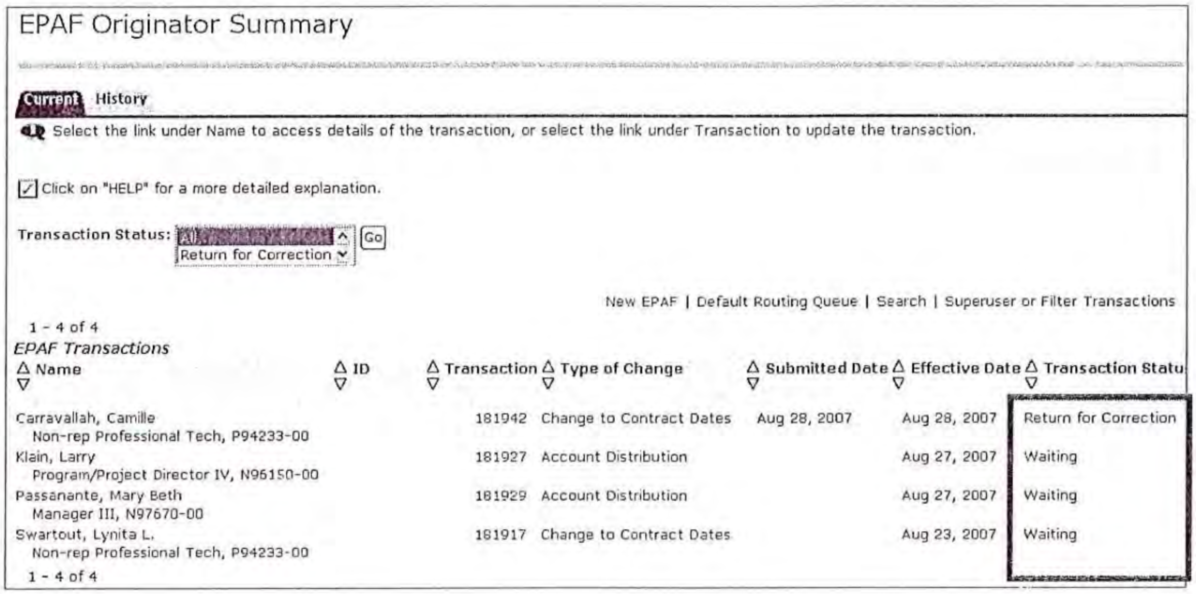
Type	Message Type	Description
Termination Information - End NBAJOBS Assignment	ERROR	Invalid Date for Jobs Effective Date. Format is MM/DD/YYYY.

EPAF Originator Summary

The EPAF Originator Summary provides a snapshot of information about each EPAF submitted. This summary provides a way to view the transaction status as it moves through the routing queue:

The **Current** tab shows the transaction status:

- Waiting
- Return for Correction



EPAF Originator Summary

Current History

Select the link under Name to access details of the transaction, or select the link under Transaction to update the transaction.

Click on "HELP" for a more detailed explanation.

Transaction Status: All / Return for Correction Go

New EPAF | Default Routing Queue | Search | Superuser or Filter Transactions

1 - 4 of 4

EPAF Transactions

Name	ID	Transaction	Type of Change	Submitted Date	Effective Date	Transaction Statu
Carravallah, Camille Non-rep Professional Tech, P94233-00		181942	Change to Contract Dates	Aug 28, 2007	Aug 28, 2007	Return for Correction
Klain, Larry Program/Project Director IV, N96150-00		181927	Account Distribution		Aug 27, 2007	Waiting
Passanante, Mary Beth Manager III, N97670-00		181929	Account Distribution		Aug 27, 2007	Waiting
Swartout, Lynita L. Non-rep Professional Tech, P94233-00		181917	Change to Contract Dates		Aug 23, 2007	Waiting

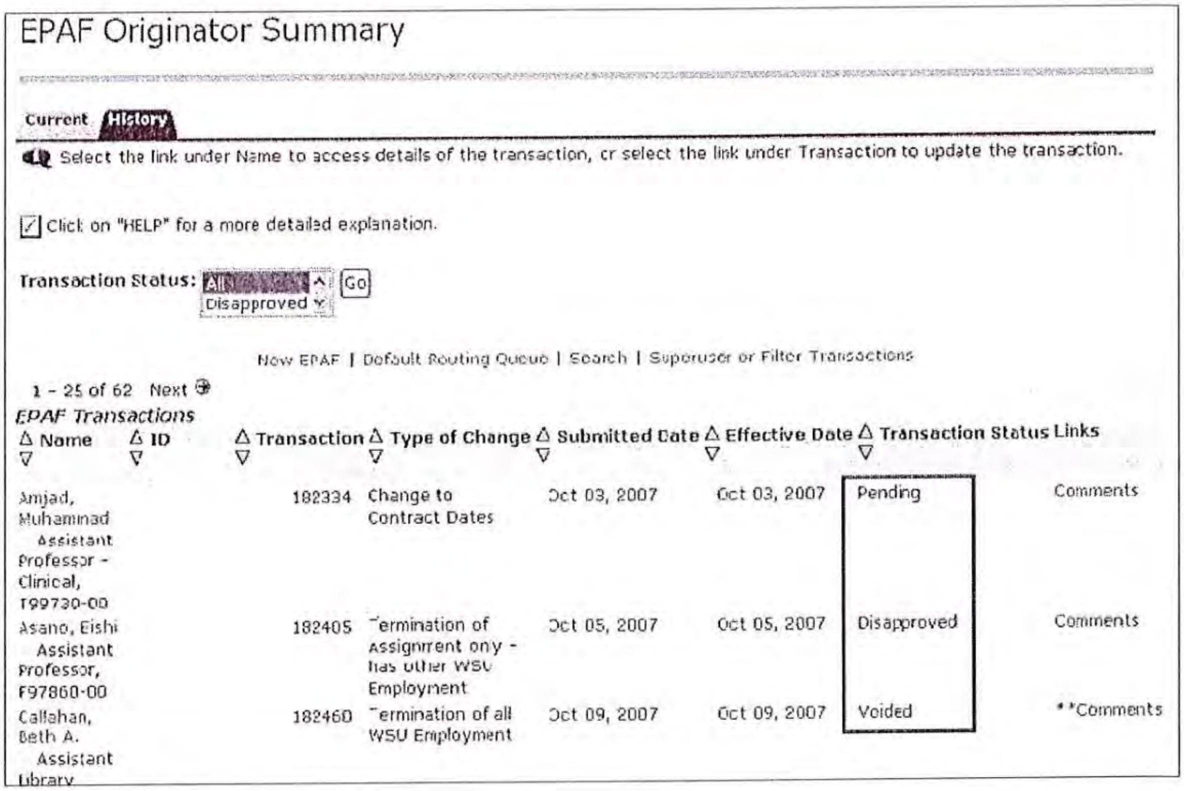
1 - 4 of 4

The History tab shows transactions with the status of:

- Pending
- Approved
- Complete
- Disapproved
- Voided

To access details of a transaction, click the name or number associated with the transaction. Users can then update transactions when necessary.

EPAF Originator Summary, Continued



EPAF Originator Summary

Current History

Select the link under Name to access details of the transaction, or select the link under Transaction to update the transaction.

Click on "HELP" for a more detailed explanation.

Transaction Status: All Disapproved Go

New EPAF | Default Routing Queue | Search | Superuser or Filter Transactions

1 - 25 of 62 Next

EPAF Transactions

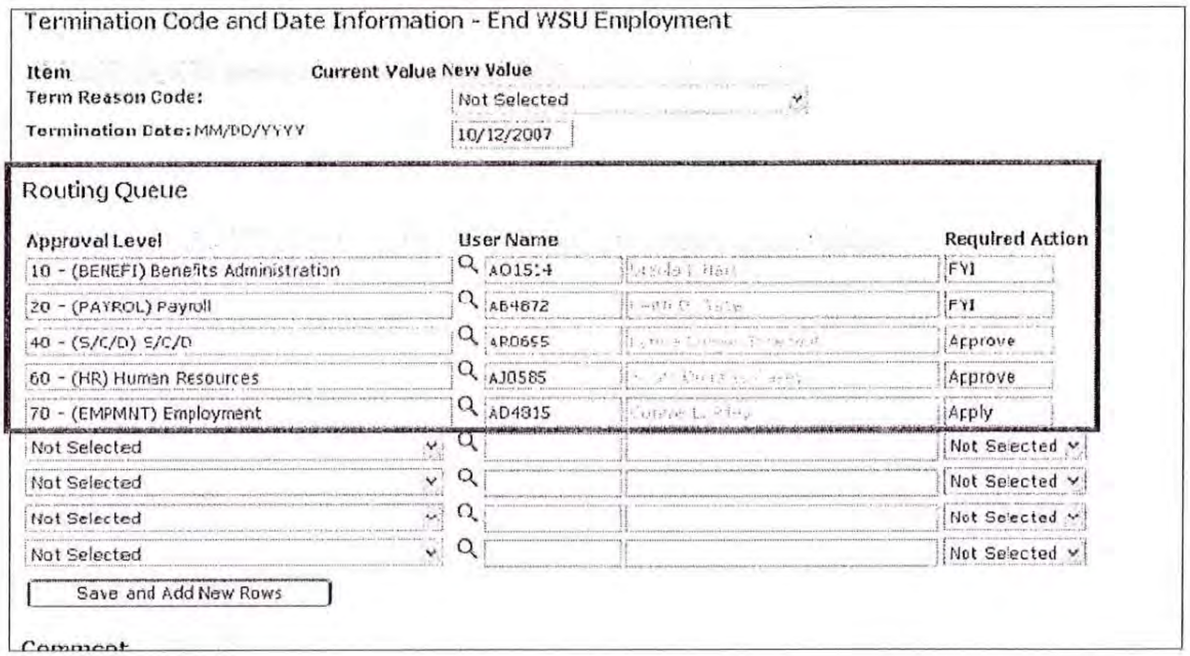
Name	ID	Transaction	Type of Change	Submitted Date	Effective Date	Transaction Status	Links
Amjad, Muhammad Assistant Professor - Clinical, T99730-00		182334	Change to Contract Dates	Oct 03, 2007	Oct 03, 2007	Pending	Comments
Asano, Eishi Assistant Professor, F97860-00		182405	Termination of Assignment only - has other WSU Employment	Oct 05, 2007	Oct 05, 2007	Disapproved	Comments
Callahan, Beth A. Assistant Library		182460	Termination of all WSU Employment	Oct 09, 2007	Oct 09, 2007	Voided	**Comments

What is a Routing Queue?

Currently, when you originate a personnel transaction, it is sent through a number of people for review before it is data entered into the Banner database.

In EPAF, the same thing is done, but is sent to people electronically through what is called a routing queue.

The routing queue specifies the individuals through which an EPAF must be reviewed (approval levels) before it is "applied" to the Banner database.



Termination Code and Date Information - End WSU Employment

Item	Current Value	New Value
Term Reason Code:		Not Selected
Termination Date: MM/DD/YYYY		10/12/2007

Routing Queue

Approval Level	User Name		Required Action
10 - (BENEFI) Benefits Administration	AO1514		FYI
20 - (PAYROL) Payroll	AB4872		FYI
40 - (S/C/D) S/C/D	AR0655		Approve
60 - (HR) Human Resources	AJ0585		Approve
70 - (EMPMNT) Employment	AD4315		Apply
Not Selected			Not Selected
Not Selected			Not Selected
Not Selected			Not Selected
Not Selected			Not Selected

Save and Add New Rows

Comment

Each EPAF routing queue has been setup with mandatory levels that you cannot change. The required actions for each level have also been set. Required Actions include:

- Approve
- FYI
- Apply

These mandatory levels are referred to as the "default routing queue."

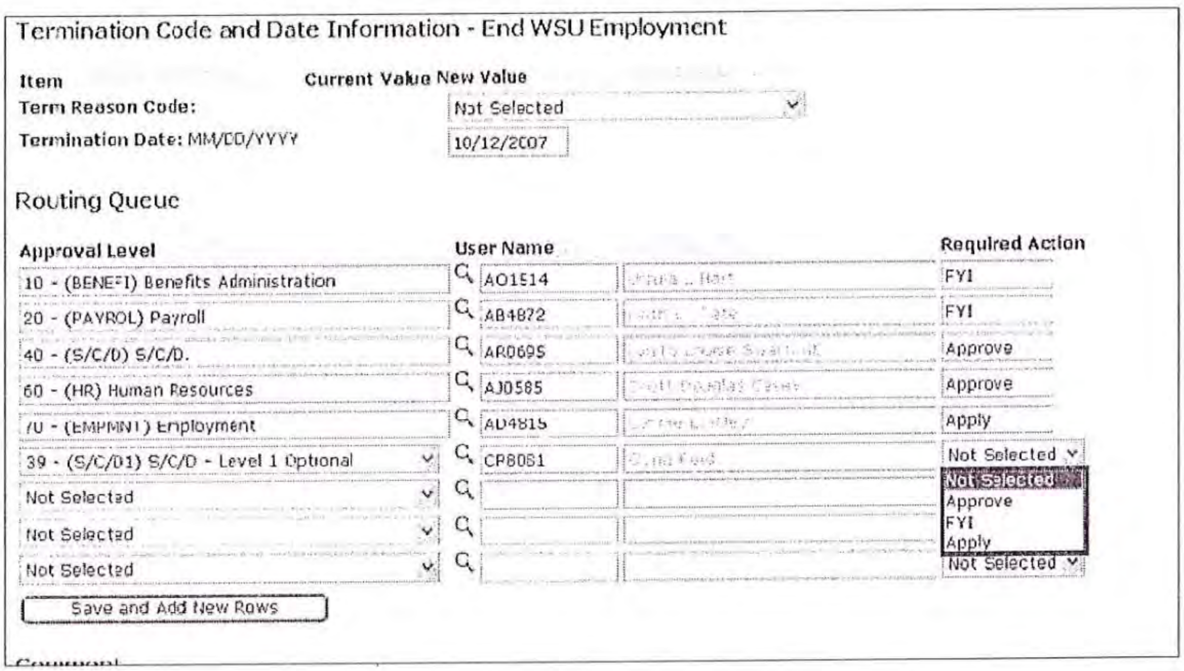
Customize the Routing Queue

Based upon your department's needs, you may need to setup additional approval levels.

For example, in addition to your regular approver, perhaps your department head needs to review all personnel actions. It's the originator's responsibility to add these levels to the routing queue, or "customize the routing queue."

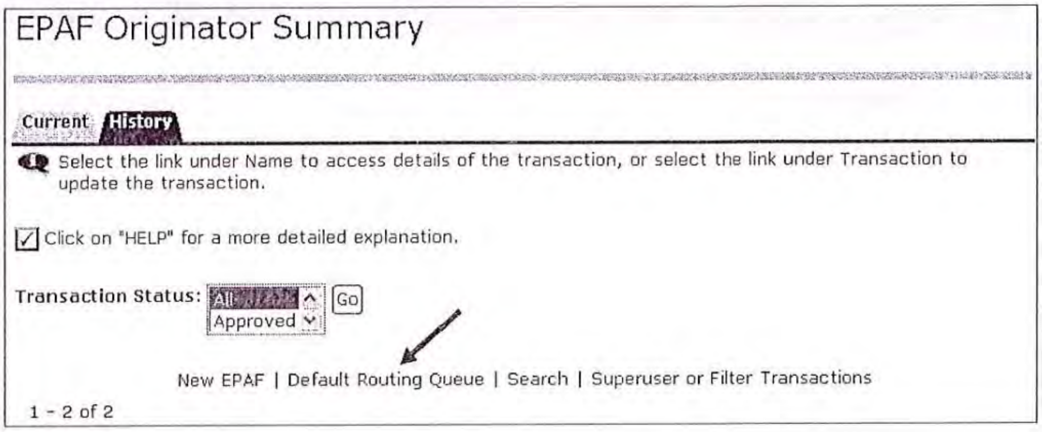
It's possible to customize your routing queue with each transaction. However, it saves time and increases the efficiency of processing if you create your own personal "default" routing. By doing this, each time you create an EPAF transaction, it will automatically insert your personal, S/C/D specific routing and reviewer selection.

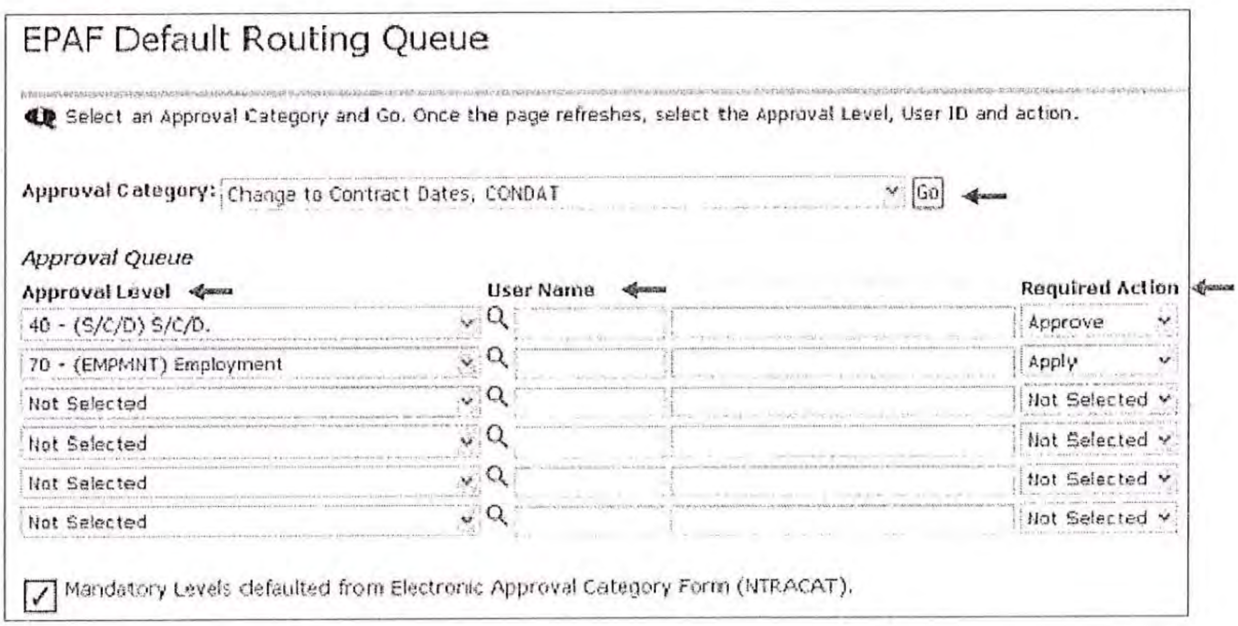
NOTE: You still have the ability to customize the routing queue again, at the time of creating a new EPAF, for transactions that require it.



To customize and setup your default routing queue:

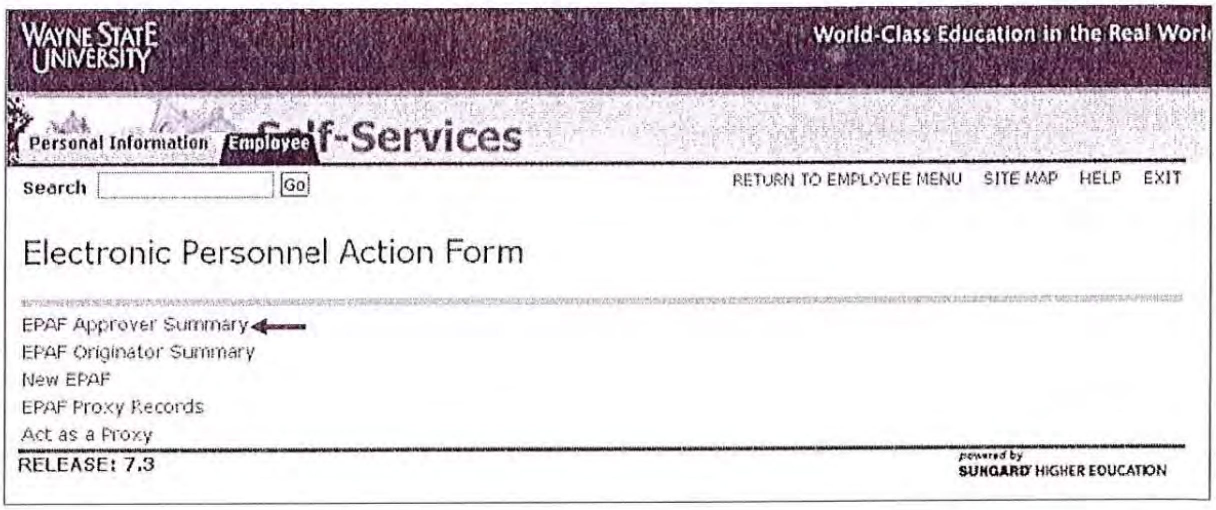
1) At the bottom of the Originator Summary screen, click **Default Routing Queue**.
2) Select the **Approval Category** for which the routing queue is being created and click **Go**.
3) Select the desired **Approval Level**, **User Name** and **Required Action**.
4) Click **Save and Add New Rows**.





Approver EPAF Menu

The menu for those authorized to approve EPAFs looks like this.



The Approver Summary

Approving an EPAF involves reviewing the transaction "package" to ensure that the data entry is complete and accurate and that all required documentation is accounted for.

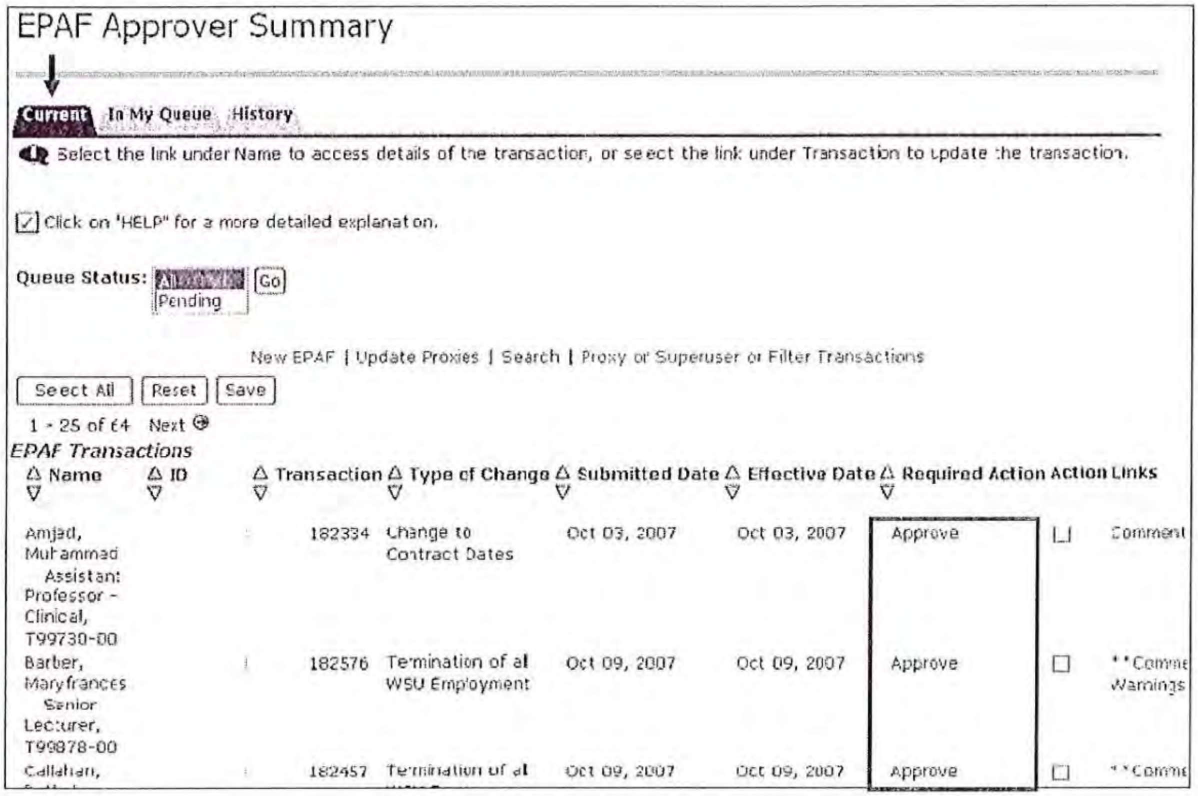
Let's start at the Approver Summary.

1. Click **EPAF Approver Summary**.

   This is where Approvers look to see which EPAFs currently require the **approve** action. To review a specific transaction, click the name or transaction number.

The Approver Summary, Continued

2. In the **Current** tab, transactions with a queue status of Pending, FYI, More Information, or Apply will display.

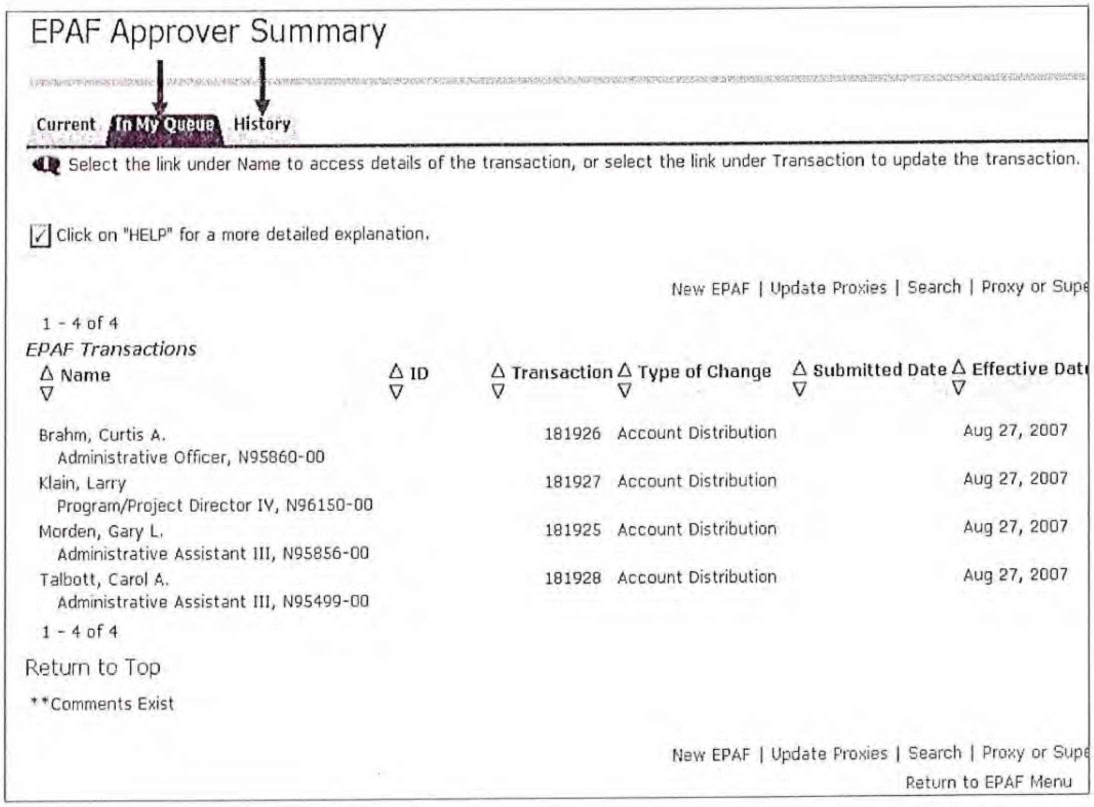


This is where Approvers look to see which EPAFs currently require the **approve** action. To review a specific transaction, click the name or transaction number.

1. In the **In My Queue** tab, only transactions with the queue status of "in the queue" will display. A status of In the Queue means that the EPAF is on its way to you but needs action at a lower level.

2. In the History tab, transactions with the queue status of approved, acknowledged, overridden, applied, disapproved, voided, and removed from queue will be displayed.

The Approver Summary, Continued



EPAF Approver Summary

Current | In My Queue | History

Select the link under Name to access details of the transaction, or select the link under Transaction to update the transaction.

Click on "HELP" for a more detailed explanation.

New EPAF | Update Proxies | Search | Proxy or Supe

1 - 4 of 4

EPAF Transactions

Name	ID	Transaction	Type of Change	Submitted Date	Effective Date
Brahm, Curtis A. Administrative Officer, N95860-00		181926	Account Distribution		Aug 27, 2007
Klain, Larry Program/Project Director IV, N96150-00		181927	Account Distribution		Aug 27, 2007
Morden, Gary L. Administrative Assistant III, N95856-00		181925	Account Distribution		Aug 27, 2007
Talbott, Carol A. Administrative Assistant III, N95499-00		181928	Account Distribution		Aug 27, 2007

1 - 4 of 4

Return to Top

**Comments Exist

New EPAF | Update Proxies | Search | Proxy or Supe

Return to EPAF Menu

Approve an EPAF

When you retrieve a transaction to review, the first section identifies the EPAF transaction, the Approval Category or type of action being done, the employee, the job record being changed or added, the Query Date of the action, and the last time the employee was paid on this job record.

The next section lists all of the information in the personnel action.

NOTE: This section is the most important to review as it contains the data that is being changed.

EPAF Preview

☑ You are acting as an Approver.

Name and ID:	Leslie W. Nolan,	**Job and Suffix:**	P94233-01, Non-rep Professional Tech
Transaction:	181945	**Query Date:**	Aug 29, 2007
Transaction Status:	Pending	**Last Paid Date:**	Jul 29, 2007
Approval Category:	Check - Home - Timesheet Orgns Codes, ORGCDS		

[Approve] [Disapprove] [Return for Correction] [More Info] Add Comment

Approval Types | Comments | Routing Queue | Transaction History

Check and Home Organization Code Changes

Enter Changes	Current Value	New Value
Distribution Orgn:	HC128, Staff Training	HC128, Staff Training
Home Organization:	H4904, Training and Development	H4904, Training and Development
Home COAS:	W	W
District Code:	49, Human Resources	49, Human Resources

Timesheet Organization Code Change

Enter Changes	Current Value	New Value
Job Change Reason:	ADDIT	CHASG
Jobs Effective Date:	09/18/2006	09/01/2007
Timesheet COA:	W	W
Timesheet Orgn:	H49041	H49041

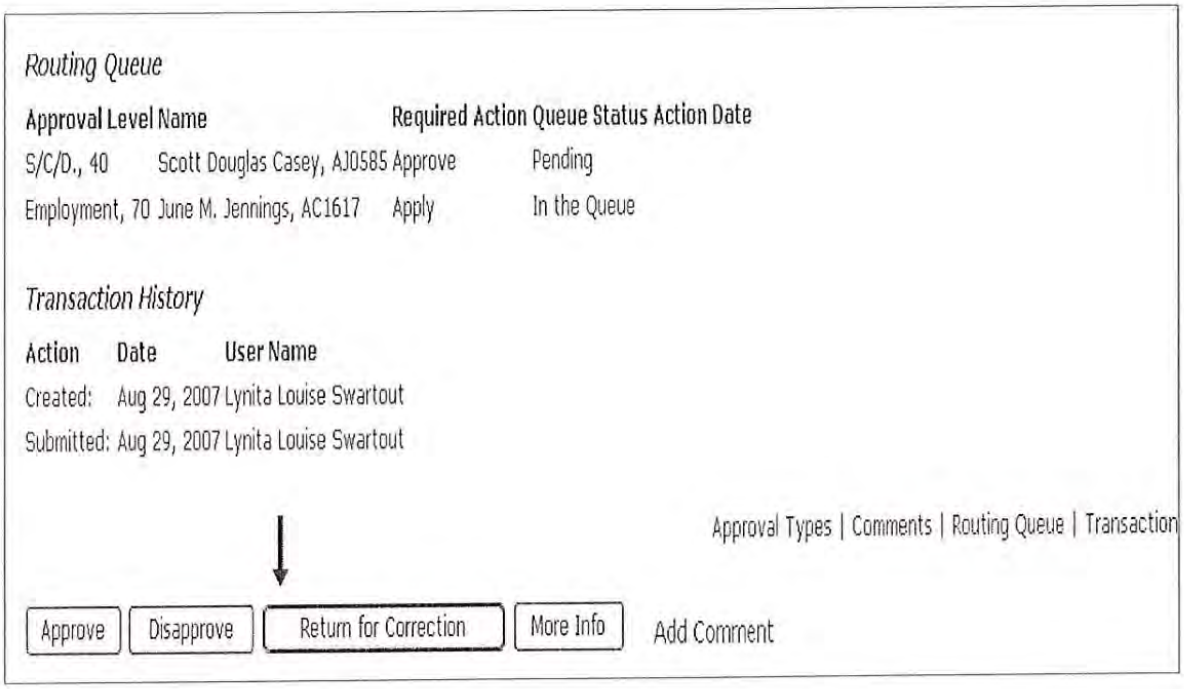
The Routing Queue lists all of the Approval Levels for the EPAF, the user names of the individuals at each approval level, and the required action and status of each. It is extremely important that Approvers verify that the EPAF has been seen by the appropriate people.

Some mandatory approval levels are built into the EPAFs and will automatically appear on the EPAF for the Originator.

There can also be other, unit specific approval levels, and they must be added by the Originator. It is the Approver's responsibility to make sure the EPAF has been routed appropriately.

1. At this point, you can either **Approve**, **Disapprove**, **Return for Correction** or select **More Info**.

Approve an EPAF, Continued



- If the EPAF action is fine, click **Approve.**
- If there is a problem with the action, click **Return for Correction** to send it back to the Originator. If you Return for Correction, you first need to click **Add Comment** and enter information that will explain to the Originator what they need to fix. The Originator will make the correction, save the transaction, and submit it again.
  - Since Approvers cannot make changes to the EPAF, a change of any kind requires the EPAF to be returned to the Originator for correction.
- If you require more information before you can approve, click **More Info**. This is intended to alert anyone looking at the status of the EPAF that you are in the process of reviewing the EPAF but are gathering more information before you can approve or return it for correction. More Info does nothing but change the status of the EPAF so others will know you are working on it.
- **Disapprove** will *terminate* the transaction. Disapprove would be appropriate when the need for the transaction has gone away.

Approve an EPAF, Continued

Once the EPAF is **Approved** (or Acknowledged for FYI only), the screen looks like this.

EPAF Preview

☑ You are acting as an Approver.

☑ Transaction successfully completed.

Name and ID: Leslie W. Nolan,
Transaction: 181945
Transaction Status: Approved
Approval Category: Check - Home - Timesheet Orgns Codes, ORGCDS

Job and Suffix: P94233-01, Non-rep Profess
Query Date: Aug 29, 2007
Last Paid Date: Jul 29, 2007

Add Comment

Approval Types | Comments |

Check and Home Organization Code Changes

Enter Changes	Current Value	New Value
Distribution Orgn:	HC128, Staff Training	HC128, Staff Training
Home Organization:	H4904, Training and Development	H4904, Training and Development
Home COAS:	W	W
District Code:	49, Human Resources	49, Human Resources

Timesheet Organization Code Change

Enter Changes	Current Value	New Value
Job Change Reason:	ADDIT	CHASG
Jobs Effective Date:	09/18/2006	09/01/2007
Timesheet COA:	W	W
Timesheet Orgn:	H49041	H49041

Routing Queue

Approval Level	Name	Required Action	Queue Status	Action Date
S/C/D., 40	Scott Douglas Casey, AJ0585	Approve	Approved	Aug 31, 2007 11:21:45 AM
Employment, 70	June M. Jennings, AC1617	Apply	Pending	

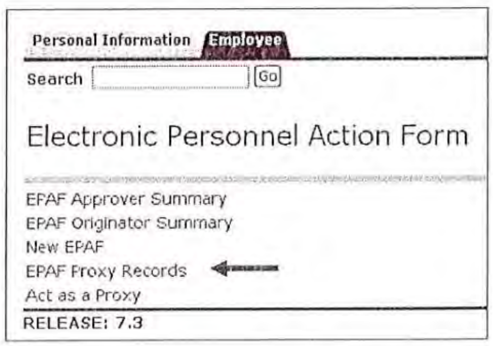
Set Up a Proxy

Everyone who approves EPAFs is required to designate and setup a Proxy - another employee who can approve all EPAFs routed to you in your absence.

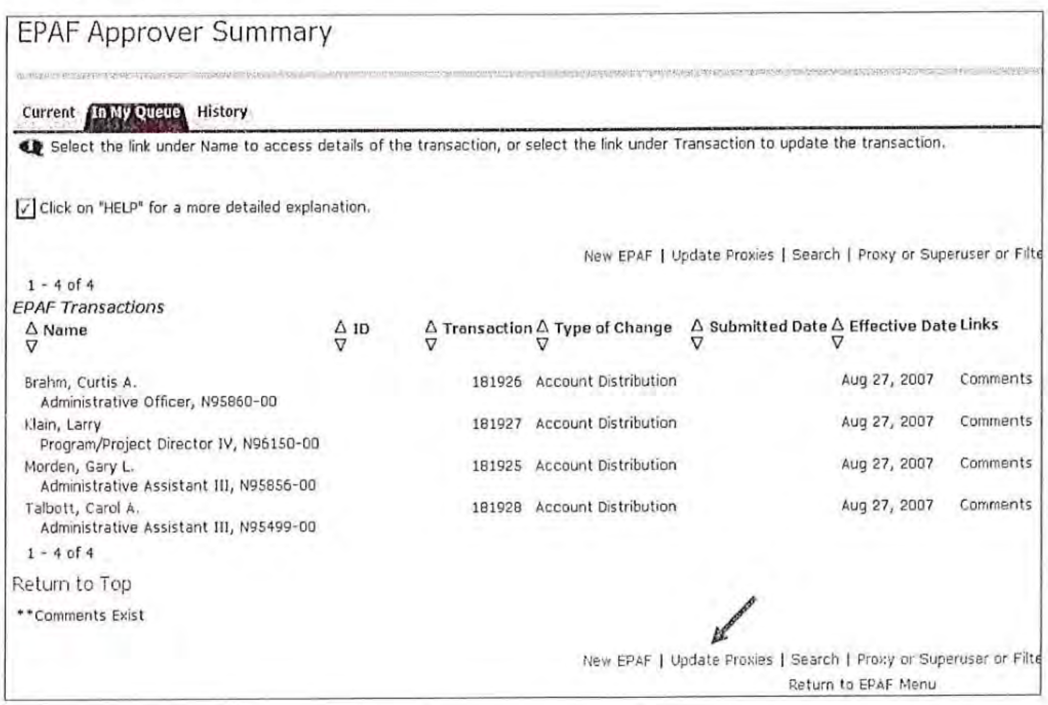
In some cases, the Proxy will only approve in your absence. In other cases, your Proxy may approve for you on a regular basis. This is up to the individual Approver.

To set up your proxy records, you must go to the EPAF Proxy Records screen. Do this in one of two ways:

1) Select EPAF Proxy Records from the EPAF menu to go directly to the EPAF Proxy Records screen,



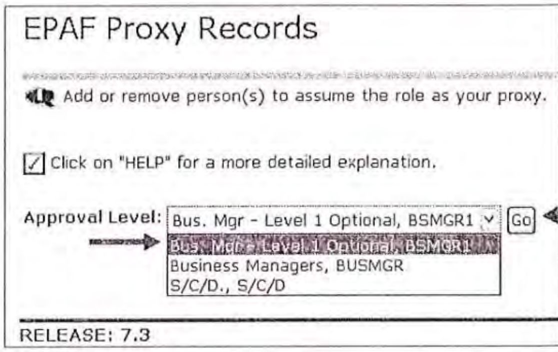
2) or...from the Approver Summary, click **Update Proxies** to proceed to the EPAF Proxy Records screen.



When the EPAF Proxy Record screen appears, you must designate a Proxy for each level at which you approve EPAFs.

Only the levels for which you are an authorized Approver will appear.

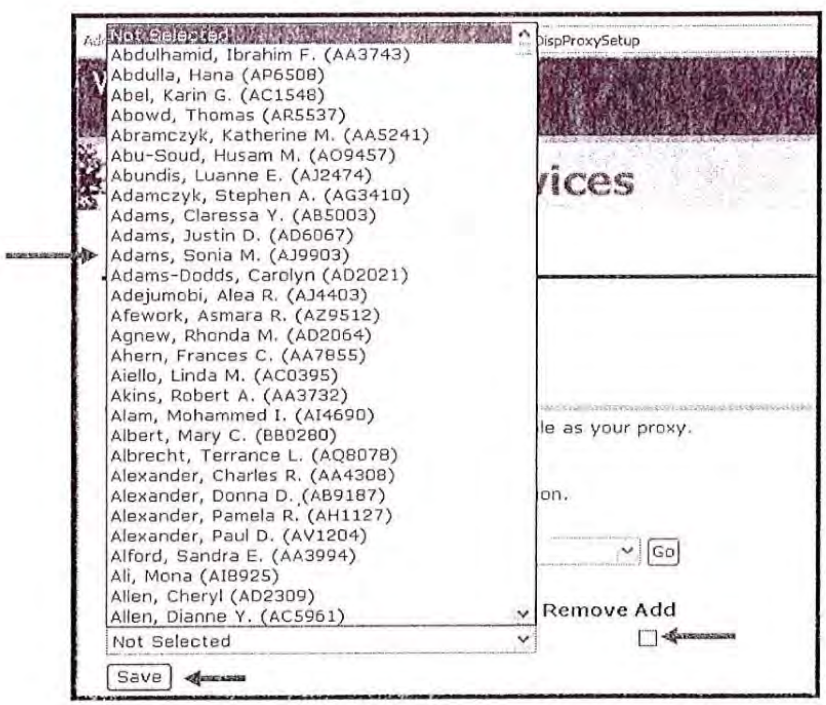
1. Select the **Approval Level** for which you are setting up a Proxy.
2. Click **Go**.



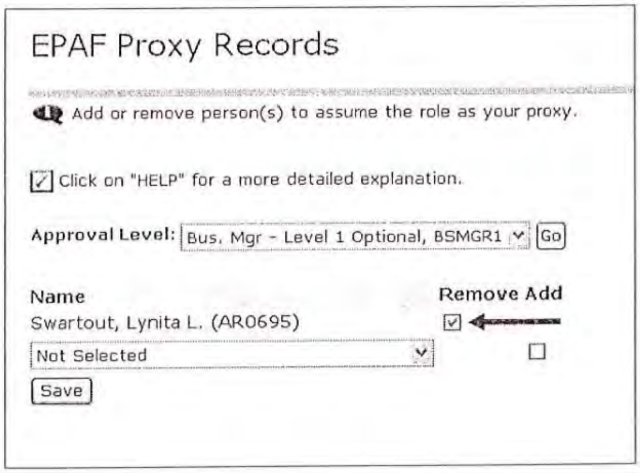
3. Once you select your approval level, select the appropriate name for your proxy.

4. After selecting your proxy, check the box under **Add**.

5. Click **Save**.



To remove a proxy, follow the same steps, but click the check box under **Remove** before clicking **Save**.



Using the EPAF Approval Category Selection Tool in Blackboard

Overview

This job aid assumes that you have a minimal amount of information with which to answer the questions the selection tool presents to you. Answering these questions will enable the tool (through its internal logic) to help you identify both the **EPAF Approval Category** and the **Job Change Reason Code** for a specific personnel transaction. The information you need to answer the selection tool questions should be located on any documentation or instructions you received prior to originating the transaction.

Required Personnel Transaction Documentation

Every personnel transaction has required documentation. If you are unsure about the documents required for the transaction you are processing, you can verify the document(s) required after you have used the selection tool to identify the **EPAF Approval Category** and the **Job Change Reason Code.**

There is a series of **EPAF Required Document Matrices** located in the job aid library. Once you know the **EPAF Approval Category** and the **Job Change Reason Code**, you can select the appropriate Approval Category matrix, and once the matrix is open, you can locate Job Change Reason Code. Following horizontally across the matrix, you can identify the required (minimum) document(s) by E-class. To view this section of Blackboard, click this link, ***EPAF Required Document Matrices.***

Employee's E-class

The last step in this process will be to verify you have selected the appropriate **EPAF Approval Category** and the **Job Change Reason Code** by matching the E-class of the employee whose transaction you are processing with the E-class Codes located in the Overview section of the appropriate job aid.

If you are **unfamiliar** with how to locate an employee's E-class in Banner, there are instructions beginning on page 5 of this job aid that can take you through the steps.

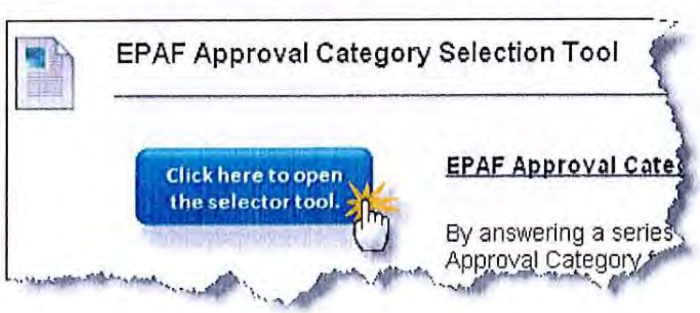
Opening the EPAF Approval Category Selection Tool

To better understand the selection tool, let's look at it through the perspective of a personnel transaction:

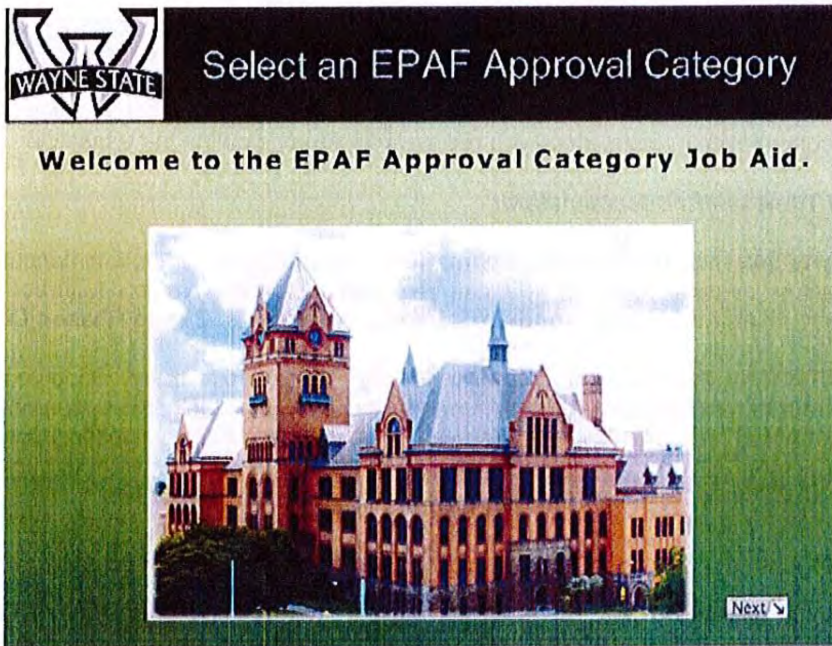
Scenario

You have received a memo from one of your managers recommending a pay increase for Robert J. Albright, a Student Assistant. Robert will be taking on additional responsibilities. His pay is being increased from $8.50/per hour to $9.00/per hour. You must process an EPAF transaction to initiate the adjustment to his hourly rate. You also know that the E-class for a Student Assistant is **ST**.

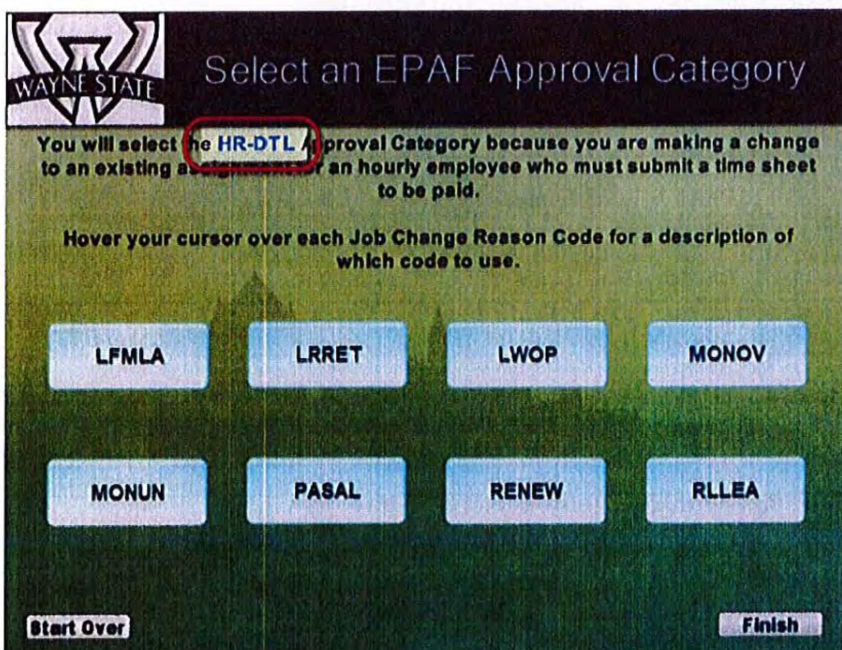
1. The EPAF Approval category Selection Tool is the first tool/job aid on the page. Click the blue button, and the tool will open in a new Tab (Firefox) or a new window (Internet Explorer).



2. Once the tool opens, follow the on-screen instruction to progress through the screens.

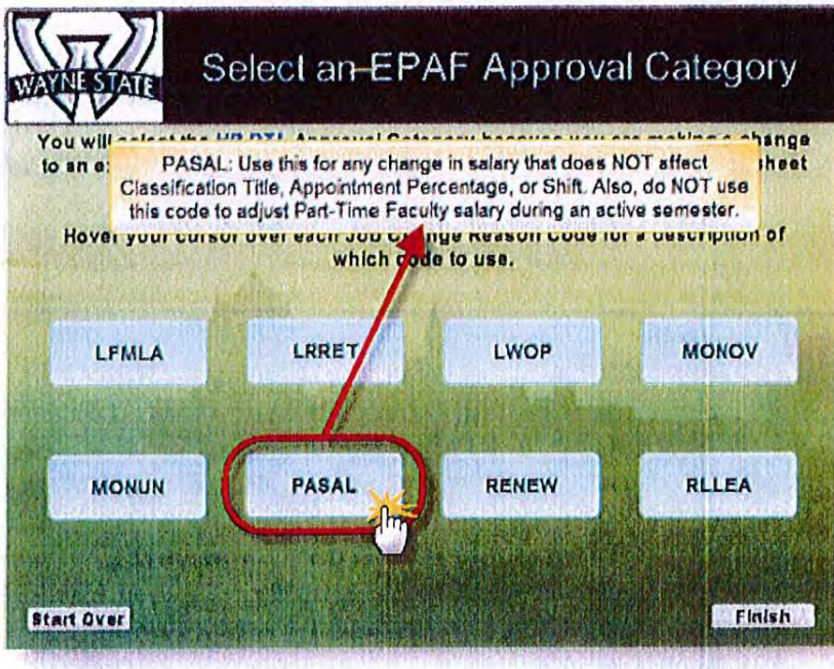


3. The last screen of any of the "paths" you may have followed lists the appropriate **Approval Category** for your transaction. In this scenario, it's **HR-DTL**.



4. Located on this screen are also the **Job Change Reason Codes** (JCRE) that are applicable for the Approval Category **HR-DTL**. Allowing your mouse pointer to "hover" over the **JCRE** will display the description of the **JCRE**.

   Remember, in this example, a Student Assistant (a positive-hourly employee) is receiving a pay increase. The Approval Category is **HR-DTL** and the Job Change Reason Code is **PASAL**.



Now that you have identified the **Approval Category** and the **Job Change Reason Code**, you can locate the appropriate job aid for originating this personnel transaction. Even if you do not need the job aid, following through with the next series of steps will enable you to verify your choice of **Approval Category** and the **Job Change Reason Code** by verifying the E-class.

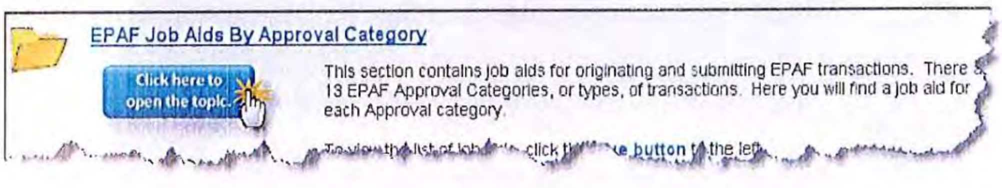
- Approval Category: **HRDTL**
- Job Change Reason Code (JCRE): **PASAL**

When you are finished with the selection tool, you can close the Firefox tab or Internet Explorer window to return to **Job Aids and Support Tools**.

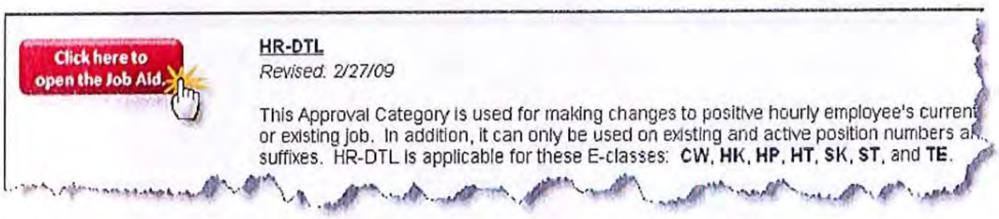
Locating The Appropriate Job Aid

Having returned to the web page where you launched the selection tool, scroll down the page until the next topic, EPAF Job Aids By Approval Category, is visible.

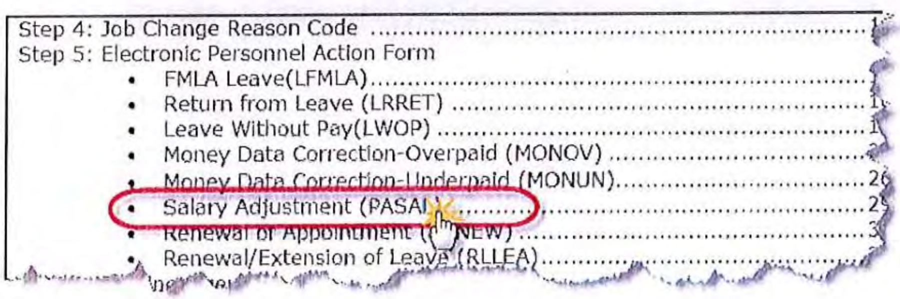
1. Click the blue button to expand the topic and display a menu of Approval Category.



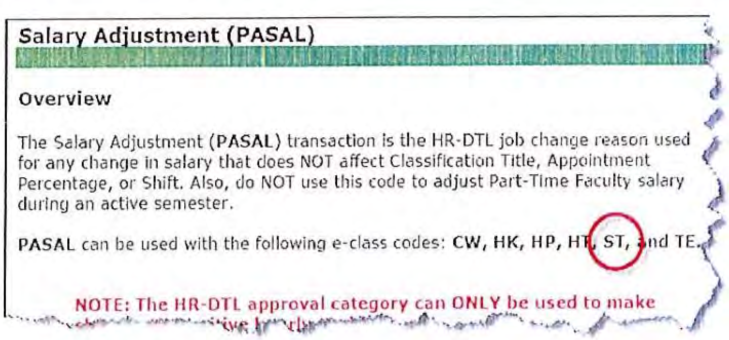
2. Scroll down this page until you see the job aids for **HR-DTL**. Click the red button to open the job aid. The job aid will open in a second tab, and it will display in an embedded Adobe Reader.



3. When the job aid opens, locate the **Job Change Reason Code** in the table of contents (in this scenario **PASAL**) and click anywhere along the entry.



4. Verify the employee's E-class with those listed in the job aid. Robert Albright's E-class is **ST**, and as you can see below, **ST** is an appropriate E-class for this transaction.



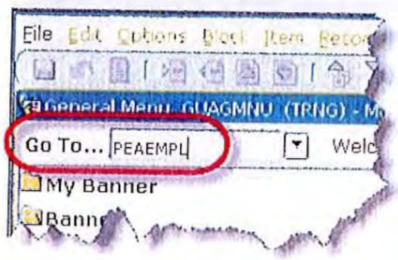
Follow the steps in the job aid, and you will successfully submit your EPAF transaction.

IMPORTANT: Before starting the EPAF transaction, ensure you have selected the correct **Approval Category** and **Job Change Reason Code** by verifying the employee's E-class against the E-classes listed in the Overview section of each of the job aids.

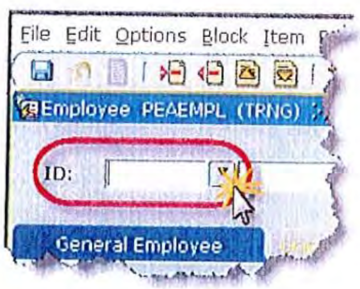
If the Job Change Reason Code you have selected **DOES NOT** match any of the listed E-classes, return to the Selection Tool and answer the questions again.

Locating an Employee's E-class in Banner

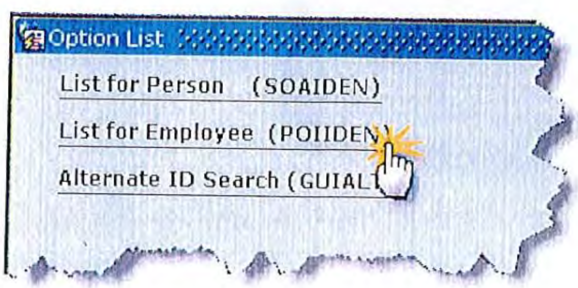
1. Log into Banner.
2. Open Banner form **PEAEMPL**.



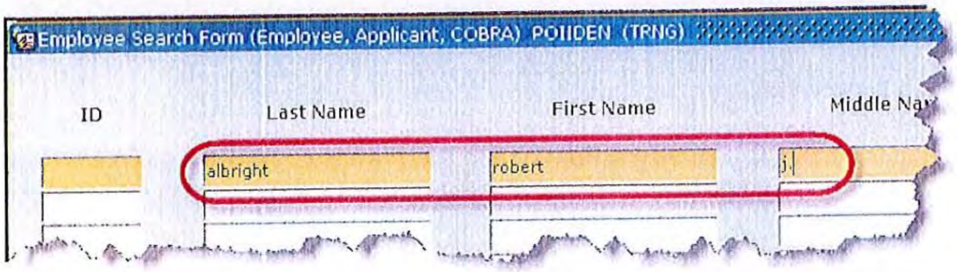
3. When **PEAEMPL** opens, enter the employee's Banner ID into the **ID** field and hit the **TAB** key, or if you do not have the employee's Banner ID, click the **Search** button next to the ID field.



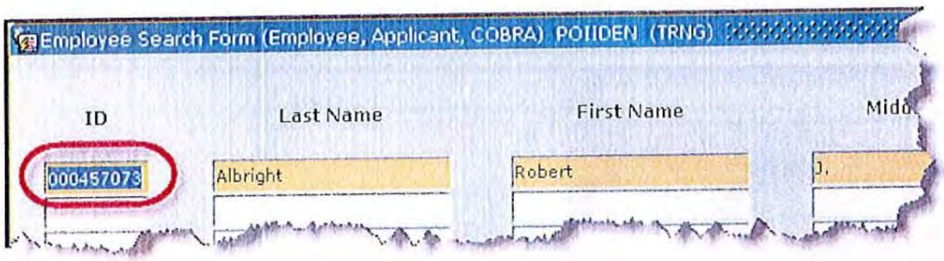
4. If you clicked the **Search** button, an **Options List** will appear. Click the link **List for Employee (POIIDEN)**.



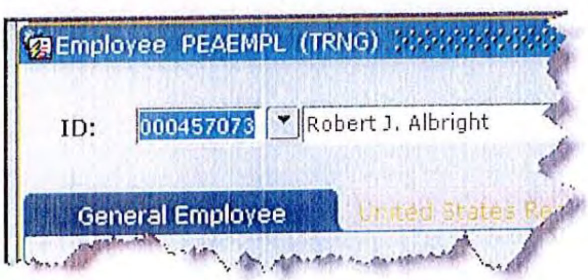
5. Once **POIIDEN** opens, enter the employee's last name, first name, and middle initial (if known) and press the **F8** key.



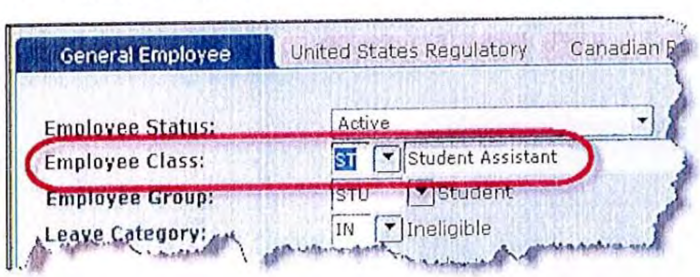
6. The employee's Banner ID will display. Point to the Banner ID and double-click the left-mouse button.



7. The employee's Banner ID will be inserted into the ID field of **PEAEMPL**. Hit **CTRL + PGDN** to display the employee's employment information.



8. The employee's E-class is located on the General tab.



9. Robert J. Albright's E-class is **ST**.

EPAF Approval Category Descriptions

Person Search
Revised: 3/15/09

When searching for an Employee's Banner ID, the search must be conducted twice: once by Last Name/First Name and a second time by using the person's Social Security Number. This job aid takes you through the steps of completing a thorough person search.

Note: Although Person Search is not an EPAF Approval Category, it is included here because of its use with with several EPAF transactions.

ID
Revised: 3/15/09

This Approval Category is used to enter an employee's biographical and (personnel) address information. Contained within this Approval Category is the functionality for generate employee Banner IDs. Because of the nature of this Approval Category, some units have selected one or two user who will originate ID transactions.

Important: Since the original publishing of this job aid, additional data fields have been added to this Approval Category. Click this link, ***Recent changes to Biographical and Address Information, ID***, for instructions regarding the new fields.

CAMPUS
Revised: 3/15/09

This Approval Category is used to add new or make changes to an employee's WSU campus address.

NEWPOS
Revised: 7/31/10

This Approval Category is used to process a new-hire or assign an employee to a new position number or suffix. This category **IS NOT** used for positive hourly positions (e.g. student assistant, temporary employee, etc.) or attachments.

Important: Since the original publishing of this job aid, additional data fields have been added to this Approval Category. If you have a printed copy of this job aid, please destroy it and reprint from the online copy.

HR-POS
Revised: 5/20/09

This Approval Category is used to process hourly new-hire or assign an employee to a new position number or suffix. This category **IS** used for positive hourly positions, e.g. student assistant, temporary employee, etc.

AT-POS
Revised: 5/20/09

This Approval Category is used for creating new attachments.

JOBDTL
Revised: 6/30/09

This Approval Category is used for making changes to an employee's current or existing job. JOBDTL can only be used on existing and active position numbers and suffixes.

HR-DTL
Revised: 2/27/09

This Approval Category is used for making changes to positive hourly employee's current or existing job. In addition, it can only be used on existing and active position numbers and suffixes. HR-DTL is applicable for these E-classes: **CW, HK, HP, HT, SK, ST**, and **TE**.

AT-DTL
Revised: 2/27/09

This Approval Category is used for making changes to attachment associated with current or existing jobs. In addition, it can only be used with existing or active position numbers and suffixes.

CONDAT
Revised: 9/15/08

This Approval Category is used for making changes or deleting employee contract dates.

LABOR
Revised: 9/15/08

This Approval Category is used for making changes to the index and account that an employee's job is charged to. This category can **ONLY** be used for current or future actions (first day of the current pay period and forward). You CANNOT use an EPAF LABOR transaction for retro actions. Retro labor transaction processing remains a paper process.

ORGCDS
Revised: 9/15/08

This Approval Category is used for making changes or corrections to an employee's **Home Org Code, Check Distribution Code**, and/or **Timesheet Org Code**.

TERM-J
Revised: 9/15/08

This Approval Category is used to terminate an assignment when an employee has two or more active assignments. After this transaction is complete, the employee will still have at least one active assignment.

TERM-E
Revised: 9/15/08

This Approval Category is used to terminate an employee's WSU employment. To process a TERM-E, an employee must have only one active assignment.

ACADEMIC JOB CHANGE REASON CODES

JOB CHANGE REASON CODEs	JOB CHANGE REASON CODE DESCRIPTION	JOB CHANGE REASON CODE EXPLANATIONS
CHAPP	Change in Appointment Percent	Use for any change in the Appointment Percentage of an active assignment that is not part of a Renewal, Leave or Change in Classification.
CHASG	Change in Assignment	Use for all changes to the department, time sheet organization and any other change that DOES NOT affect Classification, Subsidy or Money for an active assignment. **Do not use this code if the change is a correction to the original action.**
CHSUB	Change in Subsidy	Use for if an active assignment is going on or off soft money, but has no other changes.
CHSYR	Change in Service Yr/9-12 or 12-9	Use for any change from a 9 month assignment to a 12 month assignment OR from a 12 month assignment to a 9 month assignment when the previous assignment has not yet been closed down for any reason.
CJINT	Change in Interim/Acting	Use if the employee begins or ends an Interim or Acting Administrative assignment.
CJPRO	Promotion	Use for Promotions.
DCCOR	Data Correction	Use for corrections to the original action that DO NOT involve a correction in the money the employee receives.
HIAPP	Appointment	Use for an employee's first job ever at the University; for an employee's first job with Benefits; or if the employee is returning to the University after a separation of at least three years.
HIREA	Reappointment/Rehire	Use if the employee is returning to the University after a separation for any time period less than three years. **EXCEPTION**: DO NOT use if the employee to a Part-Time Faculty position within three years of their last Part-Time Faculty assignment.
JESAB	Sabbatical End and/or Cancel	Use if an employee's Sabbatical Leave of Absence is cancelled or is ending before the approved end date of the Leave.
LEAVE	Leave of Absence without pay	Use for any type of Leave of Absence without pay that is not an approved Family Medical Act Leave.
LFMLA	FMLA Leave	Use for any type of approved Family Medical Act Leave of Absence.

ACADEMIC JOB CHANGE REASON CODES

LOOFF	Layoff	Use for layoffs.
LPADM	Administrative Leave	Use for any Administrative Leave of Absence with pay.
LPSAB	Sabbatical Leave	Use for any Sabbatical Leave of Absence with pay.
LPSTD	Short Term Disability	Use if the employee is approved for Short-Term Disability.
LRRET	Return from Leave of Absence	Use for all Returns from Leave of Absence, except for early returns from Sabbatical Leaves.
LTD	Job Terminated to LTD	Use if the employee is approved for Long-Term Disability.
LWPAY	Leave of Absence with Pay	Use for any Leave of Absence with pay EXCEPT Administrative, Sabbatical or Short-Term Disability Leaves of Absence.
MONOV	Money Data Correct - Overpaid	Use for any correction to the original action which resulted in the employee getting overpaid.
MONUN	Money Data Correct - Underpaid	Use for any correction to the original action which resulted in the employee getting underpaid.
PASAL where's PAEXTR?	Salary Adjustment	Use for any Change in Salary that DOES NOT affect Classification, Appointment Percentage, or Shift. **Do not use this code to adjust the salary for employees in E-Classes CW (College Work Study); ST (Student Assistant) or TE (Technician).**
RCLAS	Reclassification	Use for **any** Change in Classification Title EXCEPT Promotions, Demotions, changes between Non-Academic Classification Titles within the same salary grade and changes between benefitted and non-benefitted classifications.
RENEW	Renewal of Appointment	Use for any Renewal of Assignment when there is no gap in service. Also use for Part-Time Faculty that are not additional service assignments and when the employee has had a Part-time Faculty assignment within the past three years.
REEXT	Extension of Appontment	Use for extensions for Administrative assignments when the employee has a Tenured Academic position.
RLLEA	Renewal/Extension of Leave	Use when an employee is Renewing or Extending any existing Leave of Absence, with or without pay.
TERMI	Termination of Employment	Use for any type of termination of job or assignment EXCEPT cancellation of Part-Time Faculty assignments, Layoffs and Long-term Disability.

ACADEMIC JOB CHANGE REASON CODES

TRANS	Transfer	Use if employee is Transferring between School/College/Divisions or if the employee is Transferring Non-Academic Classification Titles within the same Salary Grade. **Do not use this code if the employee is changing departments within the same School/College/Division.**

EPAF Apply Cycle Sample Calendar (July 2013)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3 **Payday**	4	5	6
7 **Pay Period Ends**	8 EPAFs Originated and Approved **DO NOT** apply	9 EPAFs Originated and Approved **DO NOT** apply	10 EPAFs Originated and Approved **DO NOT** apply	11 EPAFs Originated and Approved **DO NOT** apply	12 EPAFs Originated and Approved **DO NOT** apply	13 **ALL** EPAFs Originated and Approved **DO** apply
14	15 **ALL** EPAFs Originated and Approved **DO** apply	16 **ALL** EPAFs Originated and Approved **DO** apply	17 **Payday** **ALL** EPAFs Originated and Approved **DO** apply	18 **ALL** EPAFs Originated and Approved **DO** apply	19 **ALL** EPAFs Originated and Approved **DO** apply	20 **ALL** EPAFs Originated and Approved **DO** apply
21 **Pay Period Ends**	22	23	24	25	26	27
28	29	30	31 **Payday**			

Unless notified by Payroll, this is a typical EPAF Apply Cycle calendar.

EPAF Transactions Completed 1st Quarter (Jan-Mar) 2013

There were 5892 EPAF transactions completed in the 1st Quarter 2013. Of the 5892 transactions, 799 had one or more errors—that is an error rate of 13.5%. The following is a breakdown of the number of transactions with the number of errors per transaction:

- 396 Transactions had 1 error each
- 273 Transactions had 2 errors each
- 75 Transactions had 3 errors each
- 36 Transactions had 4 errors each
- 14 Transactions had 5 errors each
- 4 Transactions had 6 errors each
- 1 Transactions had 8 errors each

Approval Category	Number of Errors by A-Cat	Total Transactions by A-Cat	Error Rate
NEWPOS	297	1837	16%
HR-POS	260	719	36%
TERM-J	154	356	43%
ID	63	573	11%
LABOR	8	774	1%
AT-POS	7	12	58%
CAMPUS	3	383	1%
JOBDTL	3	329	1%
TERM-E	2	297	.6%
CONDAT	1	320	.3%
HR-DTL	1	131	.6%
ORGCDS	0	161	0%
AT-DTL	0	0	0%
Totals	799	5892	

Error Type	Number of Errors
Incorrect Job Change Reason	299
Incorrect Current Hire Date	143
Missing I9 Information	136
Incorrect Approval Category	110
Missing/Incorrect Documentation	94
Incorrect E-Class	79
Incorrect Termination Code	77
Incorrect Org Code	75
Incorrect Primary/Secondary Status	55
Incorrect Biographical Information (Name, Address, Citizenship, Ethnicity, Birthdate, SSN, etc.)	55
Incorrect Suffix	53
Incorrect Position Number	42
Incorrect PT Rank	41
Incorrect Classification	34
Missing/Incorrect Contract Dates	33
Incorrect Appoint % / FTE	28
Incorrect Labor Distribution Percent	13
Incorrect Jobs Effective Date	12
Incorrect Personnel Date	11
Incorrect 1042S Indicator	10
Duplicate Transaction	6
Missing VISA Information	3
Incorrect Salary	1
Incorrect Pay ID	1
Incorrect Pays/Factors	1
Duplicate ID	1
Total Number of Errors	1413

		E-Class	Description	MONUN	PAAMO	PAEQU	PASAL	PTCAN	USCAN
				Money Codes					
ACADEMIC	Represented	A2	Faculty, 12-Month	X			X		
		A9	Faculty, 9-Month	X			X		
		DA	Faculty, 9-Month Deferred (Pay)	X					
		PT	Faculty, Part Time		X			X	
		S2	Academic Staff, 12-Month	X			X		
		S9	Academic Staff, 9-Month	X			X		
		U2	Graduate Assistant, 12-Month	X			X		
		U9	Graduate Assistant, 9-Month	X			X		
		US	Graduate Training Assistant, Spring/Summer		X				X
	Non-Represented	C2	Faculty Administration, 12-Month	X			X		
		C9	Faculty Administration, 9-Month	X			X		
		D2	Non-Faculty Administration, 12-Month	X		X	X		
		D9	Non-Faculty Administration, 9-Month	X		X	X		
		F1	Faculty **Under** 50%, 9-Month	X			X		
		F2	Faculty **Over** 50%, 12-Month	X			X		
		F9	Faculty **Over** 50%, 9-Month	X			X		
		FA	Faculty **Under** 50%, 12-Month	X			X		
		HP	Faculty, Part-Time, Hourly	X			X		
		MR	Medical Resident	X			X		
		P2	Faculty, Part-Time, UPTF Excluded		X				
		P5	Faculty, Part-Time, Non-Instructional		X				
		P6	Faculty, Part-Time, Additional Service Instruct		X				
		R2	Research, 12-Month	X			X		
		R9	Research, 9-Month	X			X		
		VO	Faculty, Voluntary HX=						
NON-ACADEMIC	Represented	24	Janitors	X			X		
		7M	Custodial Supervisors Hou	X			X		
		AS	Custodial , Parking Attendants, etc.	X			X		
		HX	Housekeepers	X			X		
		OE	Operating Engineers	X			X		
		OS	Operating Engineer, Supervisor	X			X		
		PE	P & A Exempt	X			X		
		PN	P & A Non-Exempt	X			X		
		PS	Public Safety, WSU Police Officer	X			X		
		SA	Staff Association	X			X		
		SK	Skilled Trades	X			X		
	Non-Represented	CW	College Work Study	X			X		
		EX	Executive	X		X	X		
		MA	Management	X		X	X		
		NC	Clerical, Non-Represented	X		X	X		
		NE	Professional, Non-Represented, Exempt	X		X	X		
		NN	Professional, Non-Represented, non-Exempt	X		X	X		
		ST	Student Assistant	X			X		
		TE	Temporary Employee	X			X		

e for New Hire

Jc

les

RENEW	TRANS
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Banner ID/Access ID

E-class (Employment Classification)

Service Dates

I-9 Completion/Re-verification for Foreign Nationals

OISS Work Authorization

Common I-9 Issues

Social Security Number applied for:

Re-verifications:

Contracts

Effective Date vs. Personnel Date/EPAF Calendar

Job Change Reason Codes

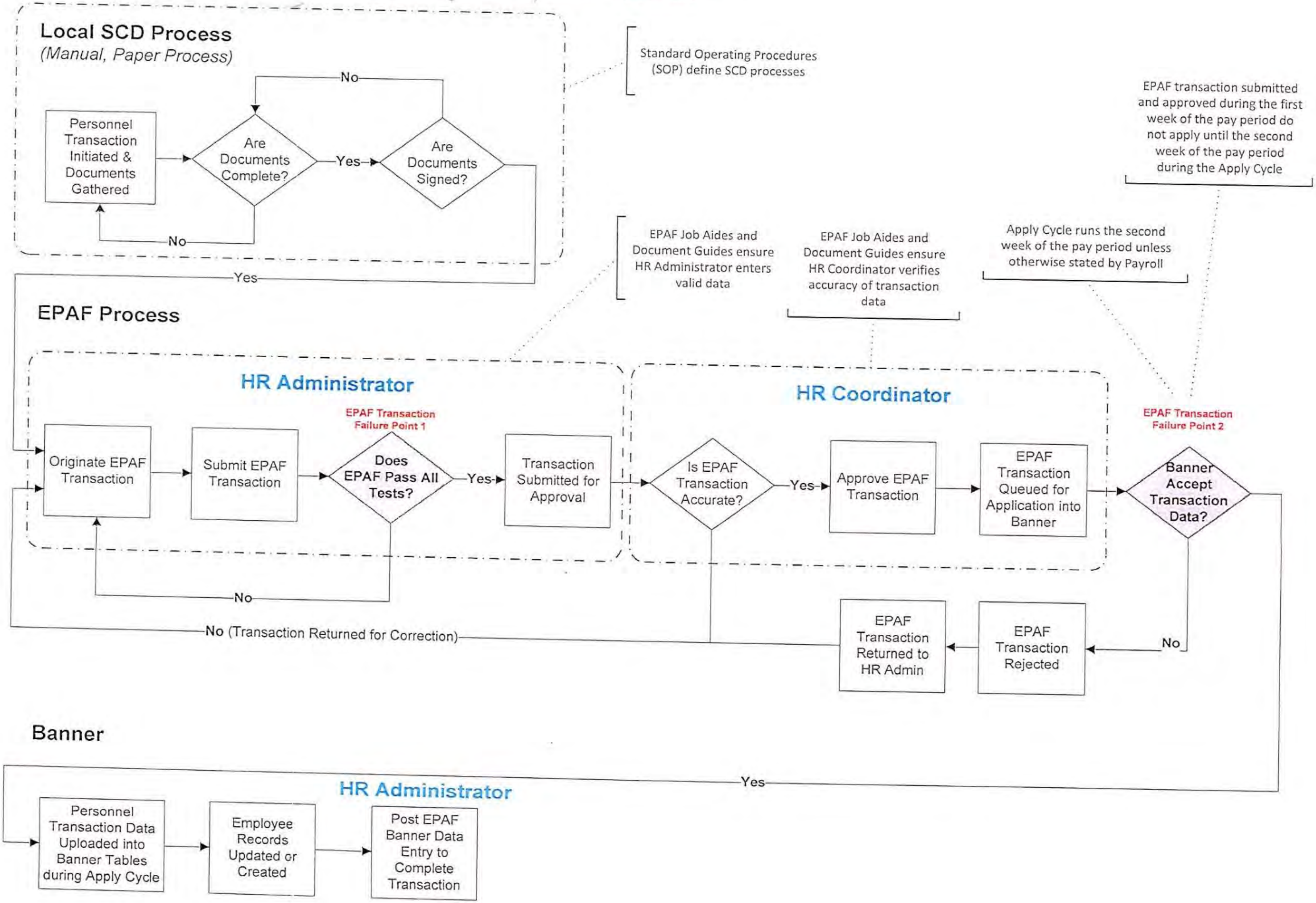
Approval Categories

Approval Levels (Mandatory vs. Optional)

EPAF Errors and Warnings

WSU Personnel Tra..saction Process

SOP: Standard Operating Procedures



DS - Acad 15 pp same
DA - 9 month faculty opts to spread over 12 months
Faculty

Summary of E-Classes Used in Banner
Job Aide
Effective 3/1/10

E-CLASSES	E-CLASS DESCRIPTIONS	E-CLASS EXPLANATIONS	E-CLASS POSITION NUMBERS	
24	Local 24	Employees (ie: Janitors) represented by Local 24	Positions start with "N"	Rep
7M	517-M	Employees (ie: Custodial Supervisors, etc.) represented by Local 177M	Positions start with "N"	Rep
A2	12 Month Represented Faculty	Faculty (ie: Professors, Lecturers, etc.) represented by the AAUP on the BW 12 Month Calendar	Positions start with "F" or "T"	Rep
A9	9 Month Represented Faculty	Faculty (ie: Professors Lecturers, etc.) represented by the AAUP on the 9M 9 Month Academic Calendar	Positions start with "F" or "T"	Rep
AS	AFSCME	Employees (ie: Custodians, Parking Facility Attendants, Mail Clerks, etc.) represented by AFSCME	Positions start with "N"	Rep
C2	12 Month Chair/Academic Directors	Faculty Administrators (ie: Directors (Academic), Assistant Deans, Division I Athletic Coachs, Chairpersons, etc.) on the BW 12 Month Calendar	Positions start with "F" or "T"	Non-Rep
C9	9 Month Chair/Academic Directors	Faculty Administrators (ie: Directors (Academic), Assistant Deans, Division I Athletic Coachs, Chairpersons, etc.) on the 9M 9 Month Academic Calendar	Positions start with "F" or "T"	Non-Rep
CW	College Work Study	College Work Study Student Assistants	Positions start with "P"	Non-Rep (Hourly/Part-time/Temporary)
D2	12 Month Academic Administrators	Non-Faculty Academic Administrators (ie: Deans, Directors, Academic, etc.) on the BW 12 Month Calendar	Positions start with "F" or "T"	Non-Rep

Summary of E-Classes Used in Banner
Job Aide
Effective 3/1/10

E-CLASSES	E-CLASS DESCRIPTIONS	E-CLASS EXPLANATIONS	E-CLASS POSITION NUMBERS	
D9	9 Month Academic Administrators	Non-Faculty Academic Administrators (ie: Deans, Directors, Academic, etc.) on the 9M 9 Month Academic Calendar	Positions start with "F" or "T"	Non-Rep
ER	Early Retirees	Retirees receiving Early Retirement Benefits	Positions start with "P"	Non-Rep
EX	Executive	Executive Management (ie: President, Vice Presidents, Provost, Chief of Staff, Dean of Students, etc.)	Positions start with "N" or "T"	Non-Rep
F1	NR 9 Month Faculty Under 50%	Employees on the 9M 9 Month Academic Calendar working less than 50% FTE in Faculty classifications that would otherwise be represented by the AAUP (ie: Professor, Lecturer, etc.)	Positions start with "F"	Non-Rep
F2	NR 12 Month Faculty Over 50%	Faculty in classifications that are not represented by the AAUP (ie: Univ Professors, Visiting Professors, etc.) on the BW 12 Month Calendar working 50% or more FTE	Positions start with "F" or "T"	Non-Rep
F9	NR 9 Month Faculty Over 50%	Faculty in classifications that are not represented by the AAUP (ie: Univ Professors, Visiting Professors, etc.) on the 9M 9 Month Academic Calendar working 50% or more FTE	Positions start with "F" or "T"	Non-Rep
FA	NR 12 Month Faculty Under 50%	Employees on the BW 12 Month Calendar working less than 50% FTE in Faculty classifications that would otherwise be represented by the AAUP(ie: Professor, Lecturer, etc.)	Positions start with "F" or "T"	Non-Rep
HP	Hourly PTF	Part-time Faculty paid hourly	Positions start with "P"	Non-Rep (Hourly/Part-Time/Temporary)

Summary of E-Classes Used in Banner
Job Aide
Effective 3/1/10

E-CLASSES	E-CLASS DESCRIPTIONS	E-CLASS EXPLANATIONS	E-CLASS POSITION NUMBERS	
HX	Housing Local 24	Employees (ie: Handyperson, Housekeeper) employed by the Wayne State University Housing Authority that are represented by Local 24	Position starts with "N"	Rep
MA	Management	Non-executive Management (ie: Directors, Managers, Administrative Assistant Deans, etc.)	Positions start with "N" or "T"	Non-Rep
MC	McGregor (NOT USED)	Was for Employees working at the McGregor Conference Center (ie: Waitresses, Cooks, Concession Attendants, etc.)	Positions start with "P"	
MR	Medical Resident	Medical Residents (ie: Medical Resident 1, Medical Resident 2, Chief Medical Resident, etc.) in the School of Medicine	Positions start with "P"	Non-Rep
NC	Non-rep Clerical	Clerical employees in areas (ie: Human Resources, Board of Governors, etc.) or positions (ie: Executive Secretary, Word Processing Trainer, etc.) that are not represented by the Staff Association Union Local 2071	Positions start with "N" or "T"	Non-Rep
NE	Non-rep Professional Exempt	Professional employees that are not eligible for overtime in areas (ie: Human Resources, General Counsel, etc.) or positions (ie: Research Engineers, Curator, etc.) that are not represented by the Professional and Administrative Union Local 1979	Positions start with "N" or "T"	Non-Rep
NN	Non-rep Professional Non-exempt	Professional employees that are eligible for overtime in areas (ie: Human Resources, Institutional Analysis, etc.) or positions (ie: Public Safety Lieutenants & Sergeant, Training Coordinator, etc.) that are not represented by the Police Officers Labor Council or by the Professional and Administrative Union Local 1979	Positions start with "N" or "T"	Non-Rep

Supervisors will be changed to Non Reps & former OS will become OEs non supervisory Engineers

Summary of E-Classes Used in Banner
Job Aide
Effective 3/1/10

E-CLASSES	E-CLASS DESCRIPTIONS	E-CLASS EXPLANATIONS	E-CLASS POSITION NUMBERS	
OE	Operating Engineer	Facility Engineers in non-supervisory positions (ie: First, Second or Third Class Engineers and Apprentice Engineers) represented by the International Union of Operating Engineers Local 547	Positions start with "N"	Rep
instead = going away - contract change		per agreement		
OS	Operating Engineer Supervisors	Facility Engineer Supervisors (ie: Shift Supervisors) represented by the International Union of Operating Engineers Local 574	Positions start with "N"	Rep
P2	PTF (UPTF Excluded)	Additional service Part-time Faculty employees (ie:Part-Time Faculty, Instructional Assistants) that have another WSU position excluded per the UPTF contract article I.B	Positions start with "P"	Non-Rep (Part-time/Temporary)
P5	PTF Non-Instructional (NR)	Part-Time Faculty employees (ie: Part-Time Faculty, Instructional Assistants) that are not teaching or are teaching a non-credit course.	Positions start with "P"	Non-Rep (Part-time/Temporary)
P6	PTF Addtl Svc Instr (NR) w/Ret	Employees represented by the AAUP have an Additional Service Part-Time Faculty teaching assignment	Positions start with "P"	Non-Rep (Part-time/Temporary)
PA	University Public School Admin (NOT USED)	Was for University Public School Administrators	Positions start with "N"	Non-Rep
PE	P&A Exempt	Professional employees (ie: Administrative Assistants Personnel Officers, etc.) that are not eligible for overtime represented by the Professional and Administrative Union Local 1979	Positions start with "N" or "T"	Rep
PN	P&A Non-exempt	Professional employees (ie: Administrative Assistants Personnel Officers, etc.) that are not eligible for overtime represented by the Professional and Administrative Union Local 1979	Positions start with "N" or "T"	Rep

Summary of E-Classes Used in Banner
Job Aide
Effective 3/1/10

E-CLASSES	E-CLASS DESCRIPTIONS	E-CLASS EXPLANATIONS	E-CLASS POSITION NUMBERS	
PS	Public Safety	Employees (ie: Public Safety Officers) represented by the Police Officers Labor Council	Positions start with "N"	Rep
PT	Part time Faculty (Rep)	Part-Time Faculty employees (ie: Part-Time Faculty, Instructional Assistants) represented by UPTF	Positions start with "P"	Rep (Part-time/Temporary)
R2	12 Month Research	Research Employees (ie: Research Assistants, Research Associates, Post-Doctoral Research Fellows, Research Scientists) on the BW 12 Month Calendar	Positions start with "H"	Non-Rep
R9	9 Month Research	Research Employees (ie: Research Assistants, Research Associates, Post-Doctoral Research Fellows, Research Scientists) on the 9M 9 Month Academic Calendar	Positions start with "H"	Non-Rep
S2	12 Month Academic Staff	Academic employees (ie: Academic Advisors, LibrariansUniversity Counselors, Financial Aid Officers, etc.) represented by the AAUP on the BW 12 Month Calendar	Positions start with "A" or "T"	Rep
S9	9 Month Academic Staff	Academic employees (ie: Academic Advisors, Librarians, University Counselors, Financial Aid Officers, etc.) represented by the AAUP on the 9M 9 Month Academic Calendar	Positions start with "A" or "T"	Rep
SA	Staff Association	Employees (ie: Office Clerks, Parking Supervisors, Receptionists, Storekeepers, etc.) represented by the Staff Association Union Local 2071	Positions start with "N" or "T"	Rep
SK	Skilled Trades	Employees (ie: Painters, Plumbers, Carpenters, etc.) represented by the Detroit Building and Construction Trades Council	Positions start with "N"	Rep

Summary of E-Classes Used in Banner
Job Aide
Effective 3/1/10

E-CLASSES	E-CLASS DESCRIPTIONS	E-CLASS EXPLANATIONS	E-CLASS POSITION NUMBERS	
ST	Student Assistant	Student Assistants	Positions start with "P"	Non-Rep (Hourly/Part-time/Temporary)
SU	Substitute Teacher (NOT USED)	Was for University Public School Substitute Employees (ie: Substitute Teachers, Co-curriculum, etc.)	Positions start with "P"	Non-Rep (Hourly/Part-time/Temporary)
TE	Temporary	Hourly Temporary (non-Student) employees (ie: Clerical Temporary, Professional Temporary On-Air Host, etc.)	Positions start with "P"	Non-Rep (Hourly/Part-time/Temporary)
TR	Public School Teacher (NOT USED)	Was for University Public School Academic employees (ie: School Counselors, Teachers, etc.)	Positions start with "N"	Non-Rep
U2	12 Month Graduate Assistant	Graduate Student employees (ie: Graduate Teaching Assistants, Graduate Research Assistants, etc.) represented by the GEOC on the BW 12 Month Calendar	Positions start with "P"	Rep
U9	9 Month Graduate Assistant	Graduate Student employees (ie: Graduate Teaching Assistants, Graduate Research Assistants, etc.) represented by the GEOC on the 9M 9 Month Academic Calendar	Positions start with "P"	Rep
Stipend E-Classes				
SD	Stipend Recipient – 9 Month	Non-service stipend payment to fellows or trainees on the 9 Month Academic Calendar **(STIPEND RECIPIENTS ARE NOT EMPLOYEES)**	Position starts with "P"	
SE	Stipend Recipient – 12 Month	Non-service stipend payment to fellows or trainees on the 12 Month Calendar **(STIPEND RECIPIENTS ARE NOT EMPLOYEES)**	Position starts with "P"	

E-CLASSES	E-CLASS DESCRIPTIONS	E-CLASS EXPLANATIONS	E-CLASS POSITION NUMBERS	
Other E-Classes				
XA	Attachment	Salary attachment for employees on any classification (Attachment totals are included in the salary on the employee's main assignment and the actual Attachment E-Class is unpaid)	Position is "ATTACH"	
XB	Retiree	Retired employees and Surviving Beneficiaries in any classification (Benefits Administration responsible for Retiree and Survivor actions)	Positions RETIRE or SURVIV	
XD	Long-Term Disability	Employees in any classification on Long-Term Disability	Position is LTD001	
XO	Non Paid but Benefitted	Employees receiving Cobra Benefits (Benefits Administration responsible for Cobra actions)	Position is COBRA	
VO	Voluntary Faculty	Voluntary Faculty employees (ie: Clinical Professors, Instructors (FTA), Adjunct Assistant Professor, etc.)	NO POSITION NUMBER	
HC	Housing Clerical (NOT USED)	Clerical Employees (ie: Office Services Clerk II, Accounting Clerk Senior, etc.) employed by the Wayne State University Housing Authority	Position starts with "N"	Non-Rep
HE	Housing NR Professional Exempt (NOT USED)	Professional employees (ie: Community Director, Housing Assignments Coord., etc.) employed by the Wayne State University Housing Authority that are not eligible for overtime	Position starts with "N"	Non-Rep

E-CLASSES	E-CLASS DESCRIPTIONS	E-CLASS EXPLANATIONS	E-CLASS POSITION NUMBERS	
HK	Housing Student Assistants (NOT USED)	Student Assistants employed by the Wayne State University Housing Authority	Position starts with "P"	Non-Rep (Hourly/Part-time/Temporary)
HT	Housing Technicians (NOT USED)	Hourly Technician employees (ie: Housing Non Rep Clerical Tech) employed by the Wayne State University Housing Authority	Position starts with "P"	Non-Rep (Hourly/Part-time/Temporary)
HU	Housing Union Local 24 (NOT USED)	Employees (ie: Handyperson, Housekeeper) employed by the Wayne State University Housing Authority that are represented by Local 24	Position starts with "N"	Rep

Wayne PM

Creating a Participant Center

In this section...

We'll look at how to create a Participant Center inside an appraisal process. What exactly is a Participant Center? How does it differ from the User Center? What types of participant roles exist? How do you assign forms to participants?

At the end of this section, you should understand how the Participant Center works and the actions you can perform within it.

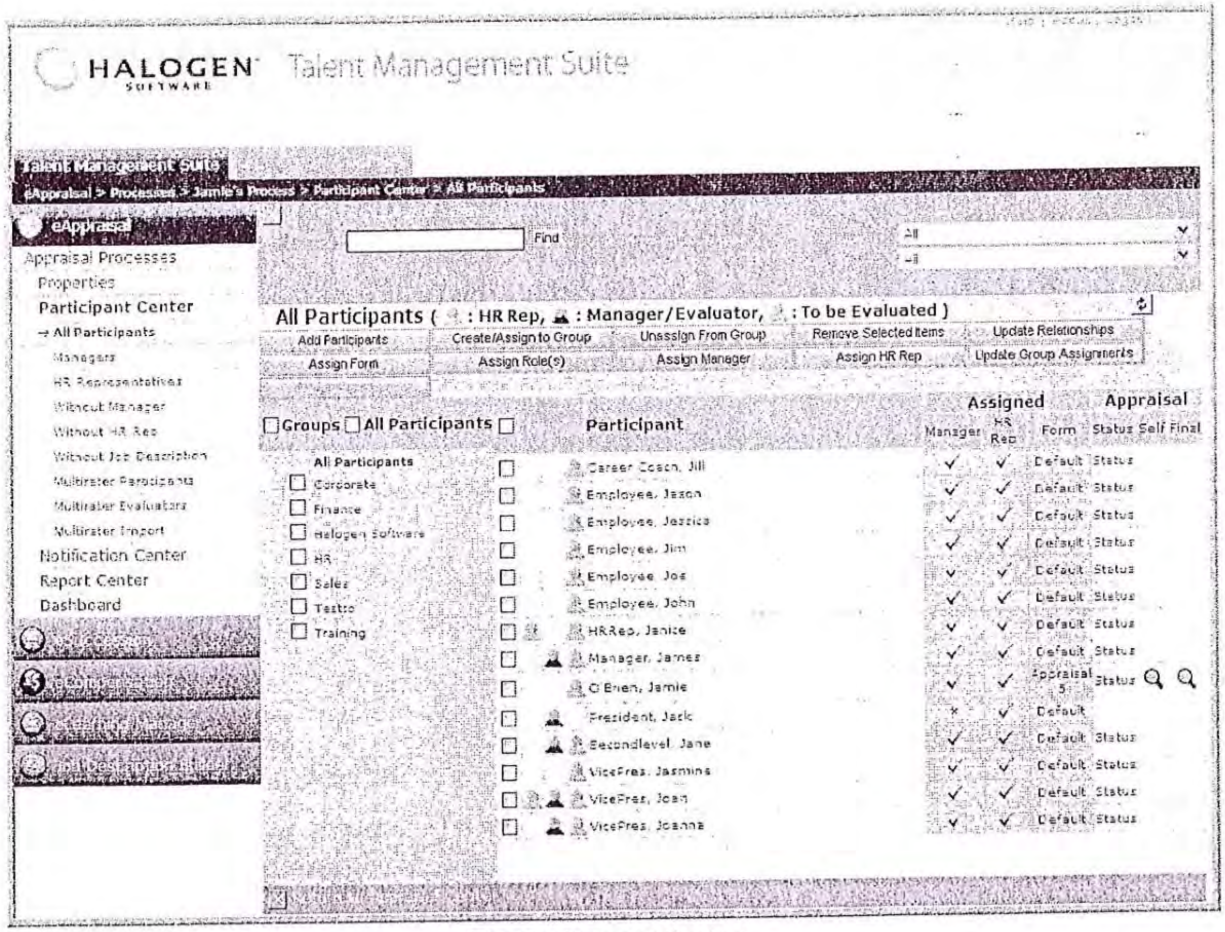
In the *User Center for Administrators* tutorial, you learned about the **User Center**, which contains profiles and information for **all** of your employees. The **Participant Center** only contains the users who will taking part in a particular process. Users are brought into the **Participant Center** from the **User Center**. Once you have brought all of the process participants into the **Participant Center**, you can configure relationships (Manager, HR reps) and assign forms.

Remember This!

New administrators will sometimes confuse the **User Center** and the **Participant Center**. Remember that the **User Center** stores information on every single person who has access to the module. The **Participant Center** only stores the users who are expected to participate in a particular process. You can only have one **User Center**, but you can have multiple **Participant Centers** in the module.

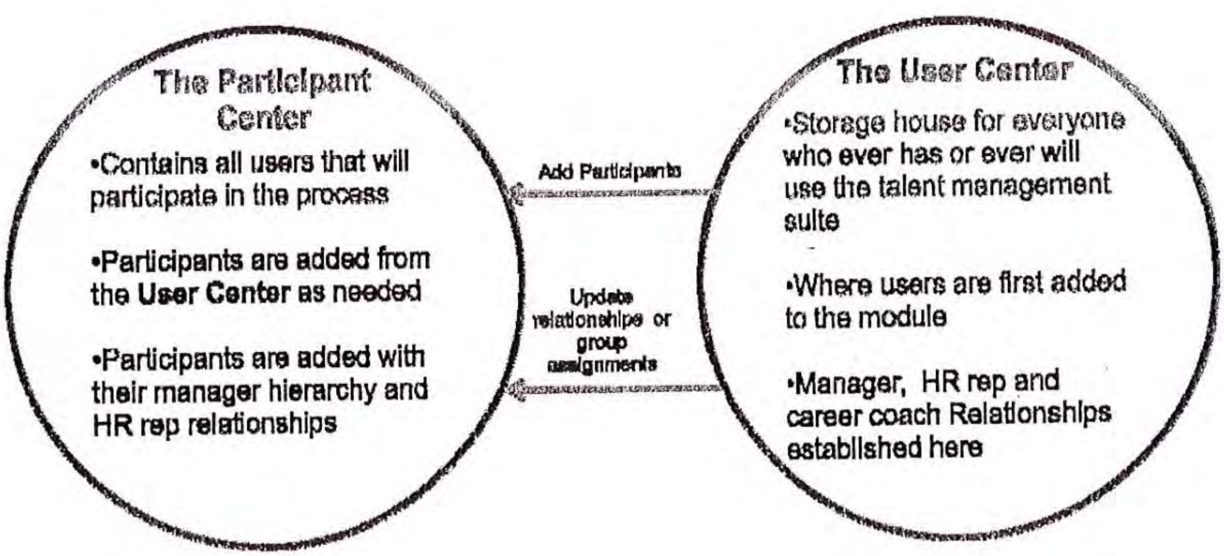
Watch out!

Any relationship or grouping changes you make in the **Participant Center** will only apply to the process you are working in. They will not apply to the **User Center**. If you want to make a permanent relationship or grouping changes, you need to make them in the **User Center**.



The Participant Center

User Center & Participant Center Comparison



	User Center	Participant Center
Who is included?	• All of your employees and managers (or, at the very least, all those who ever have or will participate in an appraisal process, as well as anyone who has access to the admin side of the module)	• Only those employees and managers that will participate in the given appraisal process
What information is available / configurable?	• User list • Personal information • Job information • Manager, HR rep, career coach assignment information • Group assignment • Custom details • Salary details (if eCompensation is enabled) • Talent profile • Notification log • Recent activity log	• Participant list • Form assignments • Process status • Completed review forms • Manager and HR rep assignments
What actions can I perform?	• Add/remove users from eAppraisal • Activate/deactivate users within eAppraisal • Grant/revoke access rights • Assign manager, HR rep and career coach • Generate new user passwords • Configure access permissions for HR reps • Create groups • Assign users to groups • Search for users • Add/remove attachments	• Add/remove participants from the appraisal process • Assign roles (HR rep, manager/evaluator, employees to be evaluated) • Create groups • Assign users to groups • Assign manager, HR rep to participants • Update relationships (from **User Center**) • Update group assignments (from **User Center**) • Assign third party approver (if applicable)
What is the scope of the changes? (Applicable to Relationships and	• Applicable to all subsequent processes. For example, in the **User Center**, if you change Julie's manager from Sam to Jessica,	• Applicable only to the process in which the changes were made. For example, in the **Participant Center**, if you change a Julie's manager

	User Center	Participant Center
Grouping)	Jessica will appear as Julie's manager in all future appraisal processes.	from Sam to Jessica, Jessica will appear as Julie's manager only for the current appraisal process. In the next appraisal process Julie's manager will revert to Sam. • NOTE: When relationships are defined in the **User Center**, the relationships in the **Participant Center** will not override access rights. In the example above, where Julie's manager has changed from Sam to Jessica in the **Participant Center**, Jessica will perform all of the relevant manager related tasks, but Sam will maintain visibility into Julie's personal pages, since Sam is still the manager assigned in the **User Center**.

Participant Center Roles

The participant center contains the members of your organization that will be taking part in the current review process. Each participant will have one or more of the following roles. These roles are based on the relationships that the participants have in the User Center. Roles can be manually added or removed for a user as required for the purposes of your process.

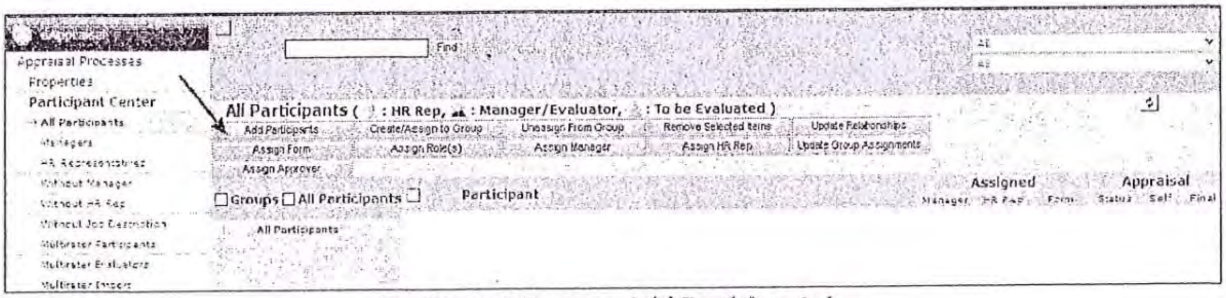
Role	Access Rights and Privileges
HR Representative	HR representatives can be responsible for assigning managers or forms, reviewing appraisals, meeting with employees to discuss evaluations, and signing off on appraisals.
Manager/Evaluator	Managers/Evaluators will be responsible for completing appraisals for their direct reports, meeting with them to discuss appraisals and signing off on them.
To be Evaluated (Employee)	Typically, the employees to be evaluated are direct reports of managers. However, managers may also be subjects of evaluations too. Anyone who has to be evaluated may be required to complete a self-evaluation, add comments to a final review and sign off on their evaluations.
Project Leader	Project leaders are only present in project appraisal processes. They will be responsible for evaluating project members. While similar to a manager, project leaders are rarely the actual manager of the participant, making this a temporary relationship.
Project Member	Project members are only present in project appraisal processes. They are added as members of the project to be evaluated by their project leader.

Tip

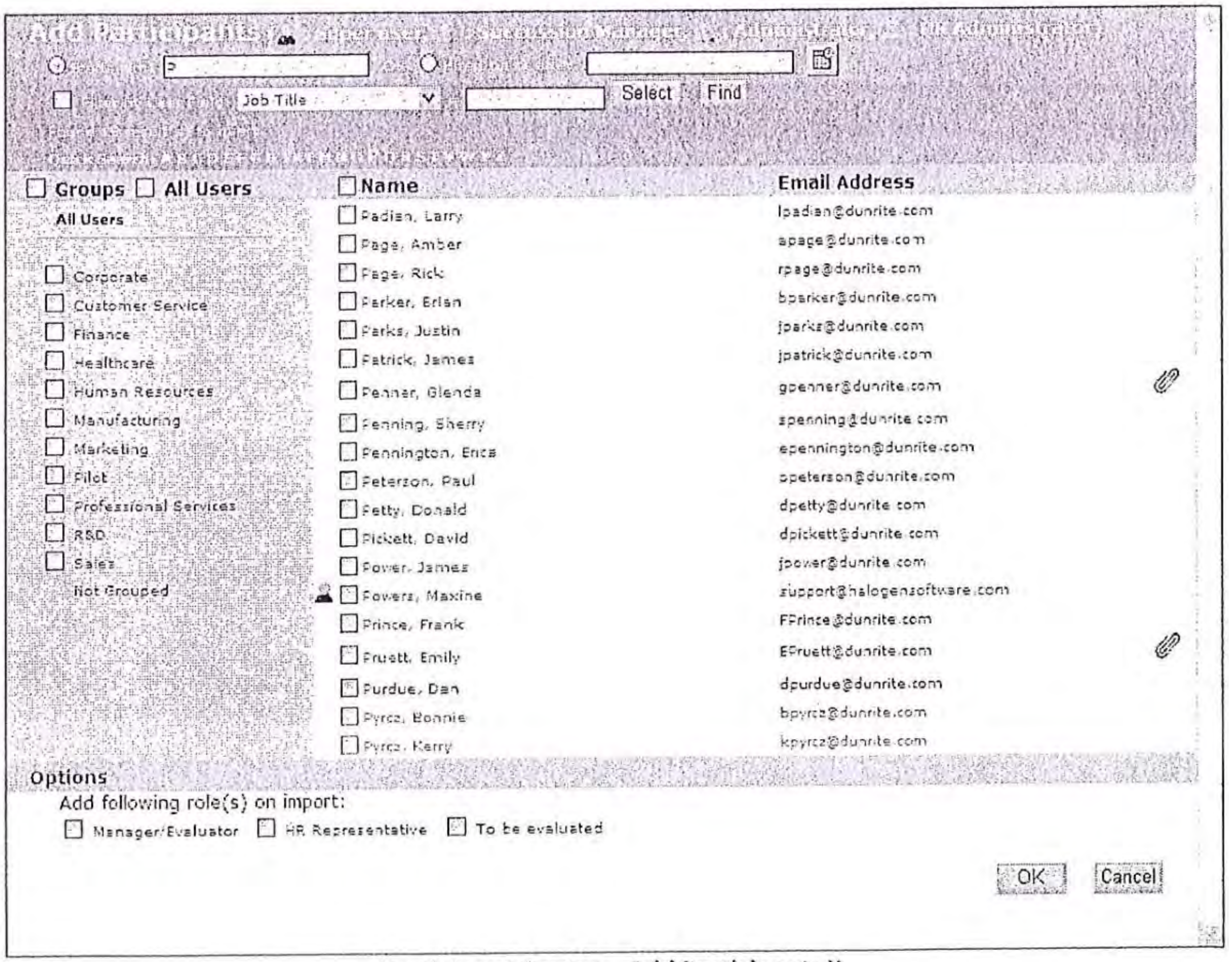
When employees are added to a process, they will be set with the **To Be Evaluated** role. You should ensure that only the people who receive an evaluator are assigned this role. For example, your president or CEO may not be receiving an evaluation, but he/she will be completing an evaluation for direct reports. Ensure that the only role assigned is Manager/Evaluator.

Adding Participants to the Participant Center

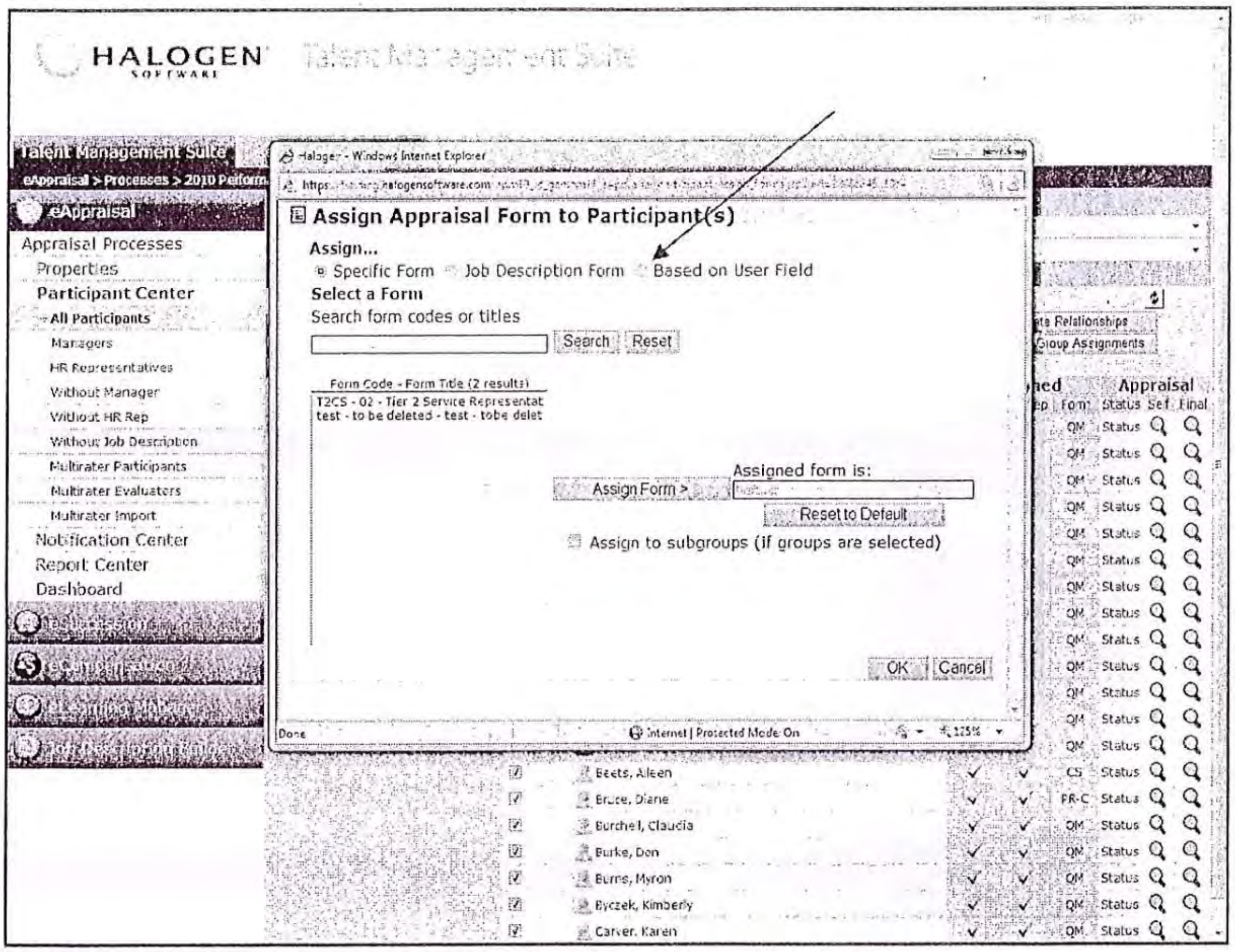
Everyone who is expected to participate in an appraisal process must be added to the **Participant Center.** Participants are added from the **User Center.** You may add groups or individual participants. If you select a group name, users who belong to that group will be added under the same group name. If you select individual participant names, they will not be assigned to a group in the **Participant Center**.



Participant Center – Add Participants I



Participant Center – Add Participants II



Participant Center, All Participants Area – Assign Forms Based on User Fields II

Participant Center Pre-Launch Checklist

Tip

Before you launch your process, you should ensure the following tasks have been completed in your **Participant Center:**

- ✓ Appropriate Participants have been added to the process
- ✓ All Participants have a manager assigned to complete their evaluations
- ✓ All Participants have an HR Representative (If HR Reps have assigned tasks in the process)
- ✓ All Participants have the appropriate Manager and HR Rep assigned to them
- ✓ All Participants are assigned the appropriate form

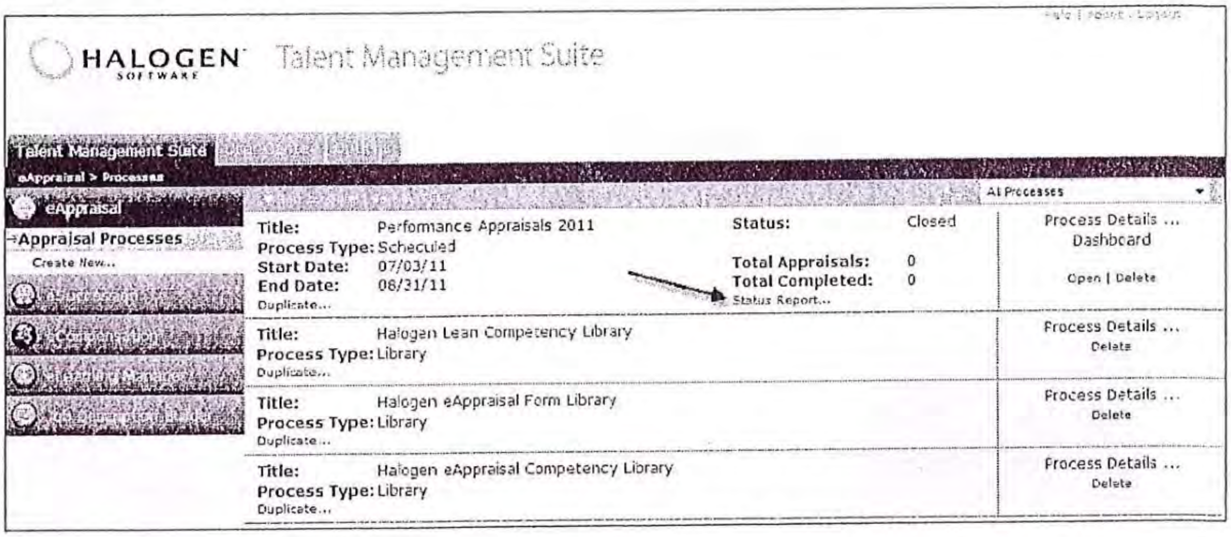
Managing and Monitoring your Appraisal Process

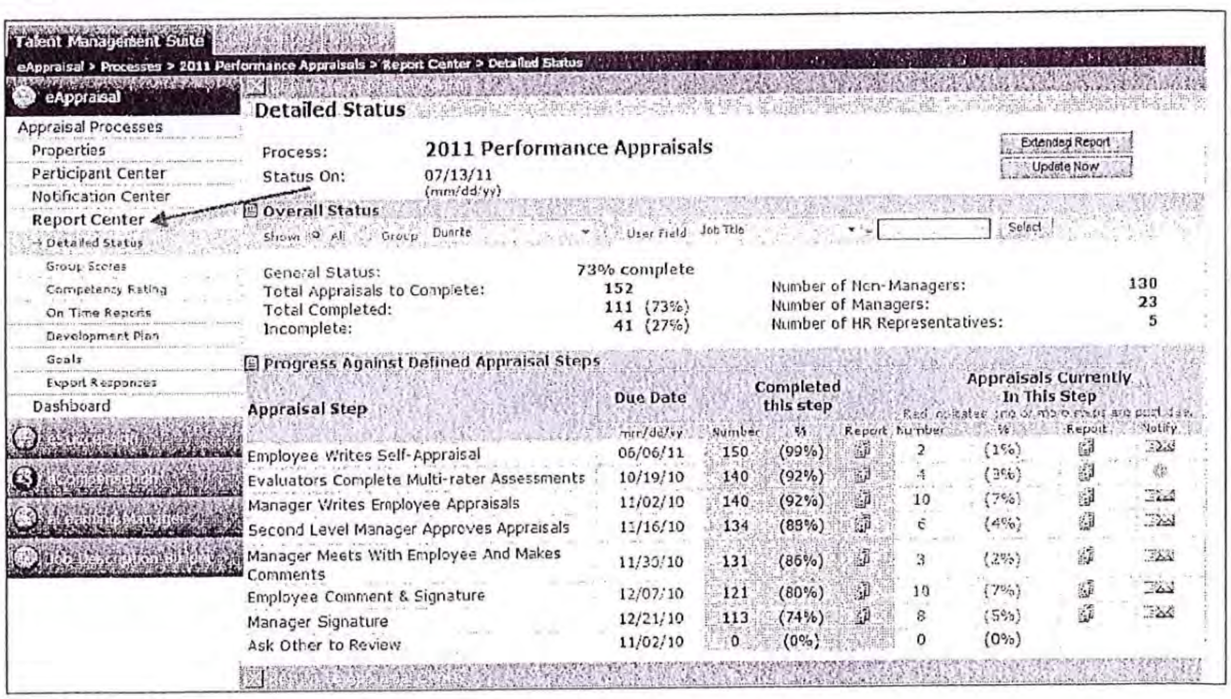
Once a process is open, as the Module administrator, you will be responsible for managing and monitoring the process until it's closed.

Viewing Process Status

The **Detailed Status Report** will show you every detail about the status of a current appraisal process. This can help you to track the progress and see who is responsible for each step in a process.

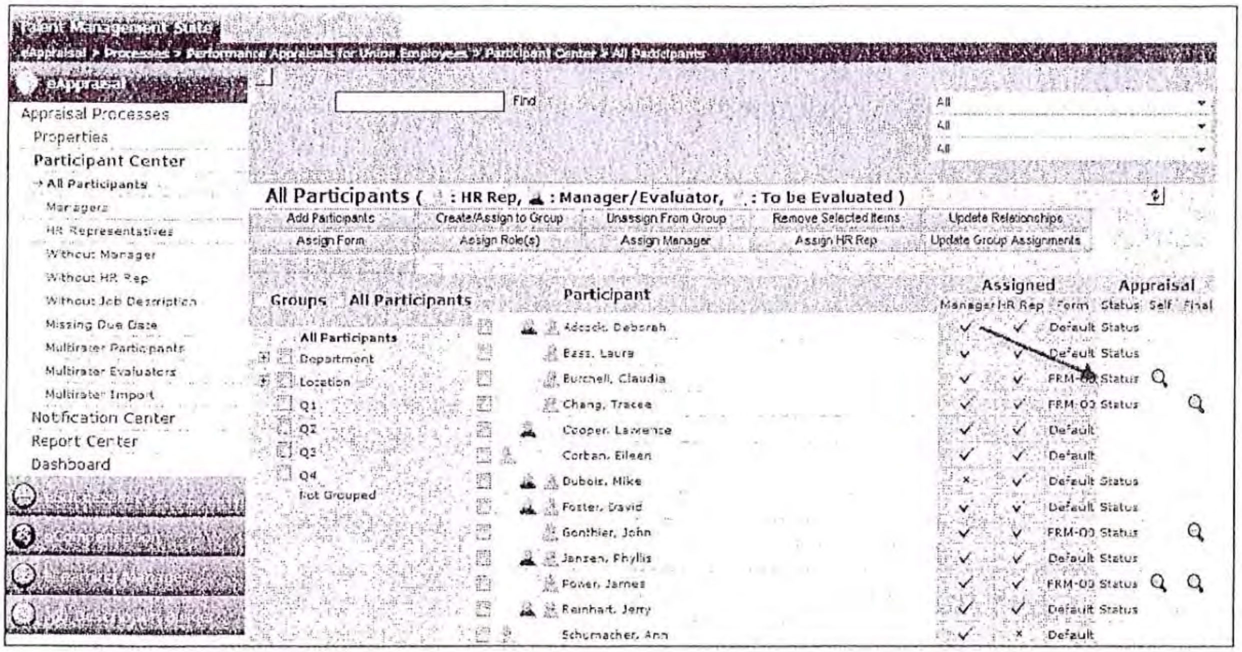
You can open the **Status Report** either by clicking on the process **Status Report** link in the **Talent Management Suite** tab, or by clicking on **Report Center** within the process.



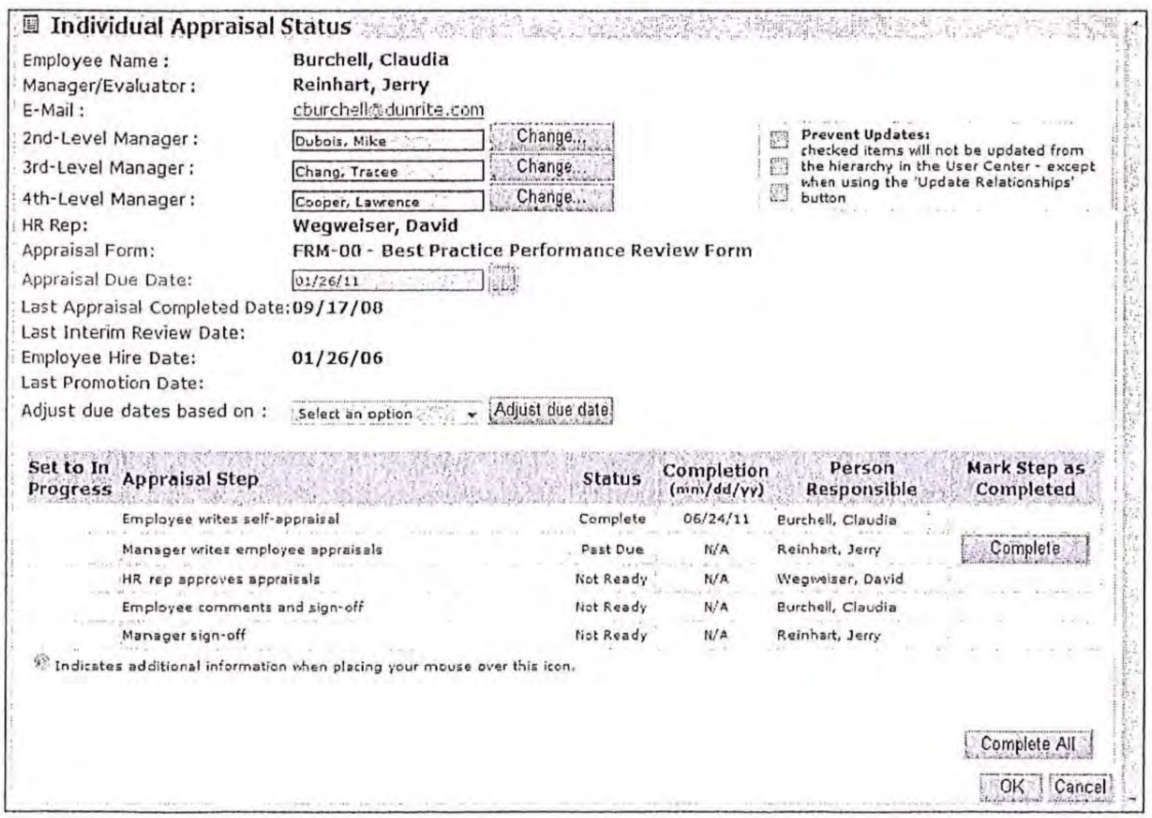


Viewing Appraisal Status

Within the **Participant Center**, you can view the status of an employee's appraisal by clicking the **Status** link beside an employee's name.



This will display the employee's information, along with the steps in the process, the status of the step, the completion date and the person responsible for completing the task.



Troubleshooting Common Situations

While managing and monitoring the process, you may encounter some of the following situations. Follow the listed steps to resolve the issues.

Troubleshooting Scenario 1: Rolling Back an Appraisal

An employee or manager accidentally hits the **Complete** button before he/she is ready to send the appraisal to the next step in the workflow.

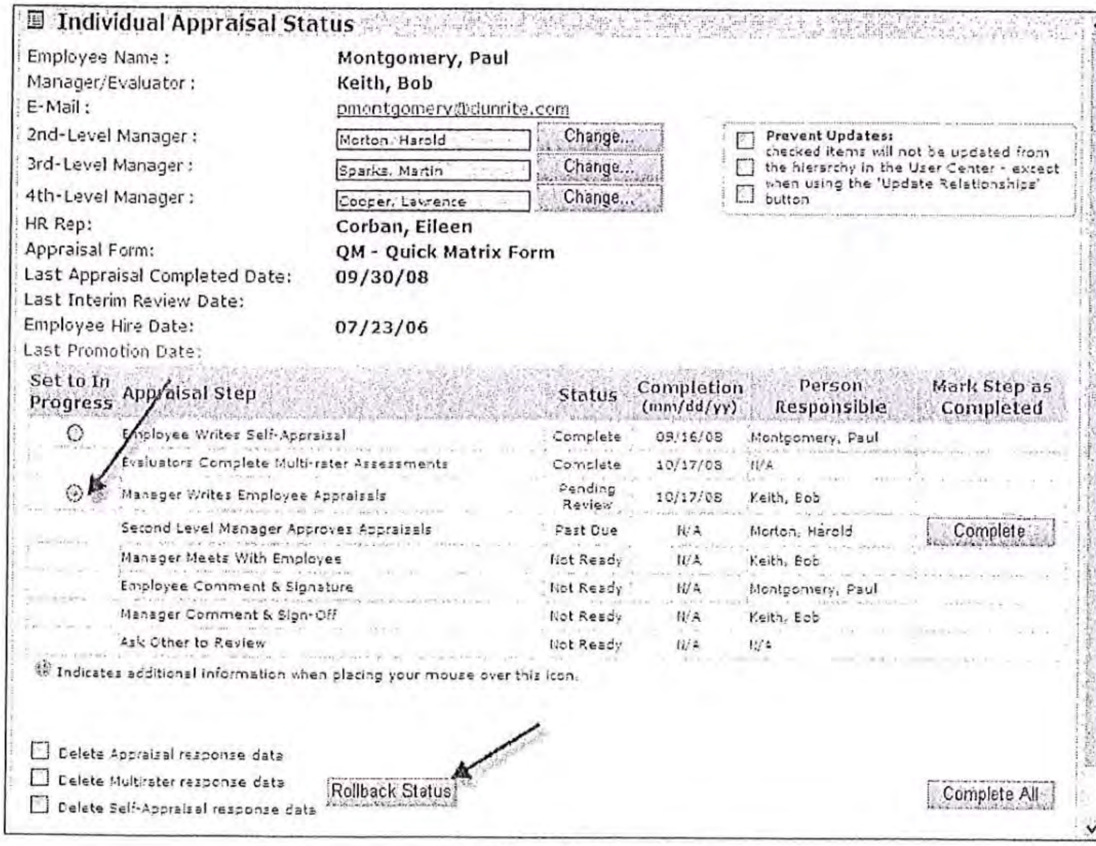
Resolution

HR administrator rolls back the step (or steps) for the participant in the **Participant Center.**

Steps

To roll back process steps for an employee:

1. Open the **Participant Center** of the appropriate process.
2. Locate the employee for whom you need to rollback the process.
3. Click the **Status** link next to the employee's/manager's name.
4. Click the radio button beside the step you want to roll back to.
5. If required select a checkbox to delete response data.
6. Select the **Rollback Status** button.
7. Click **OK.**



Roll Back Appraisal Step

Troubleshooting Scenario 2: Temporarily Reassigning an Employee's Manager

An employee is transferred at the start of the review process and it would be best for the employee's previous manager to review him/her.

Resolution

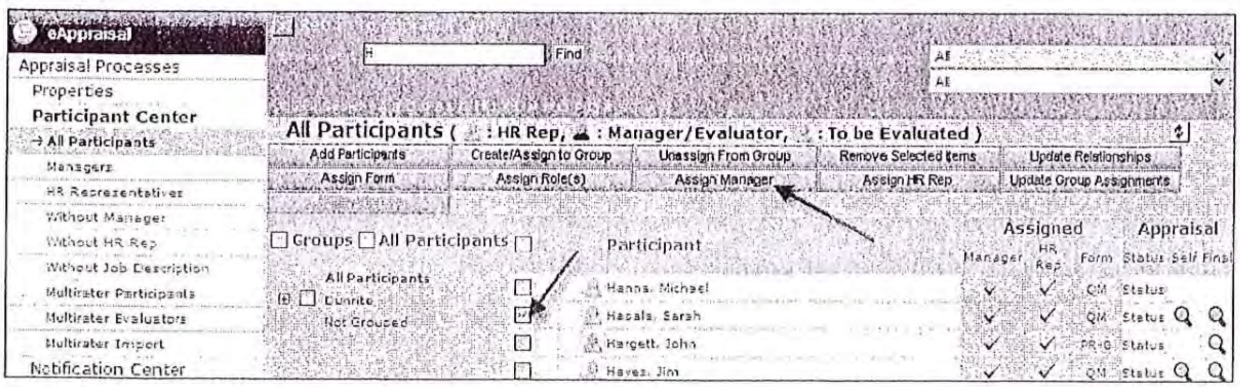
HR administrator assigns the employee to his/her previous manager within the process **Participant Center.**

Steps

To re-assign an employee to their previous manager in the **Participant Center**:

1. Access the **Participant Center** of the current process.
2. Find the employee who needs to be re-assigned and select the checkbox next to his/her name
3. Click **Assign Manager.**
4. Click **Search** or enter the manager's last name.
5. Click on the previous manager's name.
6. Click **Set as Manager.**
7. Click **OK.**

Note that the previous manager will not have access to the employee's personal pages as the previous manager is not the manager on record in the **User Center.**



Assign New Manager within the Participant Center

Troubleshooting Scenario 3: Force Completing an Appraisal

An employee has left the organization, but was only halfway through the appraisal process. The appraisal is now showing as incomplete in the process reports.

Resolution

HR administrator forces the completion of the departed employee's appraisal process.

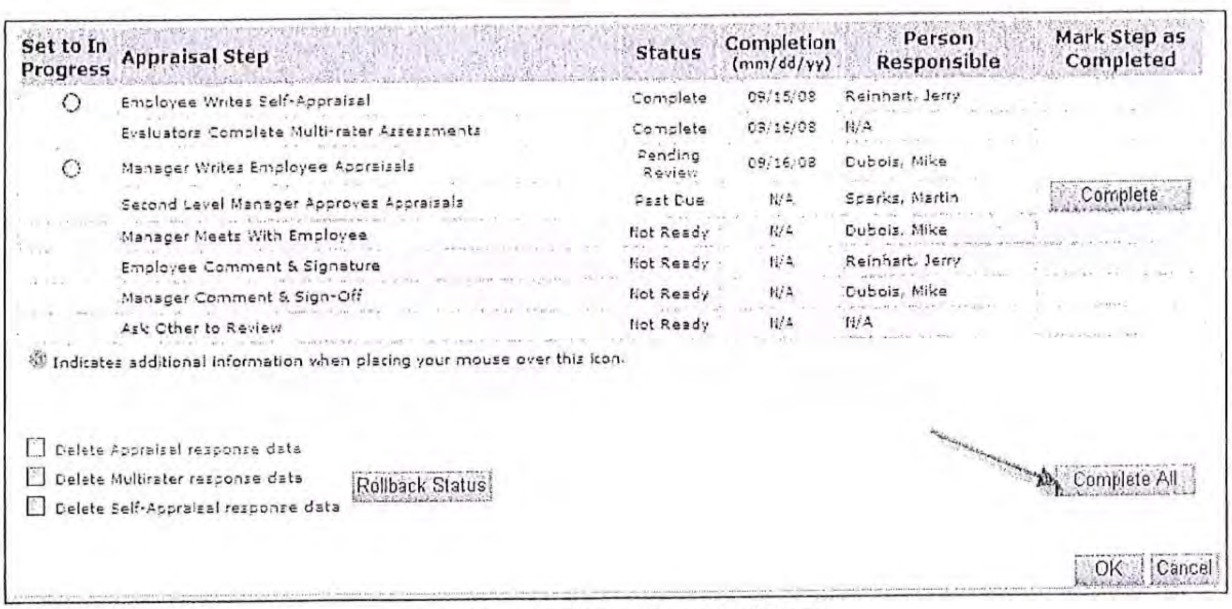
Steps

To complete all remaining steps for a departed employee in the **Participant Center**:

1. Access the **Participant Center** of the current review process.
2. Find the employee who has departed and select the **Status** link across from his/her name.
3. Click the **Complete All** button in the **Individual Appraisal Status** window.

This will automatically complete all of the remaining steps in the departed employee's appraisal process.

Watch out! This action cannot be undone once completed.



Set to In Progress	Appraisal Step	Status	Completion (mm/dd/yy)	Person Responsible	Mark Step as Completed
○	Employee Writes Self-Appraisal	Complete	09/15/08	Reinhart, Jerry	
	Evaluators Complete Multi-rater Assessments	Complete	09/16/08	N/A	
○	Manager Writes Employee Appraisals	Pending Review	09/16/08	Dubois, Mike	
	Second Level Manager Approves Appraisals	Past Due	N/A	Sparks, Martin	Complete
	Manager Meets With Employee	Not Ready	N/A	Dubois, Mike	
	Employee Comment & Signature	Not Ready	N/A	Reinhart, Jerry	
	Manager Comment & Sign-Off	Not Ready	N/A	Dubois, Mike	
	Ask Other to Review	Not Ready	N/A	N/A	

Indicates additional information when placing your mouse over this icon.

☐ Delete Appraisal response data
☐ Delete Multirater response data
☐ Delete Self-Appraisal response data

Rollback Status

Complete All

OK Cancel

Force Completion of Appraisal Steps

Troubleshooting Scenario 4: Removing a Subject from a Process

A manager informs you that she has received a notification, asking her to complete an appraisal for a new hire. The new hire should not yet be evaluated because he is too new to rate.

Resolution

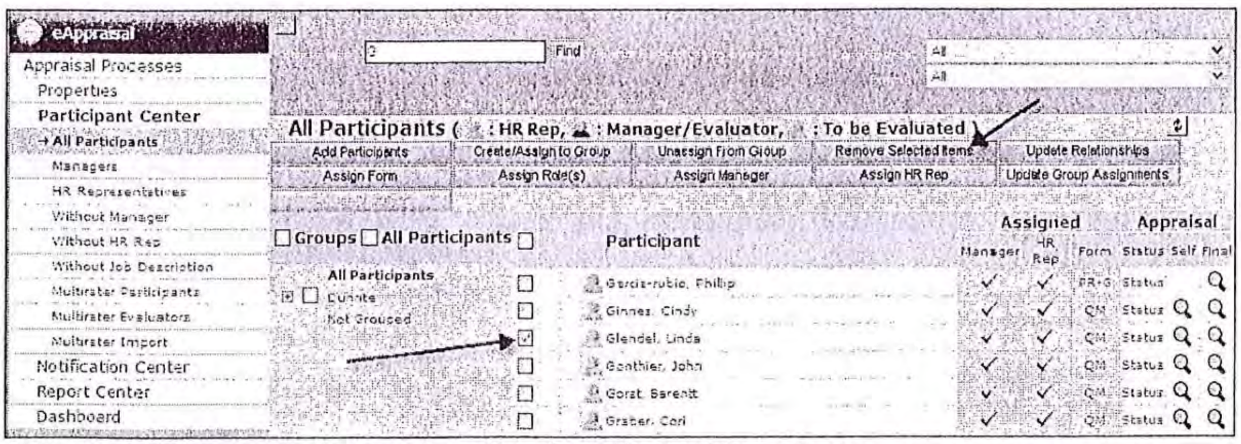
HR administrator removes the new hire from the **Participant Center** of the current process.

Steps

To remove a user from the **Participant Center**:

1. Access the **Participant Center** of the current review process.
2. Find the employee who is too new to rate and select the checkbox next to their name.
3. Select **Remove Selected Items.**

The new hire will no longer appear in the manager's list of appraisals to complete.



Remove a User from the Participant Center

Troubleshooting Scenario 5: Unlocking a User

An employee contacts you because he has been locked out of eAppraisal. This has happened because he entered the incorrect password more than the allotted times allowed.

Resolution

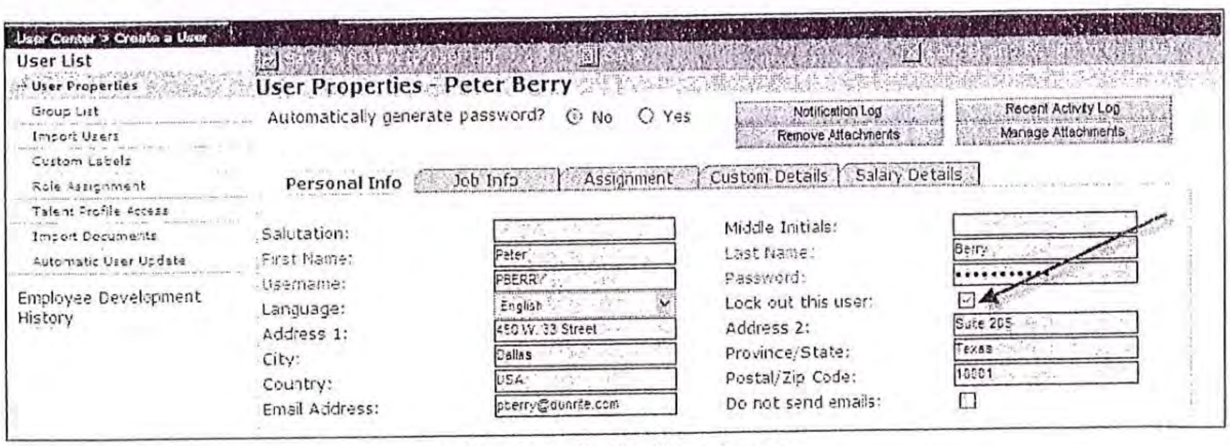
HR Administrator 'unlocks' the user in the **User Center**.

Steps

To unlock a user in the **User Center**:

1. Access the **User Center**.
2. Find the employee in the **User List**.
3. Select the employee's name to access the **User Properties**.
4. On the **Personal Info** tab, deselect the **Lock out this user checkbox.**
5. If required, enter a new password in the password field and communicate the new password to the employee.

The employee will now be able to login with the new password.



Unlock User in the User Center

Troubleshooting Scenario 6: Changing the End Date

The appraisal process period needs to be extended.

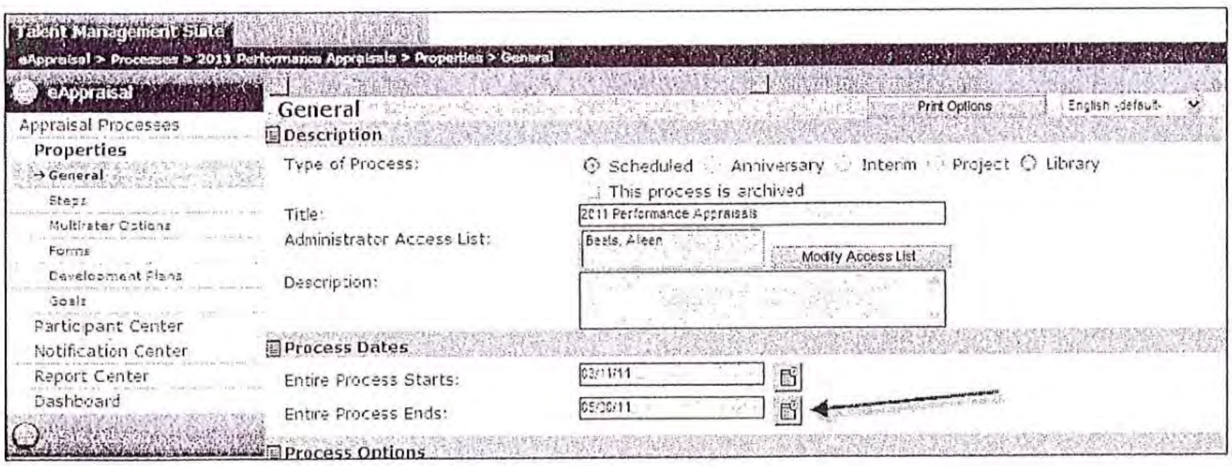
Resolution

HR administrator changes the end date for the process.

Steps

To change the end date of a process:

1. Log into the administrative side of the module.
2. Select the **Process Details** link next to the process you would like to extend.
3. Select the calendar icon next to **Entire Process Ends**.
4. Choose a new process end date.



Change End Date of a Process

Tip You may wish to also change the Step due dates so that tasks do not appear as overdue to users.

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

WaynePM Performance Management

Training for HR Consultants

Facilitator:

Elizabeth Rager
Organization & Employee Development

Introduction

This session will familiarize you with the WaynePM system from the supervisor and employee perspective and will focus on the annual review planning process for P&A employees and Staff Association employees. Upon completion of this session, you will be able to:

- Log in to WaynePM and Identify items on the Home Page
- Navigate WaynePM, identify icons, and personalize your view of the system
- Use WaynePM to handle common system tasks
- Use WaynePM to handle annual review planning tasks
- Use WaynePM for ongoing performance tasks
- Handle WaynePM issues
  - Roll back process
  - Force close process
  - Run Reports
  - Assign Roles

8/1/2013 Slide 1

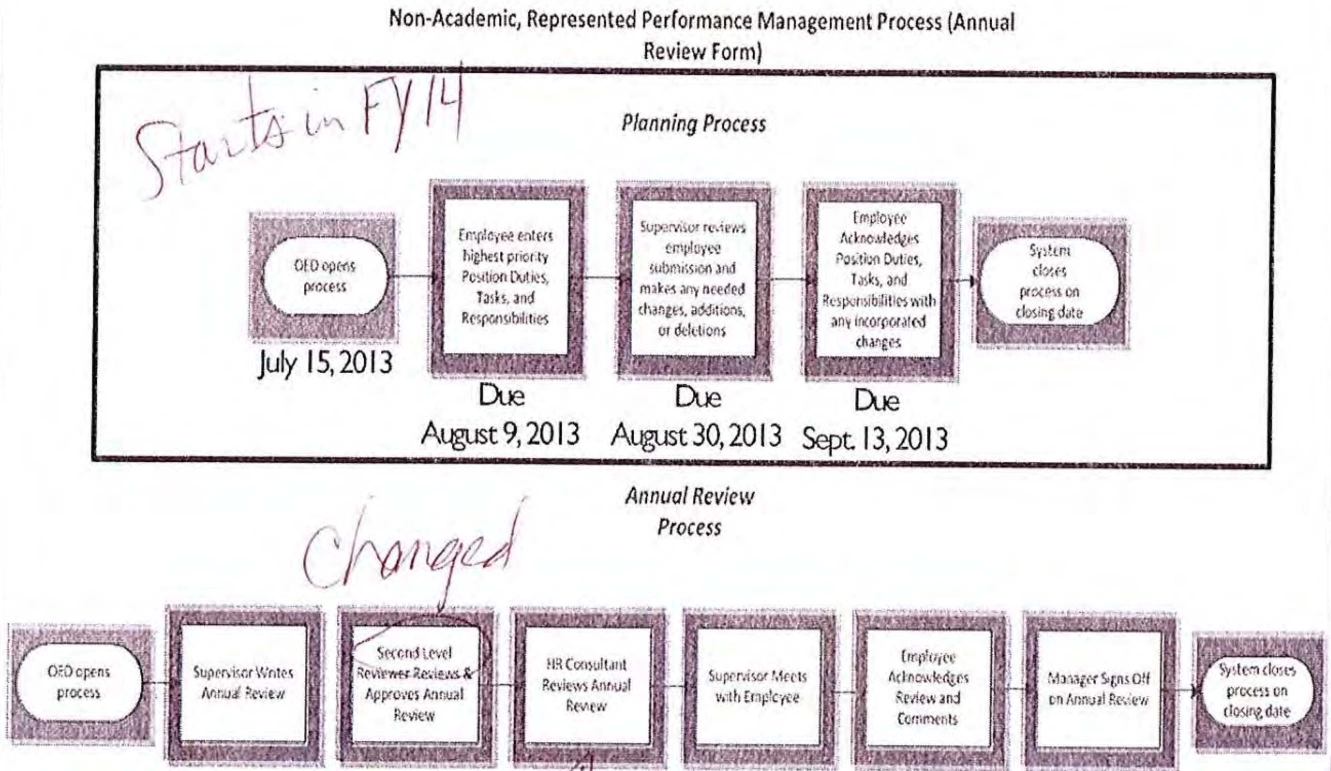
Participant Notes:

WaynePM Glossary

- Activity Tracker
- Annual Review Form
- Employee Planning & Assessment Form
- Evaluations
- Feedback
- Language Checker
- My Performance
- Notes
- Options
- Planning Annual Review Form
- Profile
- Self Appraisal
- Self Evaluation

Participant Notes:

Annual Review Processes: Planning



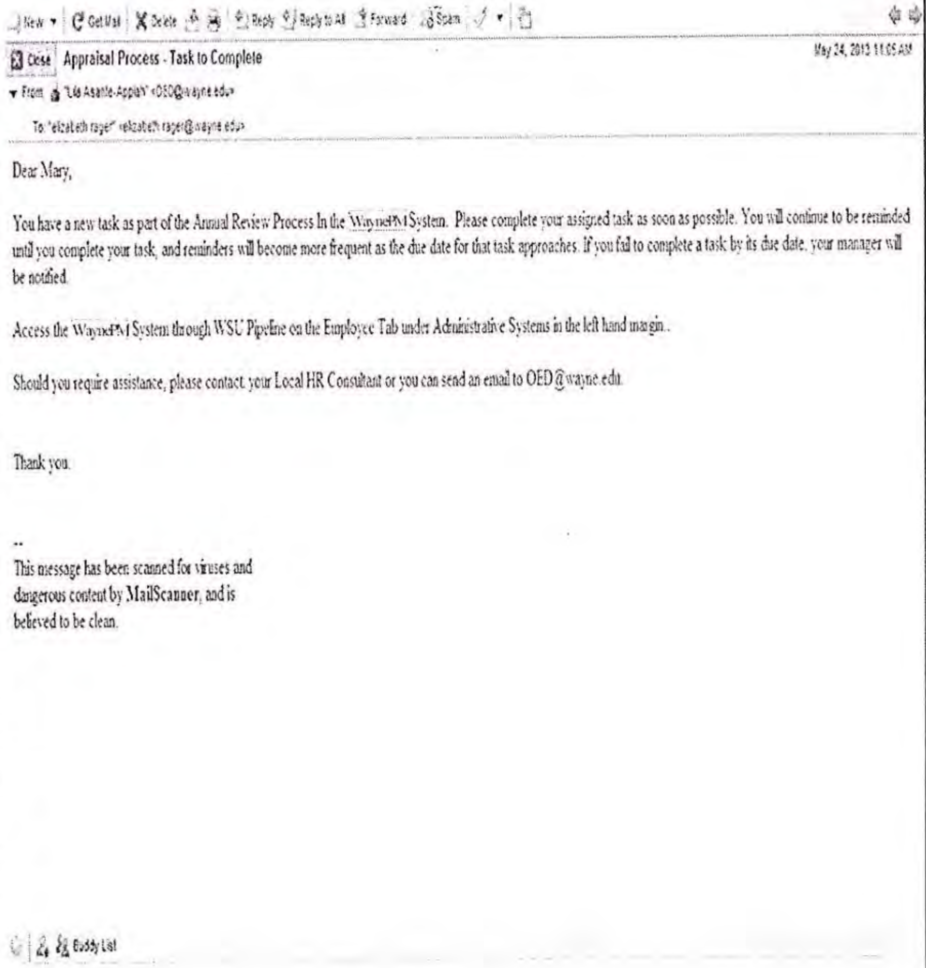
*consistency in ratings
can send back w/ notes

8/1/2013 Slide 3

Participant Notes: * comments – watch for wrapping

Email Notification

When the process opens or you have a task to do, you will receive an Email notification similar to this.



New Get Mail Delete Reply Reply to All Forward Spam

Close Appraisal Process - Task to Complete

May 24, 2013 11:05 AM

From "Lia Asante-Appiah" <OED@wayne.edu>

To: "elizabeth rager" <elizabeth.rager@wayne.edu>

Dear Mary,

You have a new task as part of the Annual Review Process In the WaynePM System. Please complete your assigned task as soon as possible. You will continue to be reminded until you complete your task, and reminders will become more frequent as the due date for that task approaches. If you fail to complete a task by its due date, your manager will be notified.

Access the WaynePM System through WSU Pipeline on the Employee Tab under Administrative Systems in the left hand margin..

Should you require assistance, please contact your Local HR Consultant or you can send an email to OED@wayne.edu

Thank you.

--

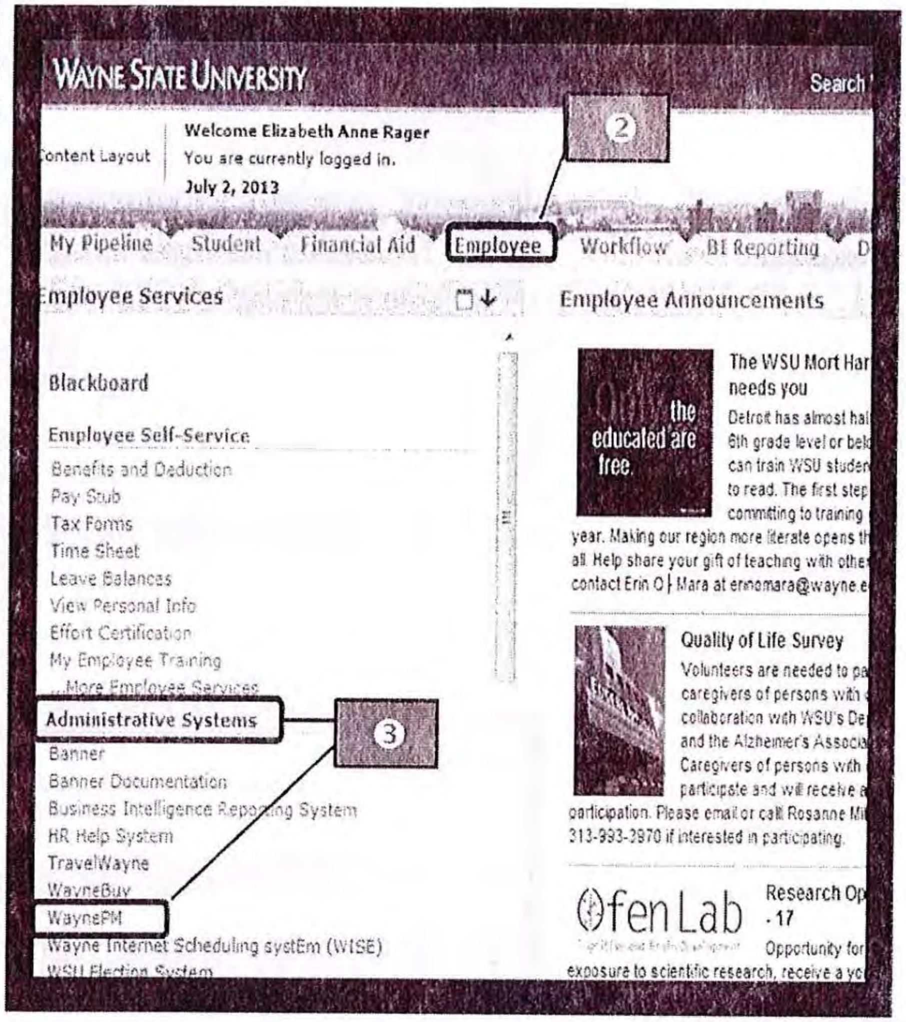
This message has been scanned for viruses and dangerous content by MailScanner, and is believed to be clean.

Buddy List

Participant Notes:

Logging in to WaynePM

1. Login into ***WSU Pipeline*** with your Access ID and Pipeline Password
2. Go to the ***Employee Tab***
3. Look under ***Administrative Systems*** and find ***WaynePM*** & click the link

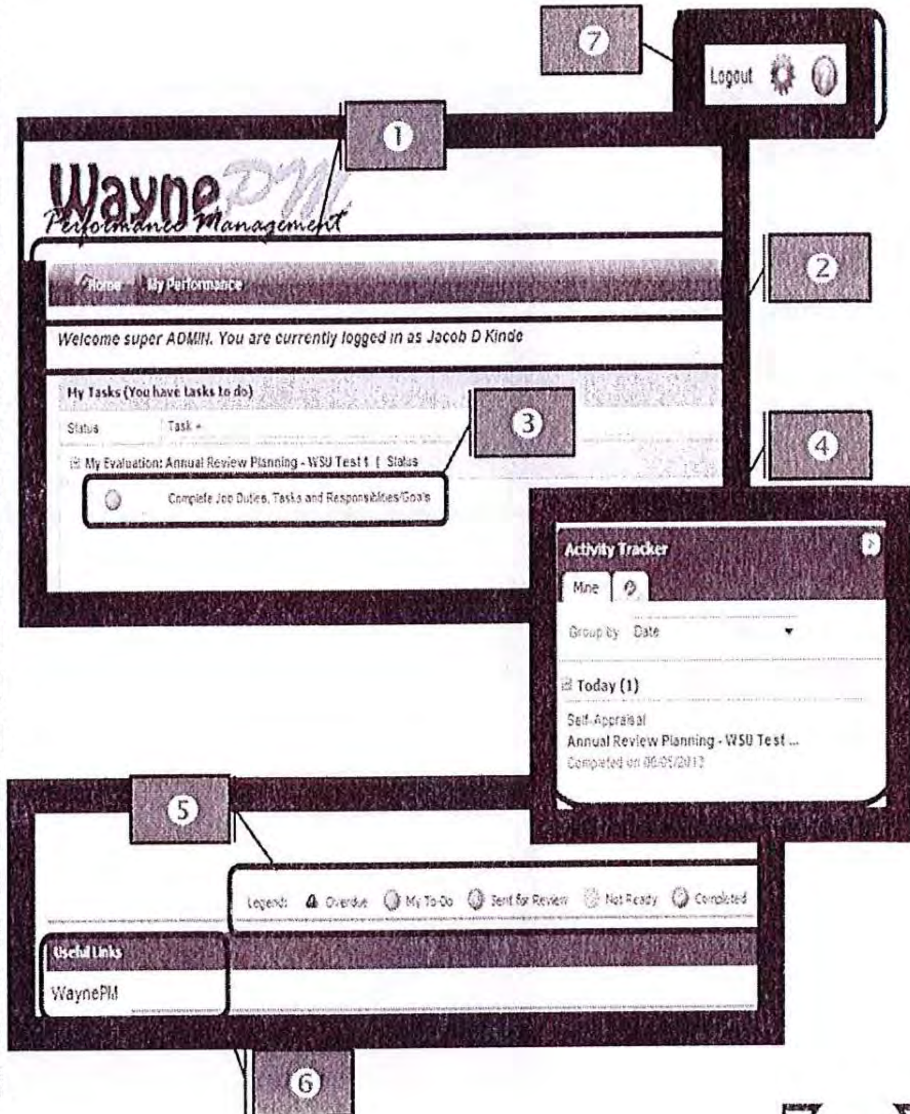


8/1/2013 Slide 5

Participant Notes:

Viewing WaynePM Home Page

1. Navigation Bar
2. Welcome
3. Tasks
4. Activity Tracker
5. Task Status Legend
6. Useful Links
7. Log out



8/1/2013 Slide 6

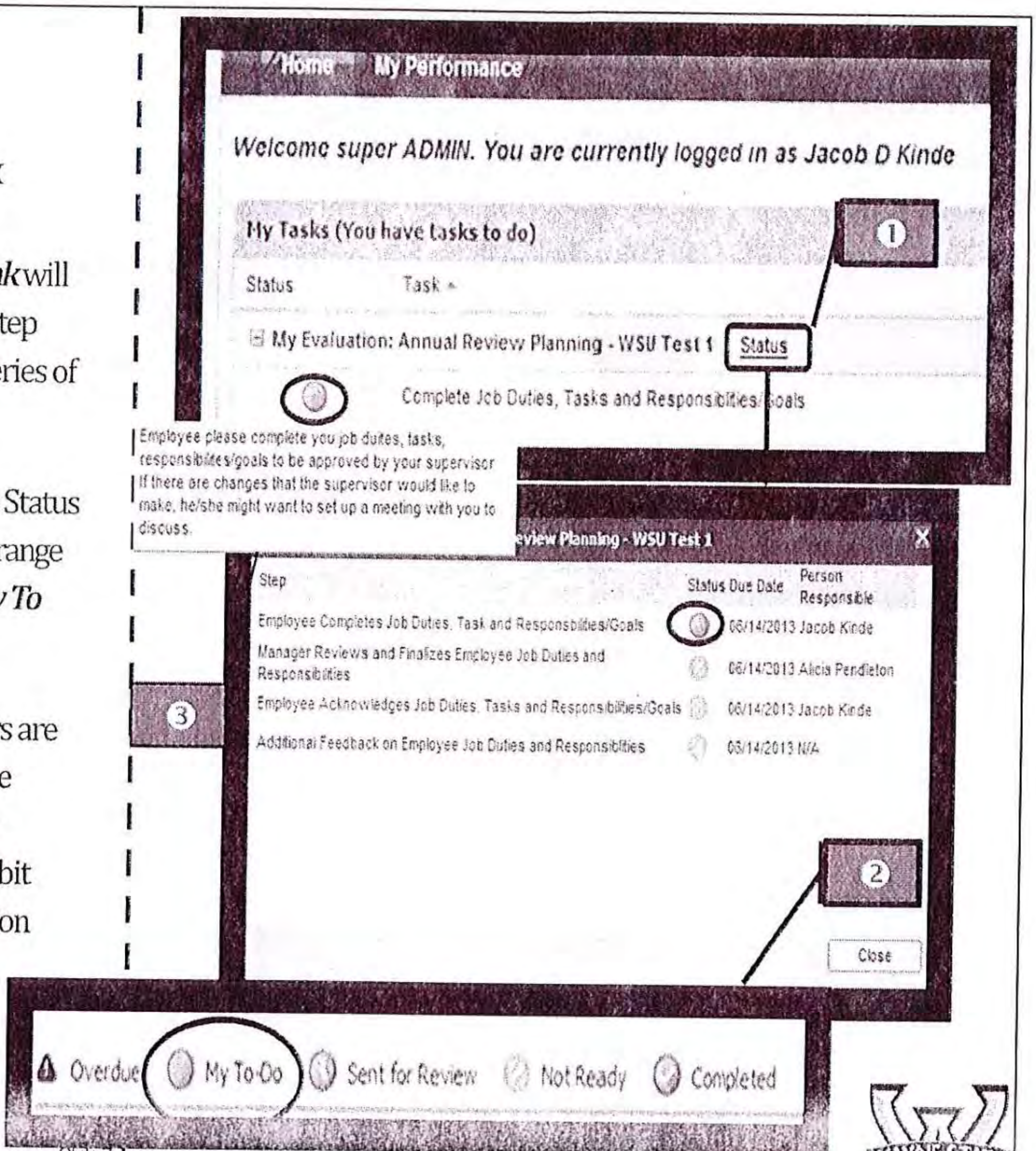
Participant Notes:

Status Link

1. The ***Status Link*** will tell you what step this is in the series of steps.

2. Remember the Status Legend. The orange ball means *"My To Do"*

3. **Note:** Rollovers are available for the tasks that may provide a little bit more information and direction.

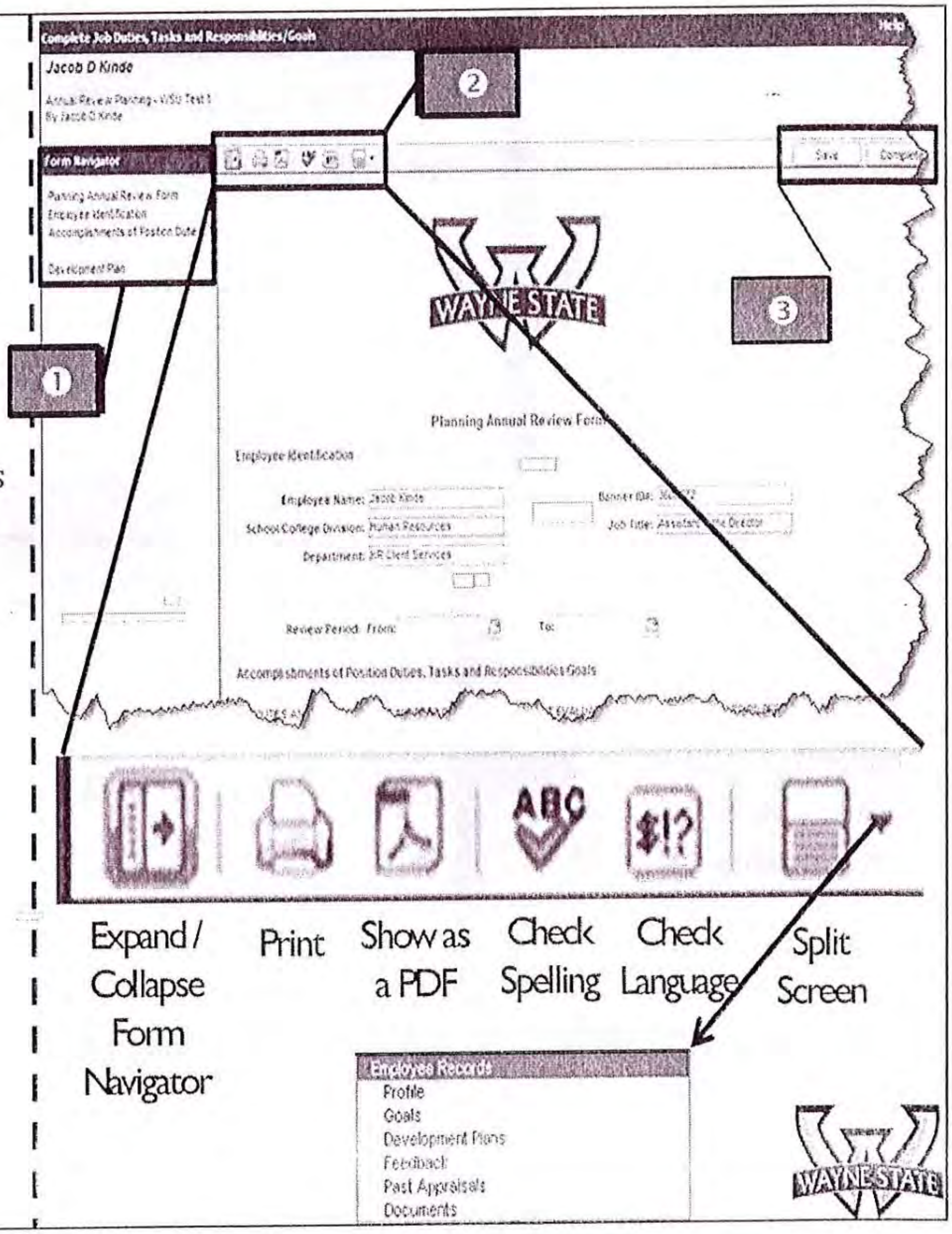


Participant Notes:

Planning Annual Review Form: General

Once the employee clicks on the task, the form to use will display:

1. *Form Navigator* allows you to move from one section to another quickly or you can use the scroll bar on the right.
2. *Navigation Bar* with Icons
3. Save/Complete

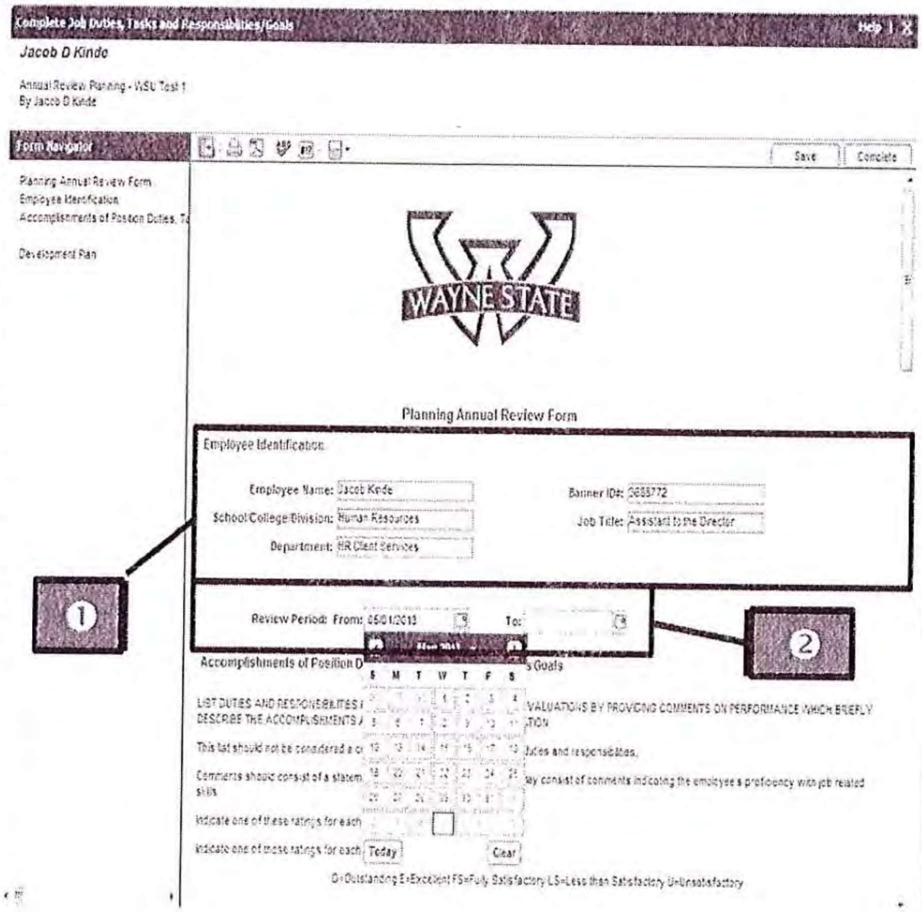


Participant Notes:

Planning Annual Review Form: Identification

1. *Employee Identification* is prefilled except for *Review Period.*

2. *Review Period:* The employee will need to type the date or use the calendar.



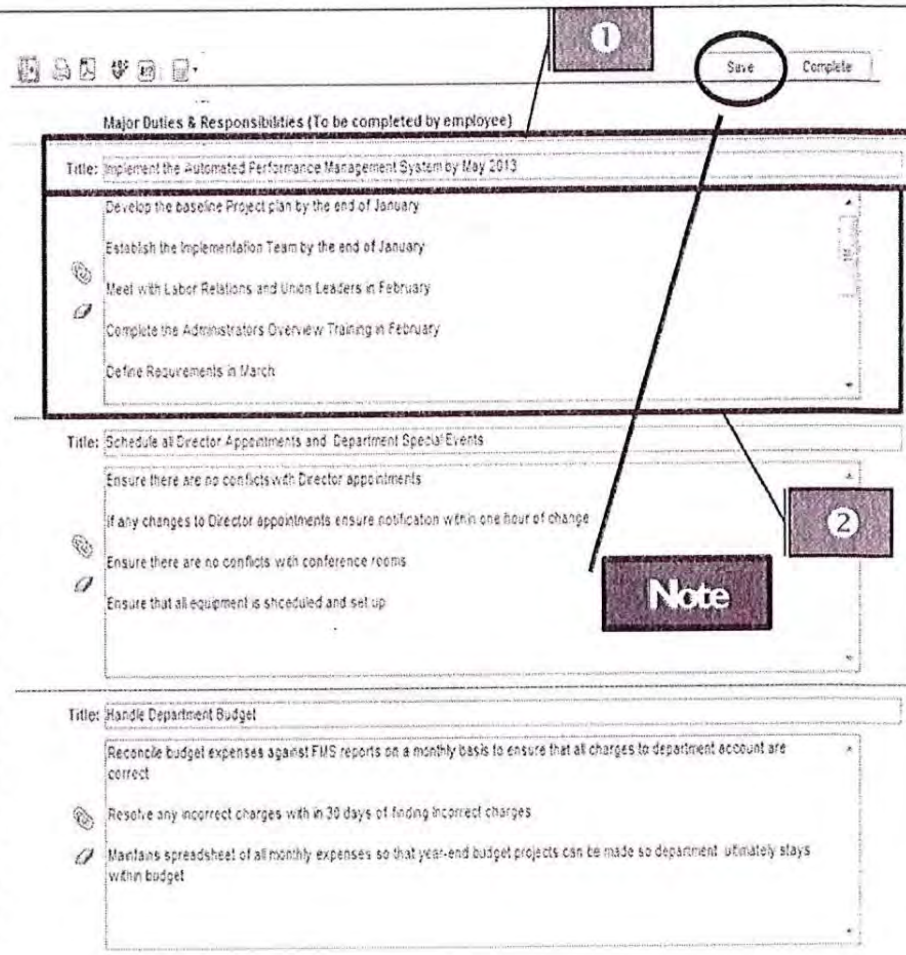
Participant Notes:

Planning Annual Review Form: Major Duties & Responsibilities

1. The employee needs to enter in *Title* for *Major Duty & Responsibility*

2. Then the employee enters details to go in the box below. If the employee can't think of a summary title for the duty, he/she can leave it blank. Or if the summary title says it all, he/she can leave the detail box blank

Note: The employee can click the *Save* button at any time and come back later to finish the form.

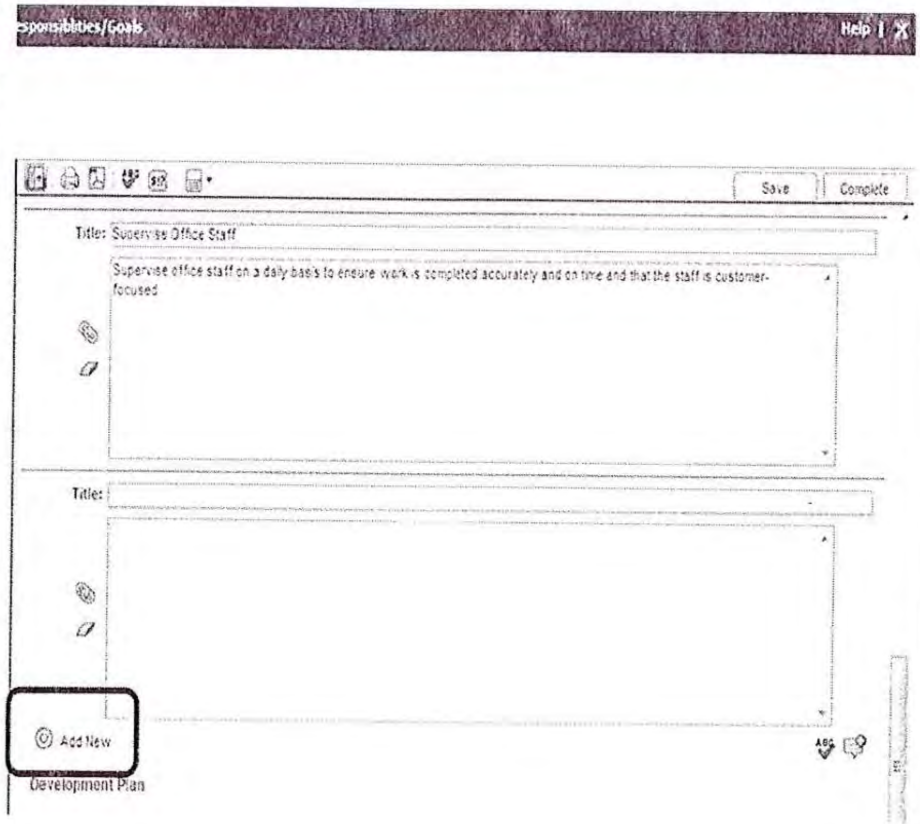


WAYNE STATE

Participant Notes:

Note the "Add New" if needed.

If an employee has more major duties than space allowed, he/she can click "Add New" to add another *Title* and *Detail Box*.



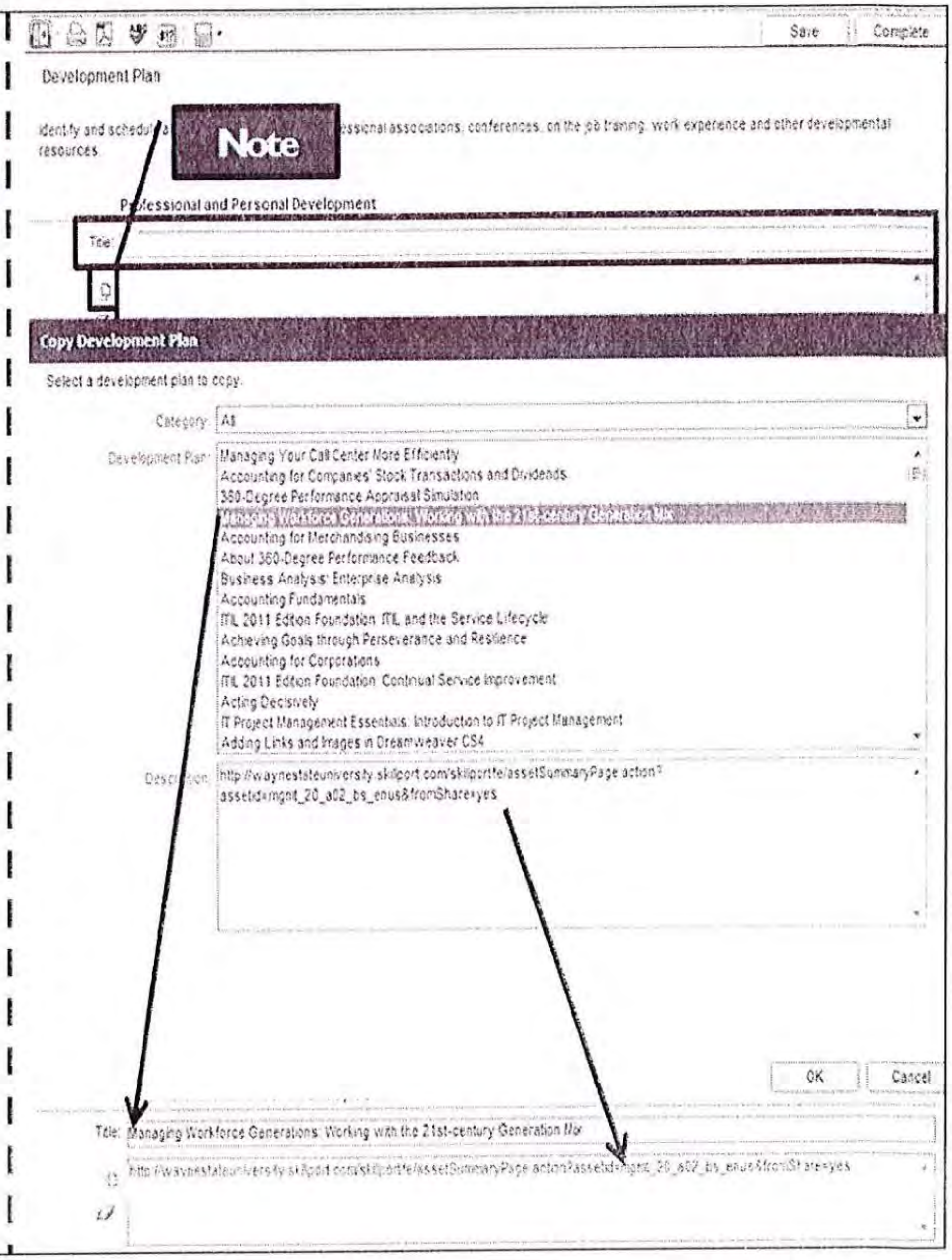
Participant Notes:

Planning Annual Review Form: The Development Plan

1. An employee can add a course title in the **Title** box.

2. In the bottom box the employee can enter details as to when he/she plans to complete the item etc.

Note: If employee clicks the copy icon, a list of Accelerate courses will display. The employee can click on the course he/she wants. The system puts the title in the title box and the course link in the detail box. The employee won't be able to add any other information.



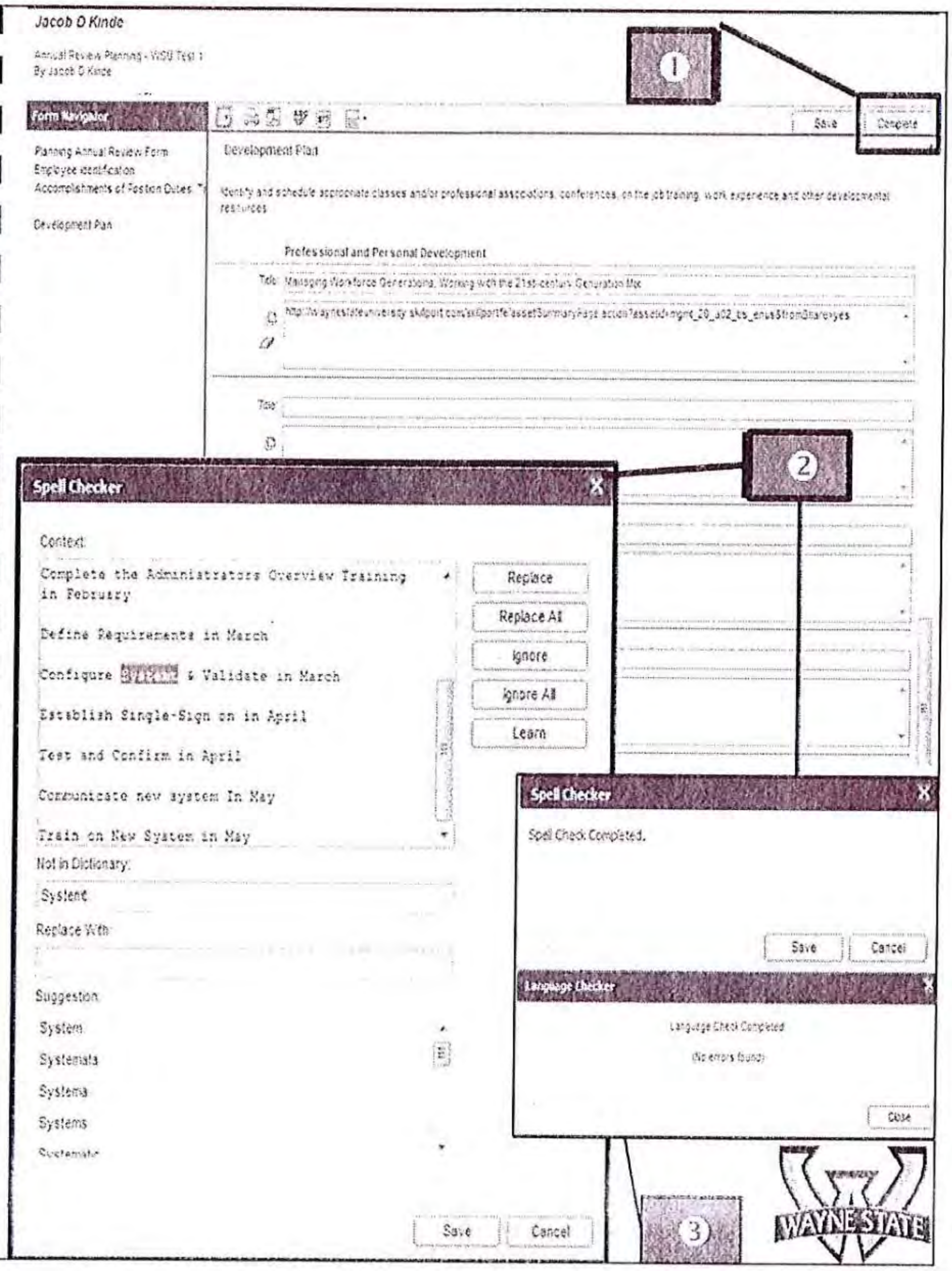
Participant Notes:

Completing Employee Task

1. When the employee is finished filling out the form, he/she clicks the *Complete* button.

2. The system will automatically spell check

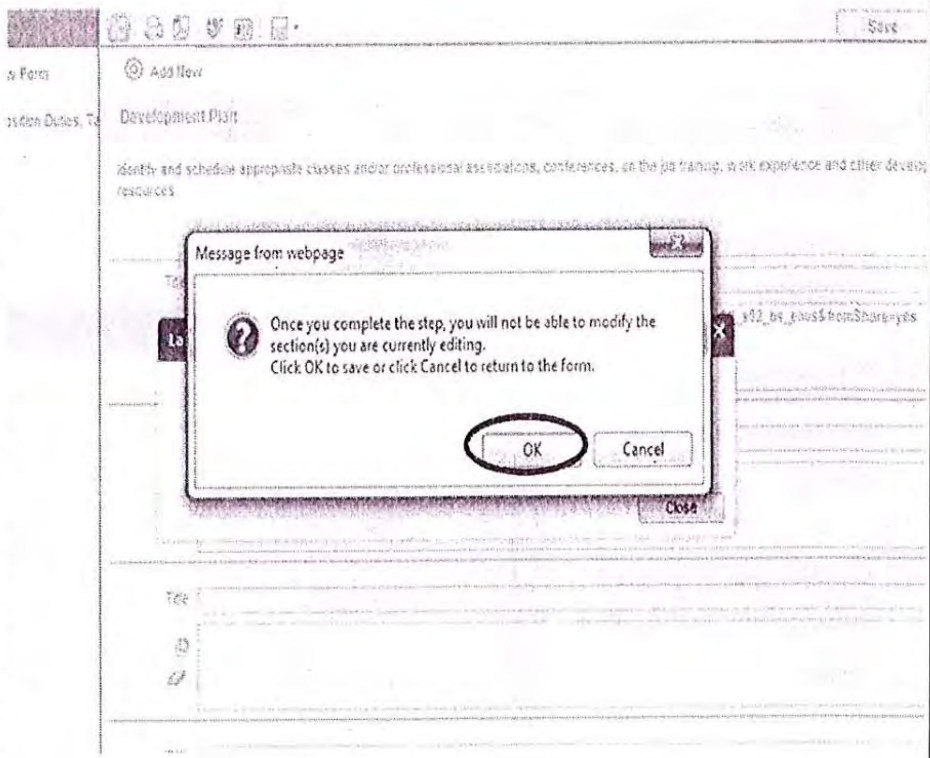
3. Then the system will automatically language check



Participant Notes:

Completing Employee Task

4. A dialogue box will display, letting the employee know that once he/she completes the form, he/she cannot make any changes. The employee will need to click *OK*

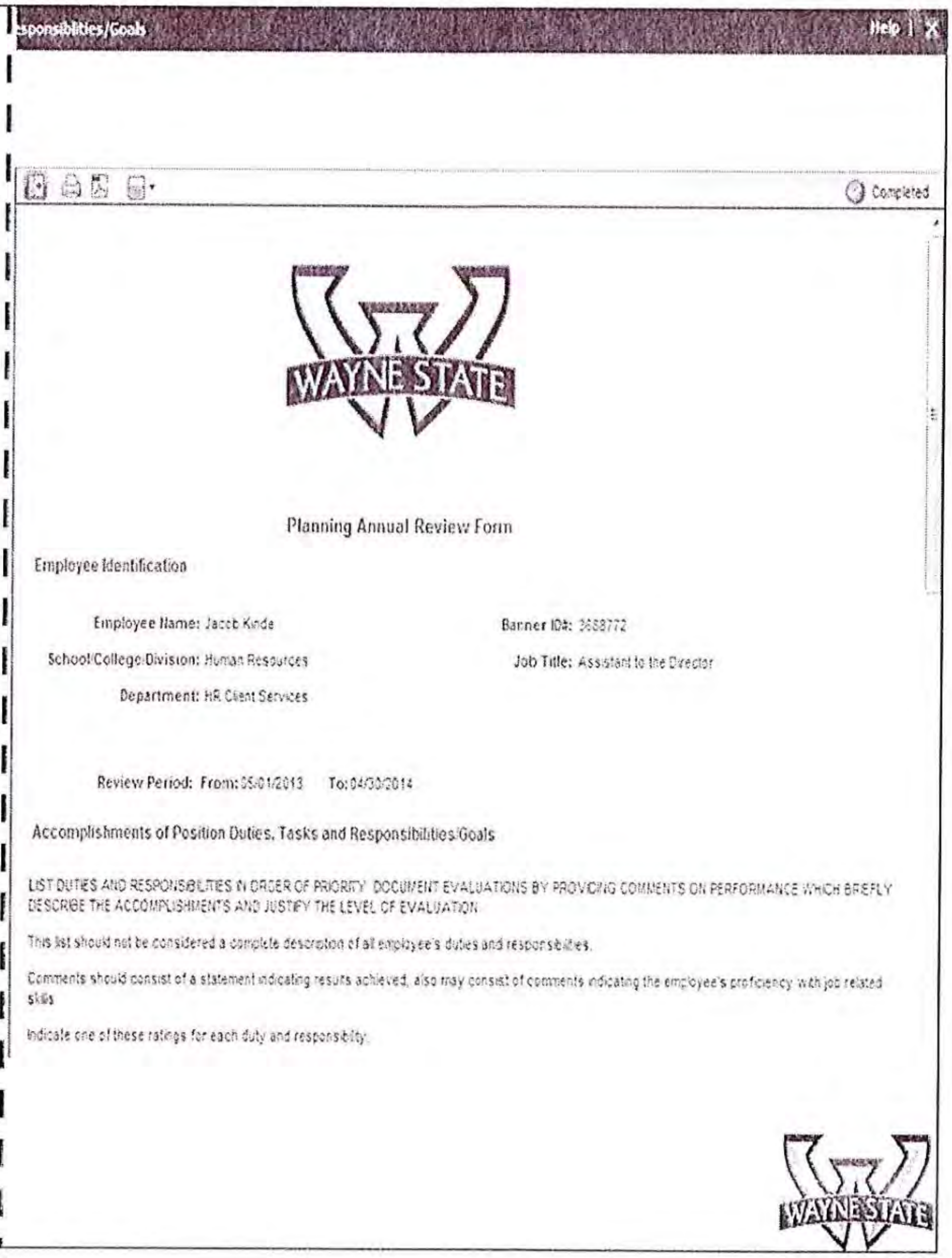


Participant Notes:

Completing Employee Task

The completed form will look like this.

Just close the form after it is completed by hitting the red box with the X. You will know it is completed by the green circle with the checkmark.



sponsibilities/Goals

Help | X

Completed

WAYNE STATE

Planning Annual Review Form

Employee Identification

Employee Name: Jacob Kinde

Barner ID#: 3688772

School/College/Division: Human Resources

Job Title: Assistant to the Director

Department: HR Client Services

Review Period: From: 05/01/2013 To: 04/30/2014

Accomplishments of Position Duties, Tasks and Responsibilities/Goals

LIST DUTIES AND RESPONSIBILITIES IN ORDER OF PRIORITY. DOCUMENT EVALUATIONS BY PROVIDING COMMENTS ON PERFORMANCE WHICH BRIEFLY DESCRIBE THE ACCOMPLISHMENTS AND JUSTIFY THE LEVEL OF EVALUATION.

This list should not be considered a complete description of all employee's duties and responsibilities.

Comments should consist of a statement indicating results achieved, also may consist of comments indicating the employee's proficiency with job related skills

Indicate one of these ratings for each duty and responsibility:

WAYNE STATE

Participant Notes:

Completing Employee Task

The completed form will look like this.

Completed

Major Duties & Responsibilities (To be completed by employee)

Title: Implement the Automated Performance Management System by May 2013
Develop the baseline Project plan by the end of January

Establish the Implementation Team by the end of January

Meet with Labor Relations and Union Leaders in February

Complete the Administrators Overview Training in February

Define Requirements in March

Configure System & Validate in March

Establish Single-Sign on in April

Test and Confirm in April

Communicate new system in May

Train on New System in May

Title: Schedule all Director Appointments and Department Special Events
Ensure there are no conflicts with Director appointments

If any changes to Director appointments ensure notification within one hour of change

Ensure there are no conflicts with conference rooms

Ensure that all equipment is scheduled and set up

Title: Handle Department Budget
Reconcile budget expenses against FMS reports on a monthly basis to ensure that all charges to department account are correct

Resolve any incorrect charges with in 30 days of finding incorrect charges

Maintains spreadsheet of all monthly expenses so that year-end budget projects can be made so department ultimately stays within budget

Title: Supervise Office Staff
Supervise office staff on a daily basis to ensure work is completed accurately and on time and that the staff is customer-focused

Development Plan

Identify and schedule appropriate classes and/or professional associations, conferences, on the job training, work experience and other developmental resources.

Professional and Personal Development

Title: Managing Workforce Generations: Working with the 21st-century Generation Mix
http://waynestateuniversity.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_20_a02_bs_enus&fromShare=yes

Title:

Participant Notes:

Completing Employee Task

It will also show completed on the employee's task list on his/her home page.

Participant Notes:

The Activity Tracker

The employee's Activity Tracker will now show that a completed a task. The system will call it a "Self Appraisal" only because the employee completed it...not because it was a self appraisal.

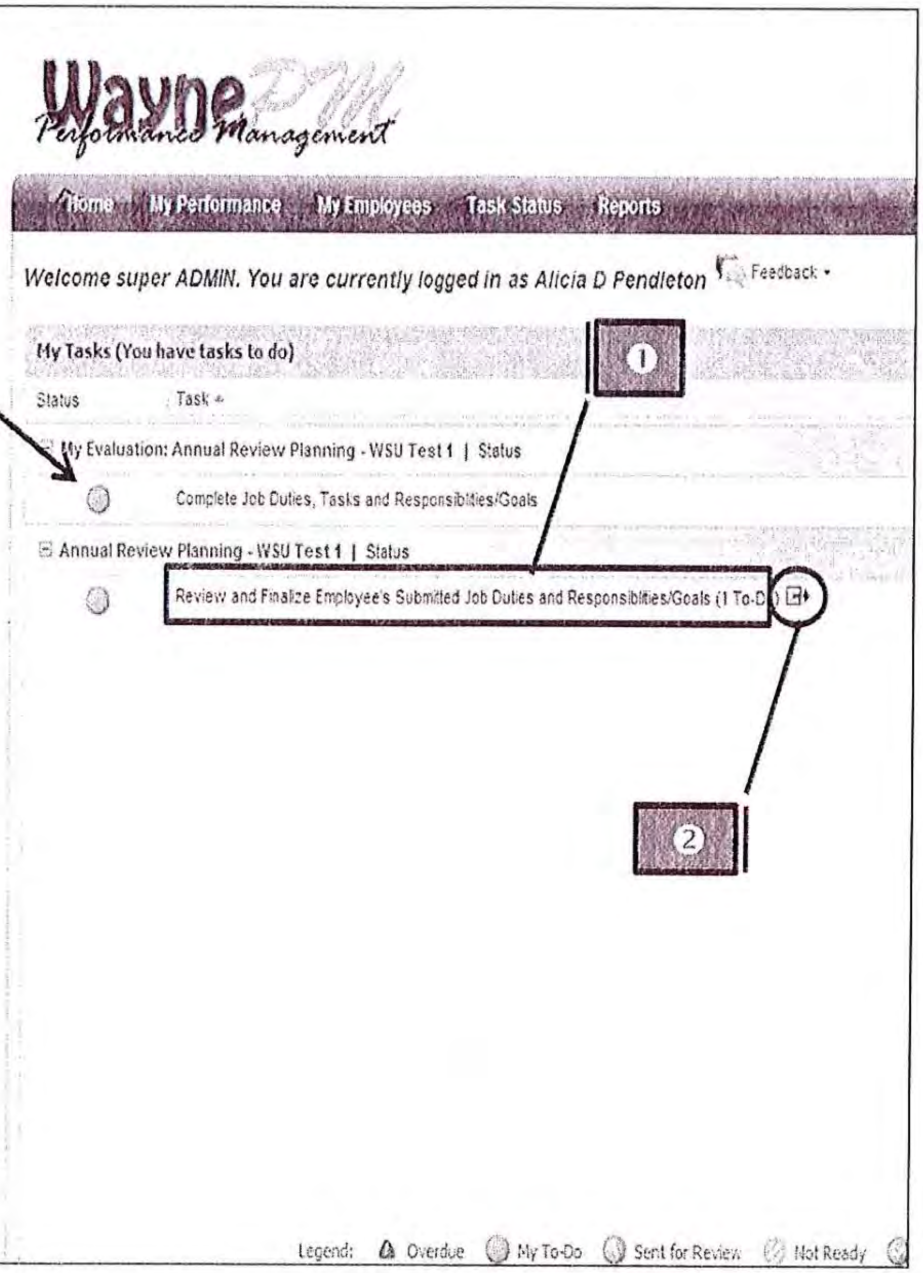
Participant Notes:

Review and Finalize Employees Submitted Job Duties....

Along with supervisor's own tasks, he/she will now have a task to review the duties submitted.

1. The supervisor can click the task and all you direct reports in the process will show; whether they completed their task or not.

2. If the supervisor clicks the quick selector icon, it will take him/her to only those direct reports who have completed the task (this works for you as HR Consultants reviewing the reviews).

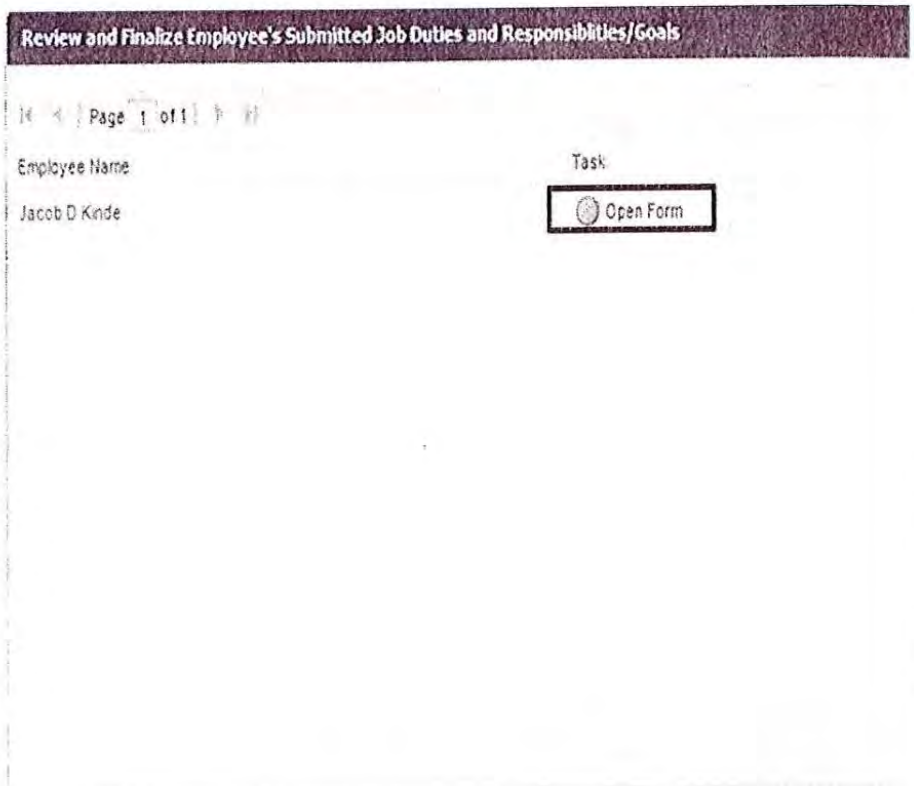


Participant Notes:

Completing the Planning Annual Review Form: Supervisor's View

Using Quick Selector shows that Jacob is the only who has completed the task.

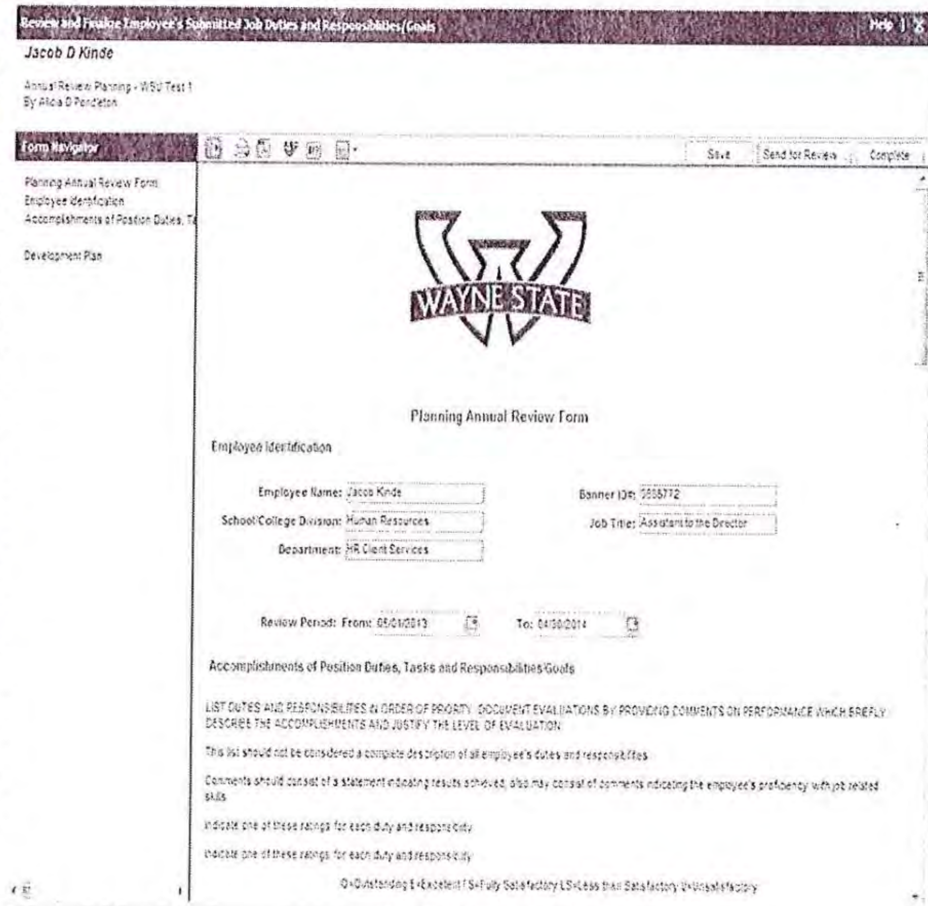
The supervisor can open the form by clicking "Open Form.



Participant Notes:

Review and Finalize Employees Submitted Job Duties….

The form that was completed by the supervisor's direct report is now open for the supervisor to make any necessary adjustments.

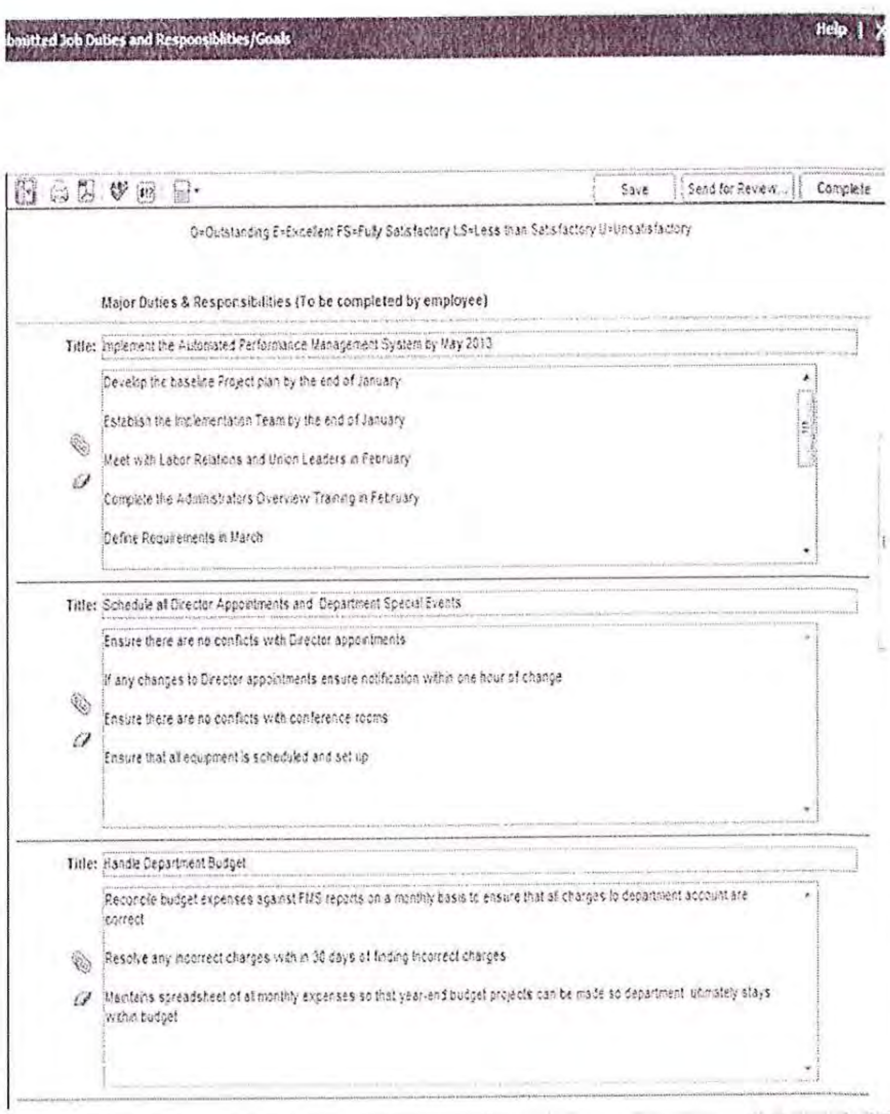


Participant Notes:

Review and Finalize Employees Submitted Job Duties....

The supervisor can add or delete items or just make a few minor changes.

If there are substantial changes, we recommend the supervisor meet with the employee, before completing the document so any discussion that leads to adjustments can be captured. As once it is completed it cannot technically be changed.



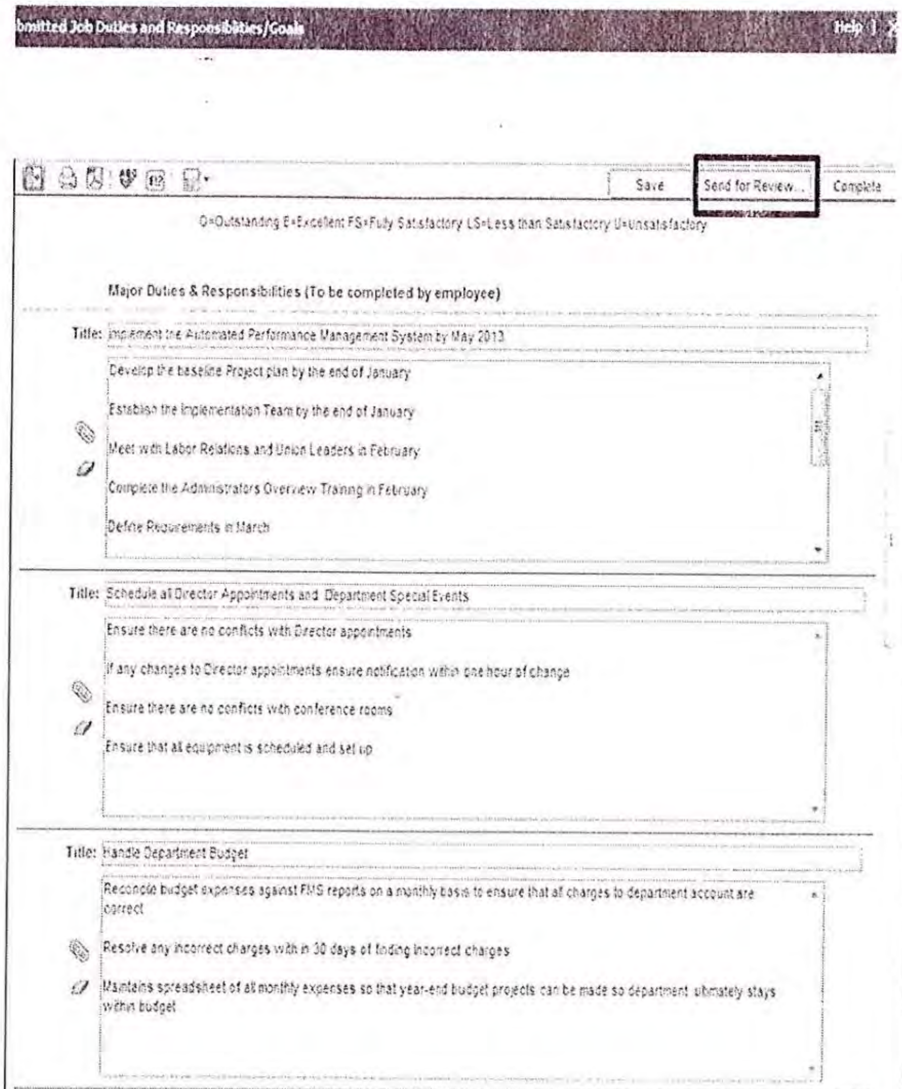
Participant Notes:

Review and Finalize Employees Submitted Job Duties….

The supervisor has the ability to send this form to a third party for input.

Click on the "Send for Review".

The third party will not be able to make any changes but will be able to add any annotations for the supervisor to make the changes.


bmitted Job Duties and Responsibilities/Goals

Help

Save | Send for Review... | Complete

O=Outstanding E=Excellent FS=Fully Satisfactory LS=Less than Satisfactory U=Unsatisfactory

Major Duties & Responsibilities (To be completed by employee)

Title: Implement the Automated Performance Management System by May 2013

Develop the baseline Project plan by the end of January

Establish the Implementation Team by the end of January

Meet with Labor Relations and Union Leaders in February

Complete the Administrators Overview Training in February

Define Requirements in March

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Ensure there are no conflicts with conference rooms

Ensure that all equipment is scheduled and set up

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Reconcile budget expenses against FMS reports on a monthly basis to ensure that all charges to department account are correct

Resolve any incorrect charges with in 30 days of finding incorrect charges

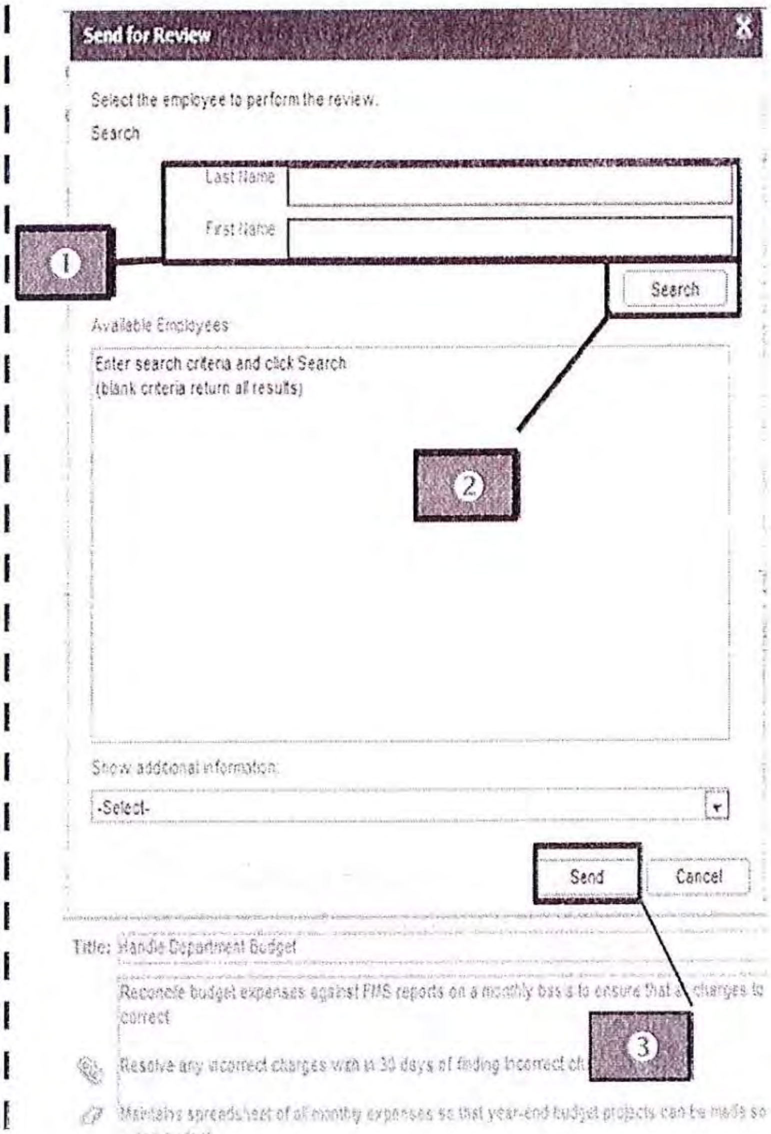
Maintains spreadsheet of all monthly expenses so that year-end budget projects can be made so department ultimately stays within budget

Participant Notes:

Third Party Review

The supervisor can search by last name or first name for the third party person.

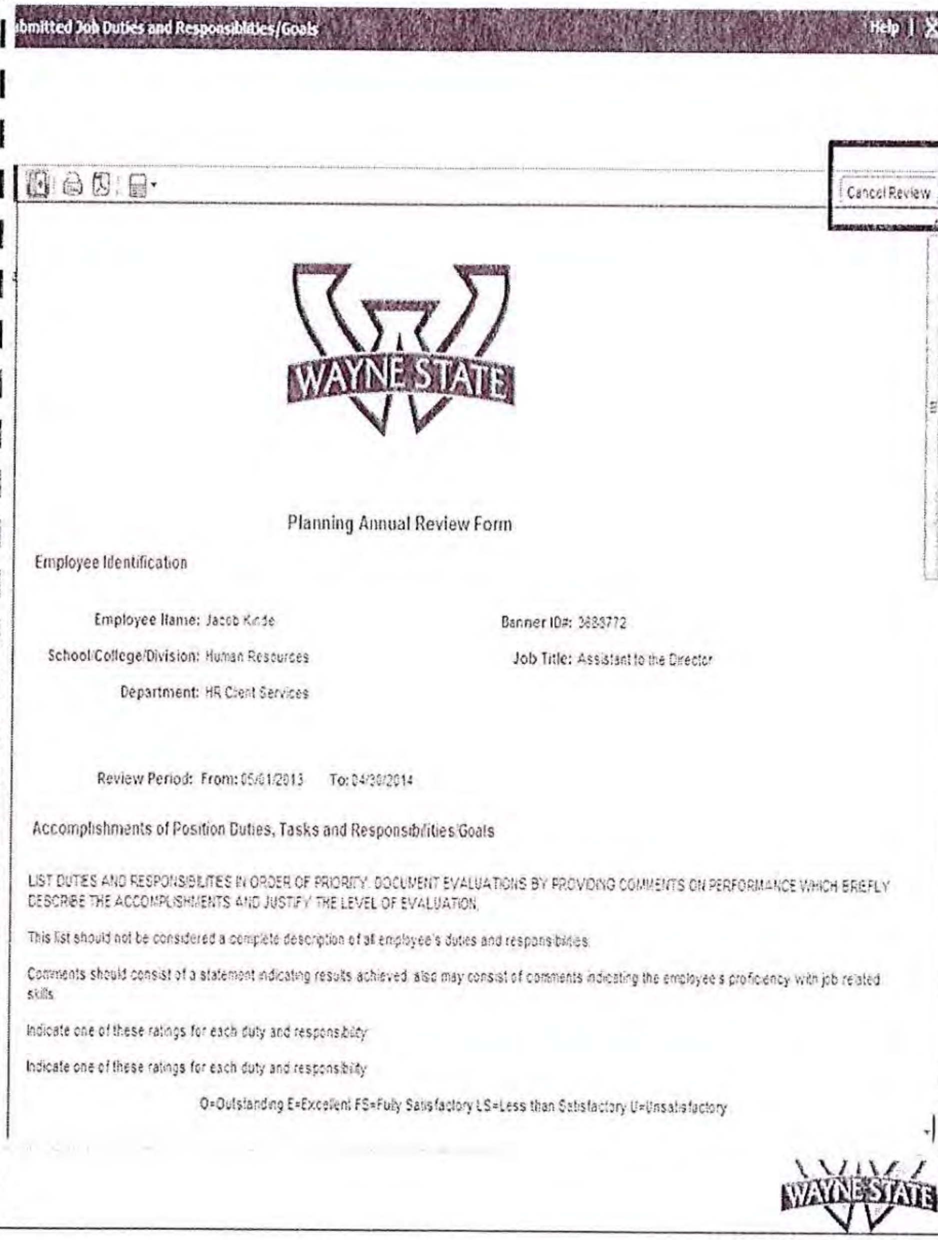
1. Type the last name or first name into the space provided
2. Click Search
3. Click Send



Participant Notes:

Third Party Review

The supervisor has the ability to cancel the review. After the supervisor re-opens the form, just click "Cancel Review"



bmitted Job Duties and Responsiblities/Goals

Help | X

Cancel Review

WAYNE STATE

Planning Annual Review Form

Employee Identification

Employee Name: Jacob Kinde

Banner ID#: 3883772

School/College/Division: Human Resources

Job Title: Assistant to the Director

Department: HR Client Services

Review Period: From: 05/01/2013 To: 04/30/2014

Accomplishments of Position Duties, Tasks and Responsibilities/Goals

LIST DUTIES AND RESPONSIBILITES IN ORDER OF PRIORITY. DOCUMENT EVALUATIONS BY PROVIDING COMMENTS ON PERFORMANCE WHICH BREFLY DESCRIBE THE ACCOMPLISHMENTS AND JUSTIFY THE LEVEL OF EVALUATION.

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Comments should consist of a statement indicating results achieved, also may consist of comments indicating the employee's proficiency with job related skills.

Indicate one of these ratings for each duty and responsibility

Indicate one of these ratings for each duty and responsibility

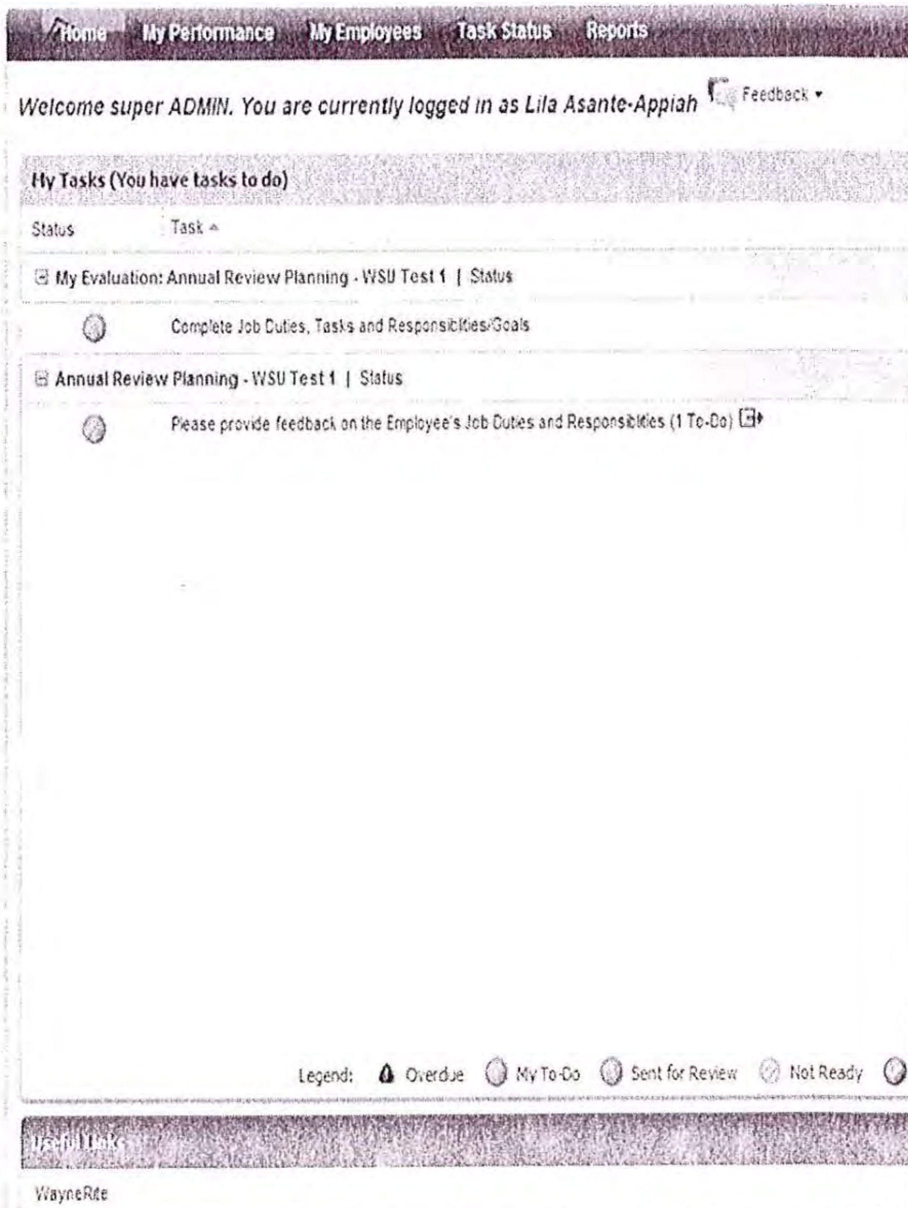
O=Outstanding E=Excellent FS=Fully Satisfactory LS=Less than Satisfactory U=Unsatisfactory

WAYNE STATE

Participant Notes:

Third Party Review

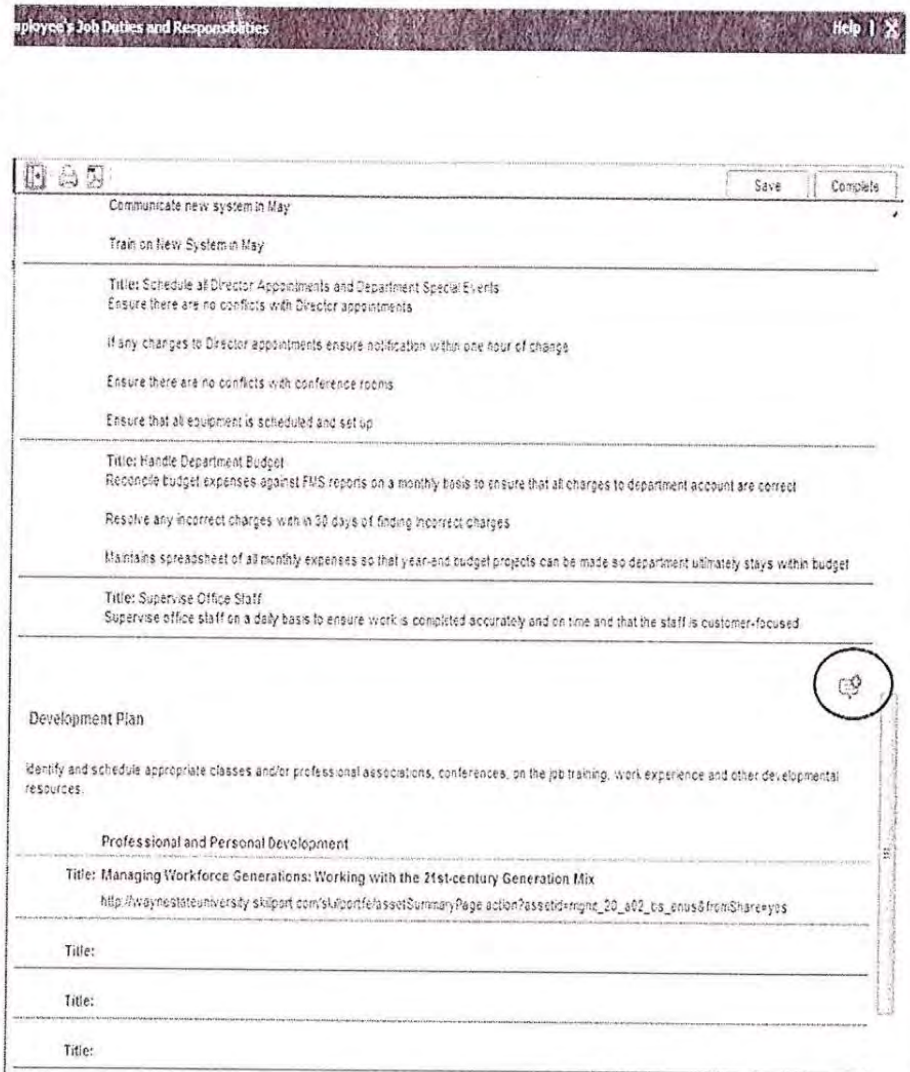
The third party review now has a new task to do that appears on his/her home page.



Participant Notes:

Third Party Review

Third party reviewer cannot make any changes but can add annotations.

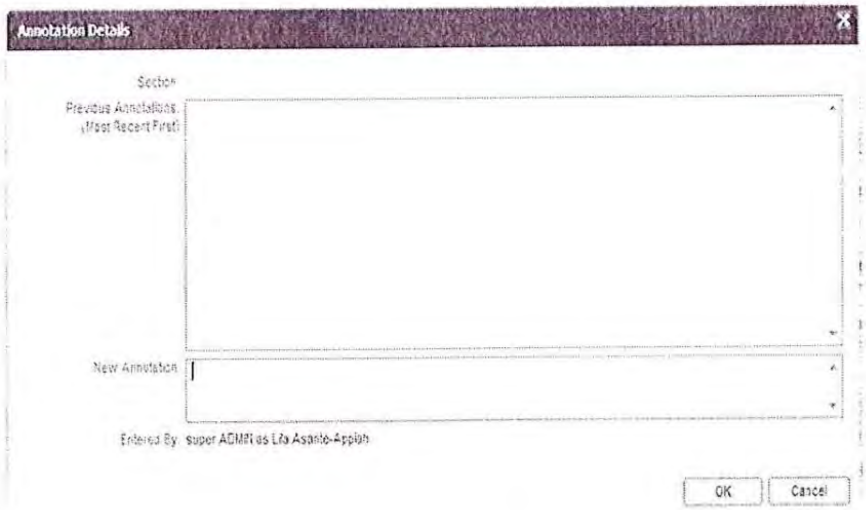


Participant Notes:

Third Party Review

Third Party Reviewer can type notes to give to the supervisor.

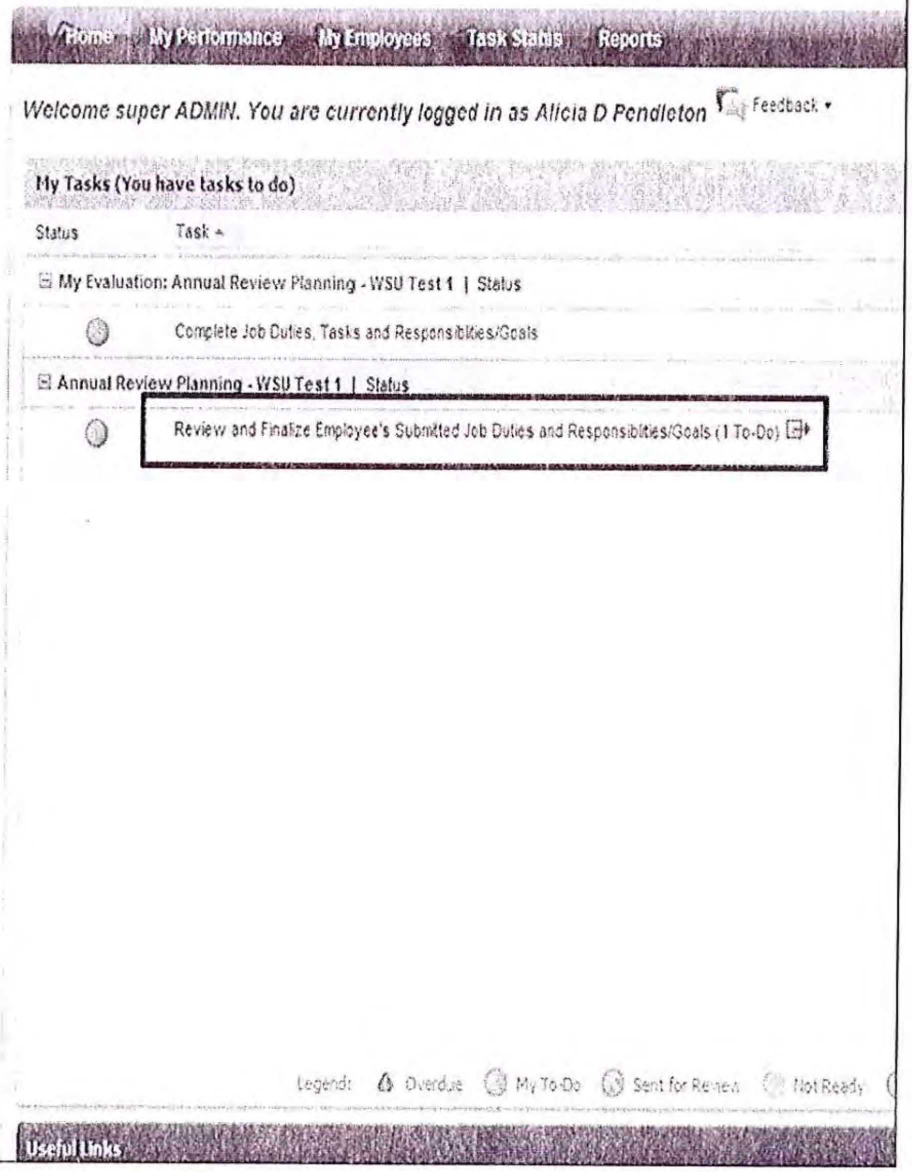
Note: When the form is totally completed, the notes will disappear for the employee.



Participant Notes:

Third Party Review

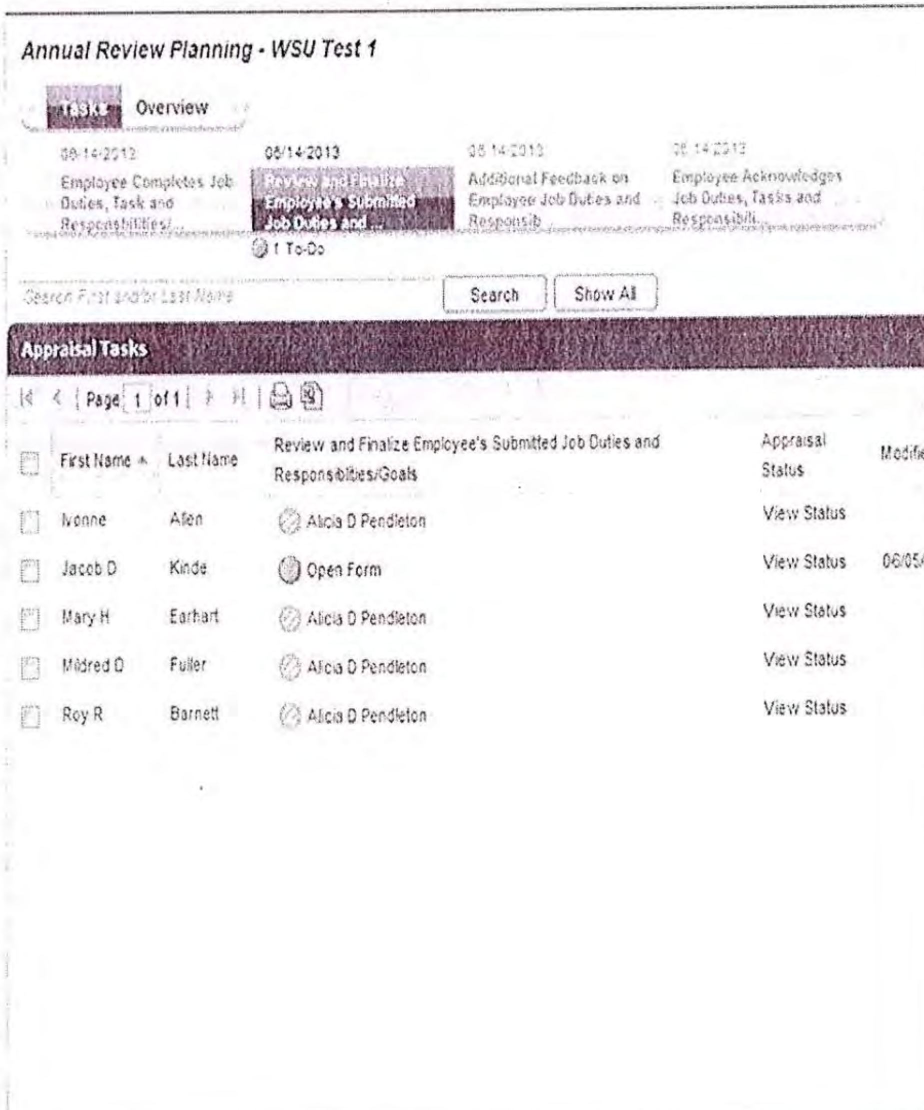
The supervisor now gets the task back on the home page.



Participant Notes:

Third Party Review

The supervisor can open the form again.



Participant Notes:

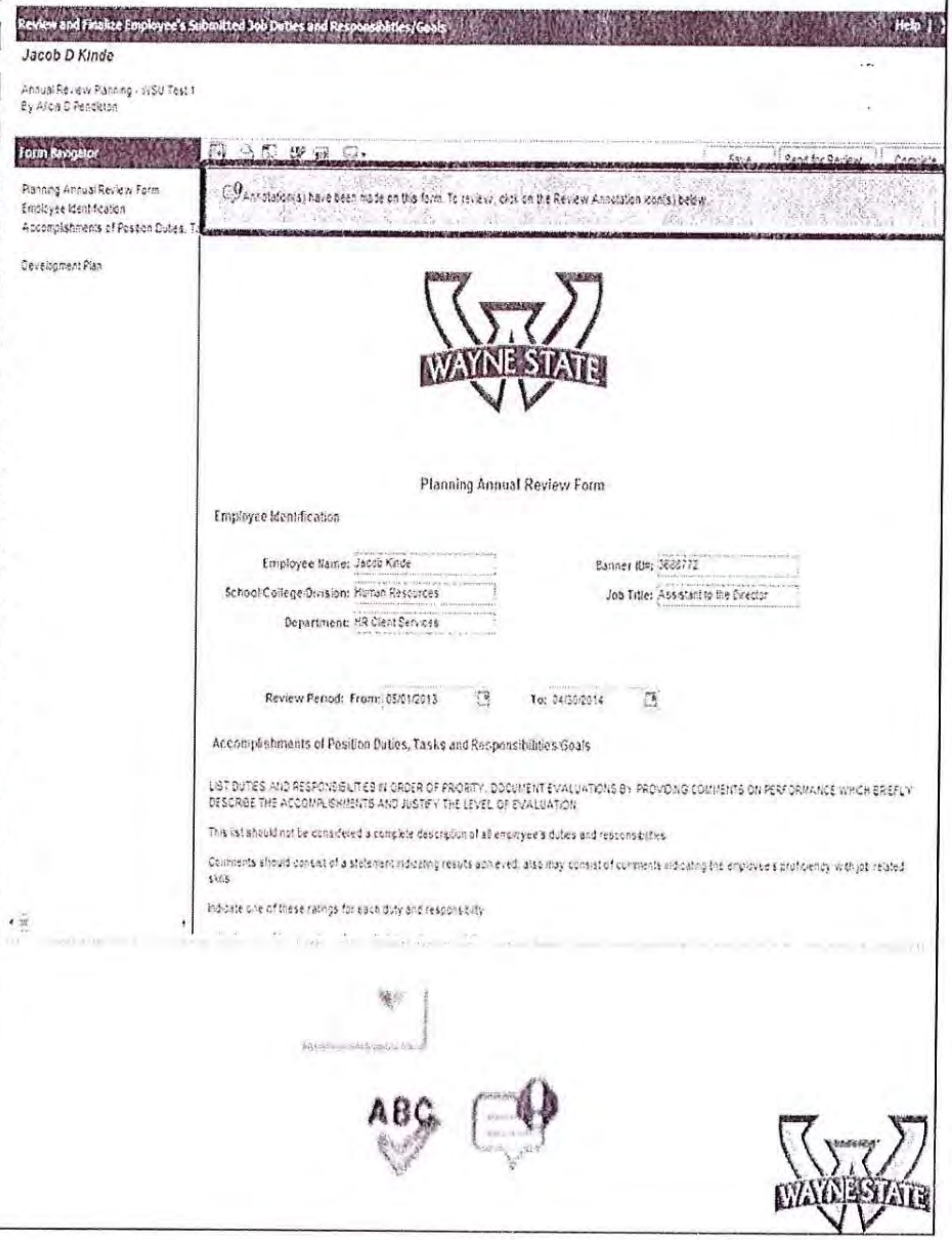
Third Party Review

The supervisor will now see "Annotations have been made on the form..."

The supervisor will need to find the annotation with the exclamation point and read it.

The form will not let the supervisor complete the process until the annotation has been opened.

Once the annotation has been read, you can make the necessary adjustments.

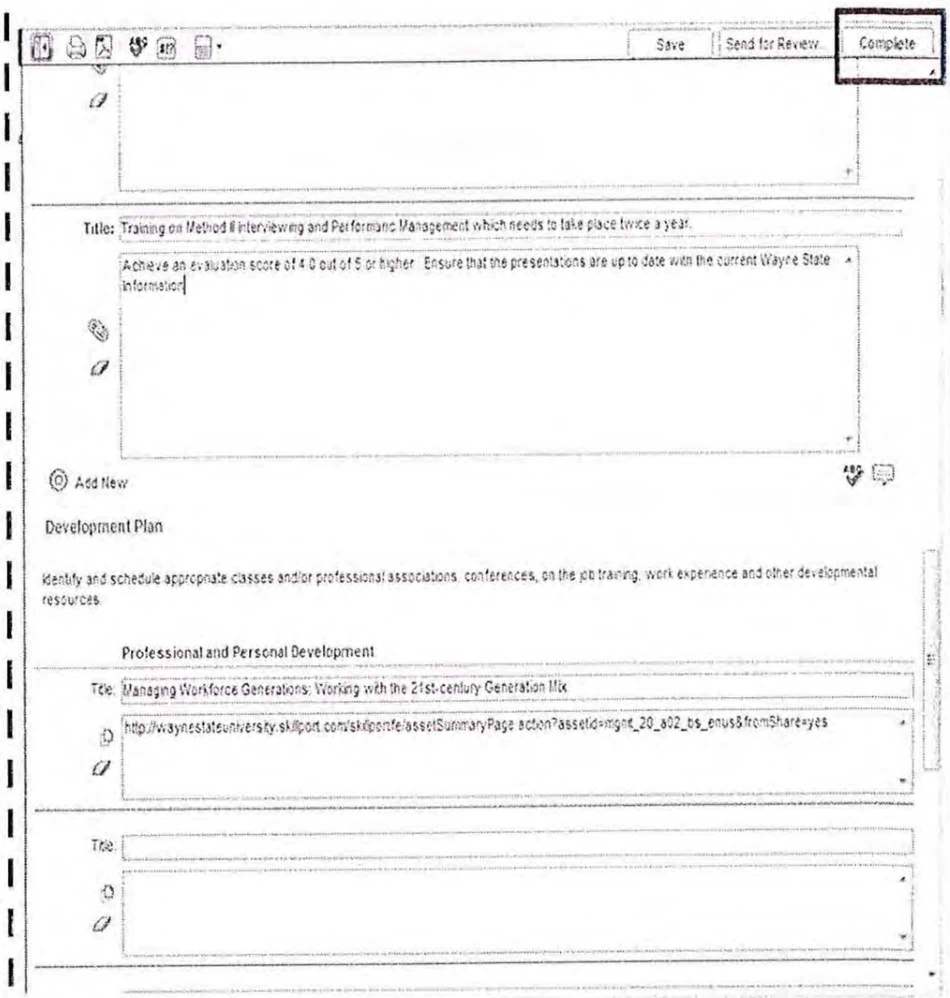


Participant Notes:

Complete Review and Finalize Employees Submitted Job Duties....

Note: The supervisor could send it to another person for review if needed.

Now the supervisor can click complete to send it back to the employee for his/her acknowledgement.



Participant Notes:

Ongoing Performance Tasks

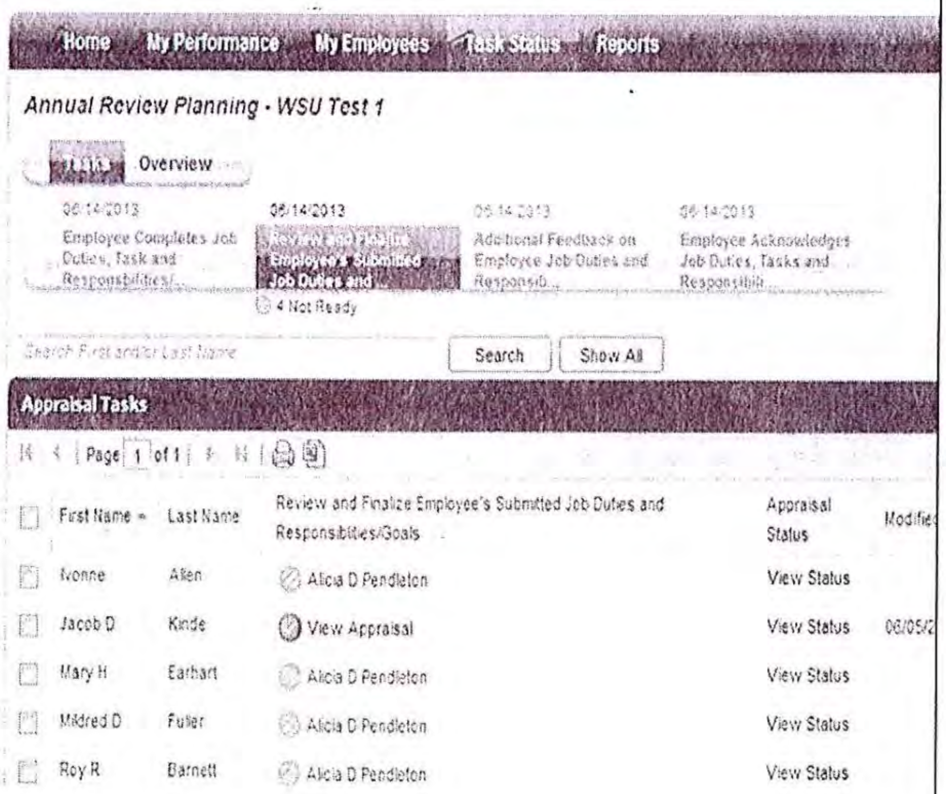
The supervisor can review the appraisal at any time.

Go to "My Employees".

Find the right direct report

Click on "View Appraisal"

(Same applies to HR Consultant)



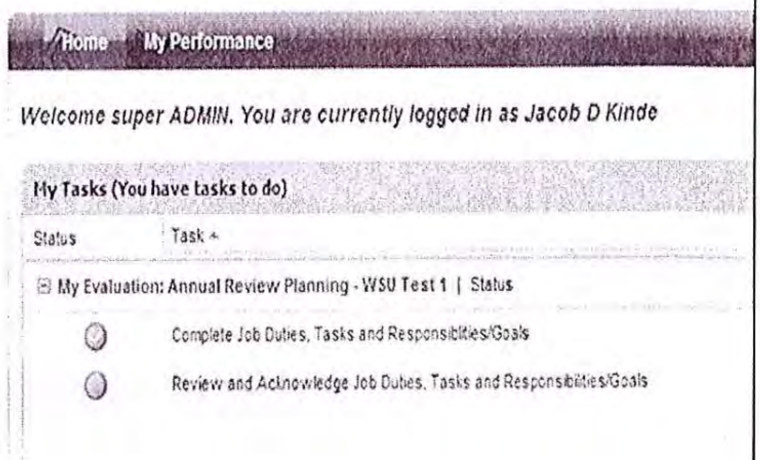
Participant Notes:

Review and Acknowledge Job Duties…

Now the employee has another task to do.

First task shows complete

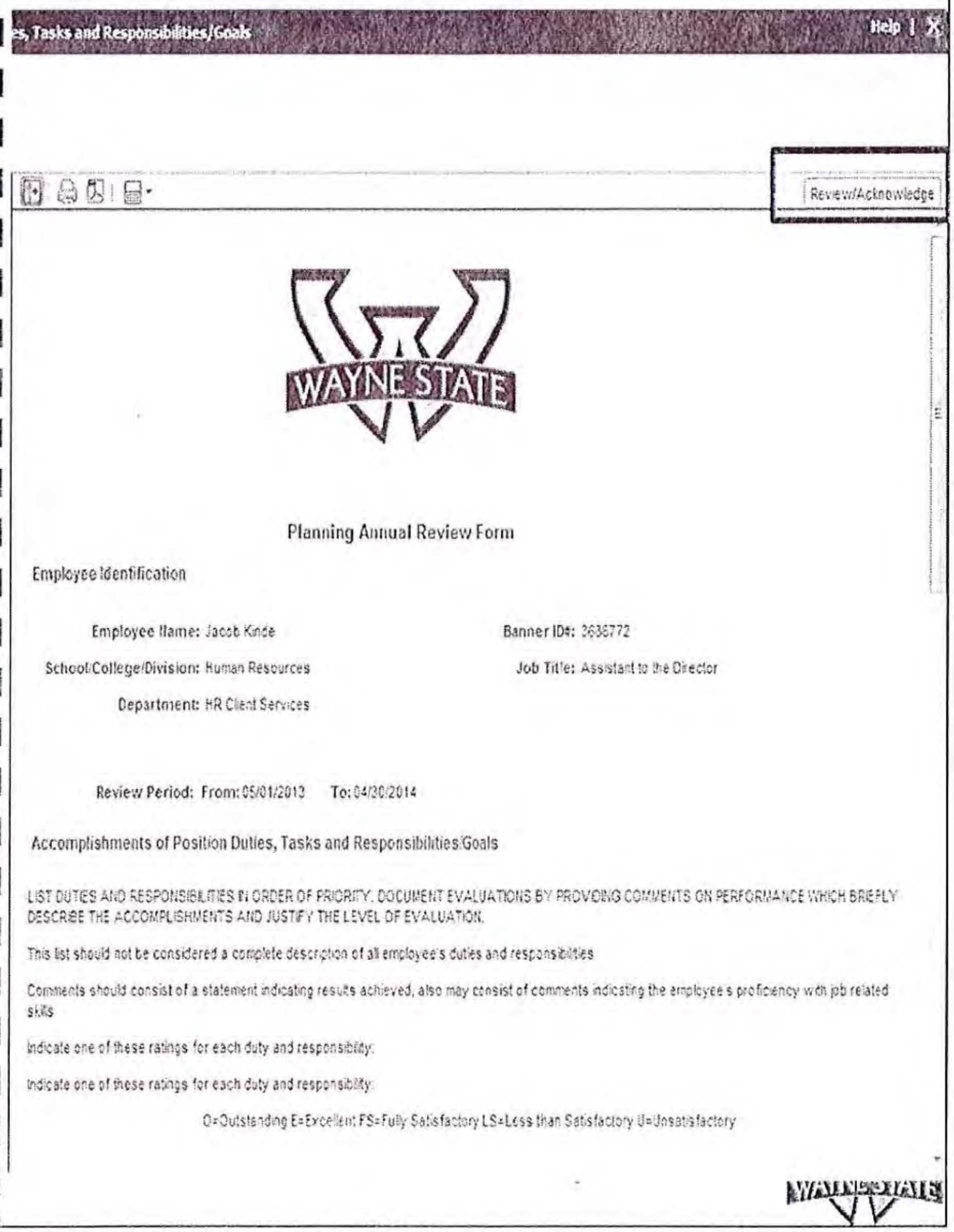
Employee needs to take one last look at the Job Duties, Tasks and Responsibilities/Goals



Participant Notes:

Review and Acknowledge Job Duties…

Once the employee clicks on the link the form is opened. And the employee can review it….



es, Tasks and Responsibilities/Goals

Help | X

Review/Acknowledge

WAYNE STATE

Planning Annual Review Form

Employee Identification

Employee Name: Jacob Kinde

Banner ID#: 2636772

School/College/Division: Human Resources

Job Title: Assistant to the Director

Department: HR Client Services

Review Period: From: 05/01/2013 To: 04/30/2014

Accomplishments of Position Duties, Tasks and Responsibilities/Goals

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Indicate one of these ratings for each duty and responsibility:

Indicate one of these ratings for each duty and responsibility:

O=Outstanding E=Excellent FS=Fully Satisfactory LS=Less than Satisfactory U=Unsatisfactory

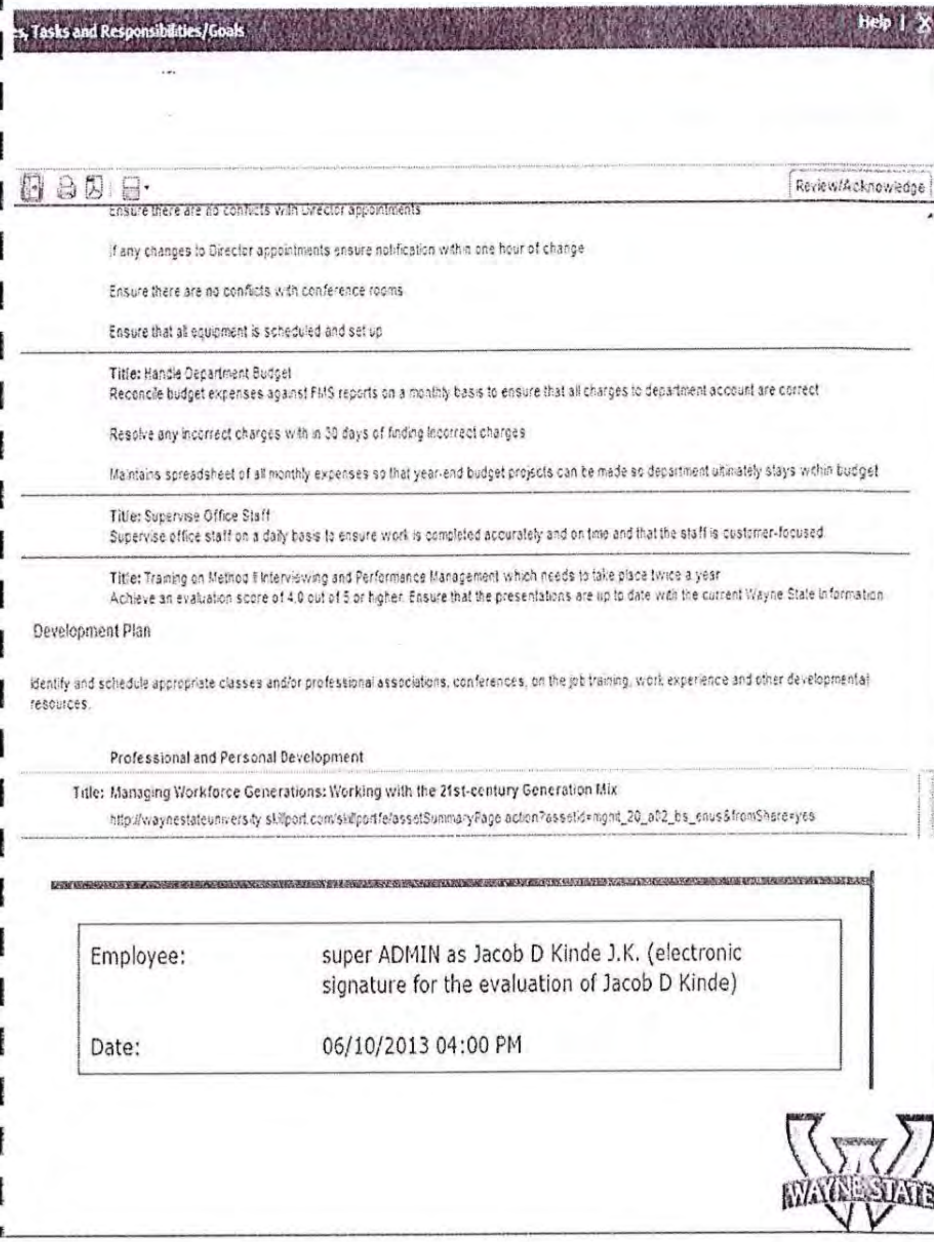
WAYNE STATE

Participant Notes:

Review and Acknowledge Job Duties…

The employees clicks on the Review/Acknowledge button which now close the planning process and turns the form into a PDF that can be viewed at any time.

Now all the tasks and development will appear on the employee's "My Performance".



…s, Tasks and Responsibilities/Goals

Help | X

Review/Acknowledge

Ensure there are no conflicts with Director appointments

If any changes to Director appointments ensure notification within one hour of change

Ensure there are no conflicts with conference rooms

Ensure that all equipment is scheduled and set up

Title: Handle Department Budget
Reconcile budget expenses against FMS reports on a monthly basis to ensure that all charges to department account are correct

Resolve any incorrect charges with in 30 days of finding incorrect charges

Maintains spreadsheet of all monthly expenses so that year-end budget projects can be made so department ultimately stays within budget

Title: Supervise Office Staff
Supervise office staff on a daily basis to ensure work is completed accurately and on time and that the staff is customer-focused

Title: Training on Method II Interviewing and Performance Management which needs to take place twice a year
Achieve an evaluation score of 4.0 out of 5 or higher. Ensure that the presentations are up to date with the current Wayne State information

Development Plan

Identify and schedule appropriate classes and/or professional associations, conferences, on the job training, work experience and other developmental resources.

Professional and Personal Development

Title: Managing Workforce Generations: Working with the 21st-century Generation Mix
http://waynestateuniversity.skillport.com/skillportfe/assetSummaryPage.action?assetid=mgmt_20_a02_bs_enus&fromShare=yes

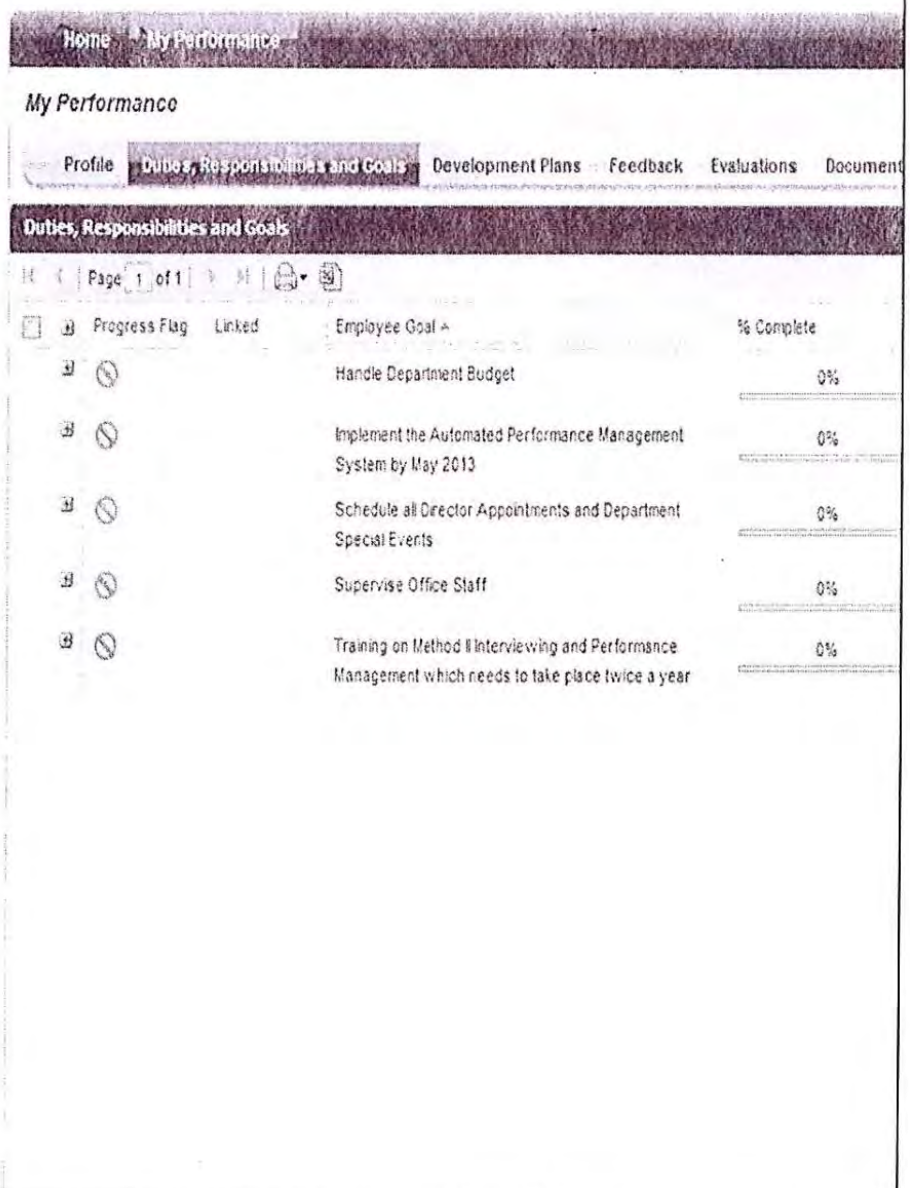
Employee:	super ADMIN as Jacob D Kinde J.K. (electronic signature for the evaluation of Jacob D Kinde)
Date:	06/10/2013 04:00 PM

WAYNE STATE

Participant Notes:

Ongoing Performance Tasks

The list of Duties appears in My Performance.

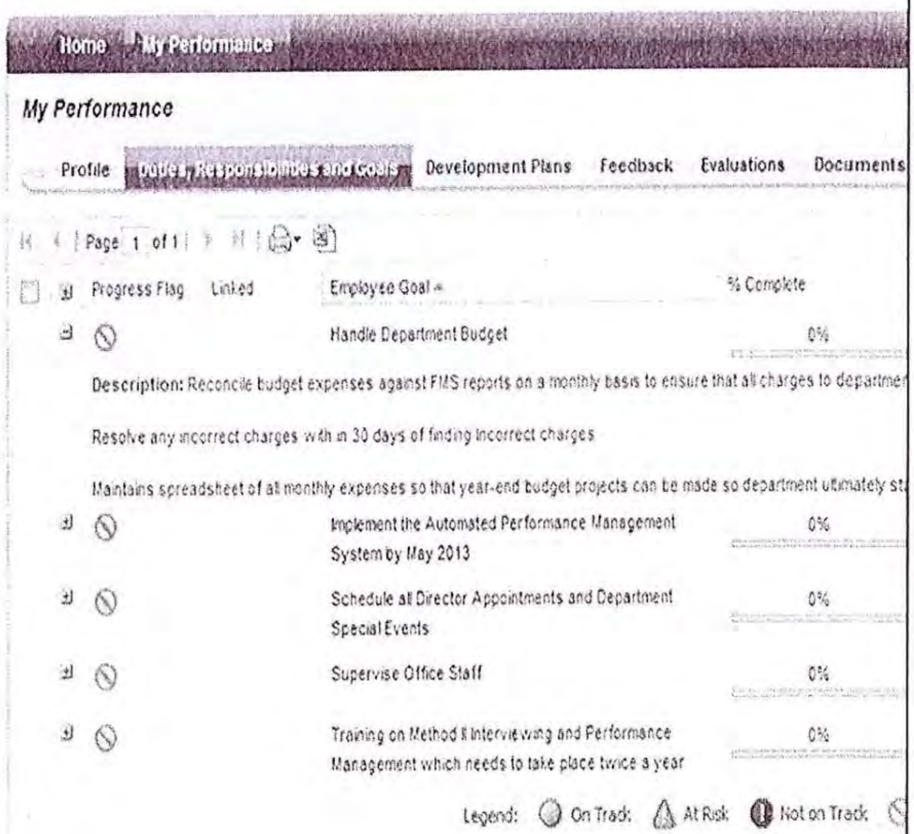


Participant Notes:

Ongoing Performance Tasks

If the employee clicks the plus sign next to the duty...it shows the details from the form. At this point the employee can add notes and update the status of the duties or goals.

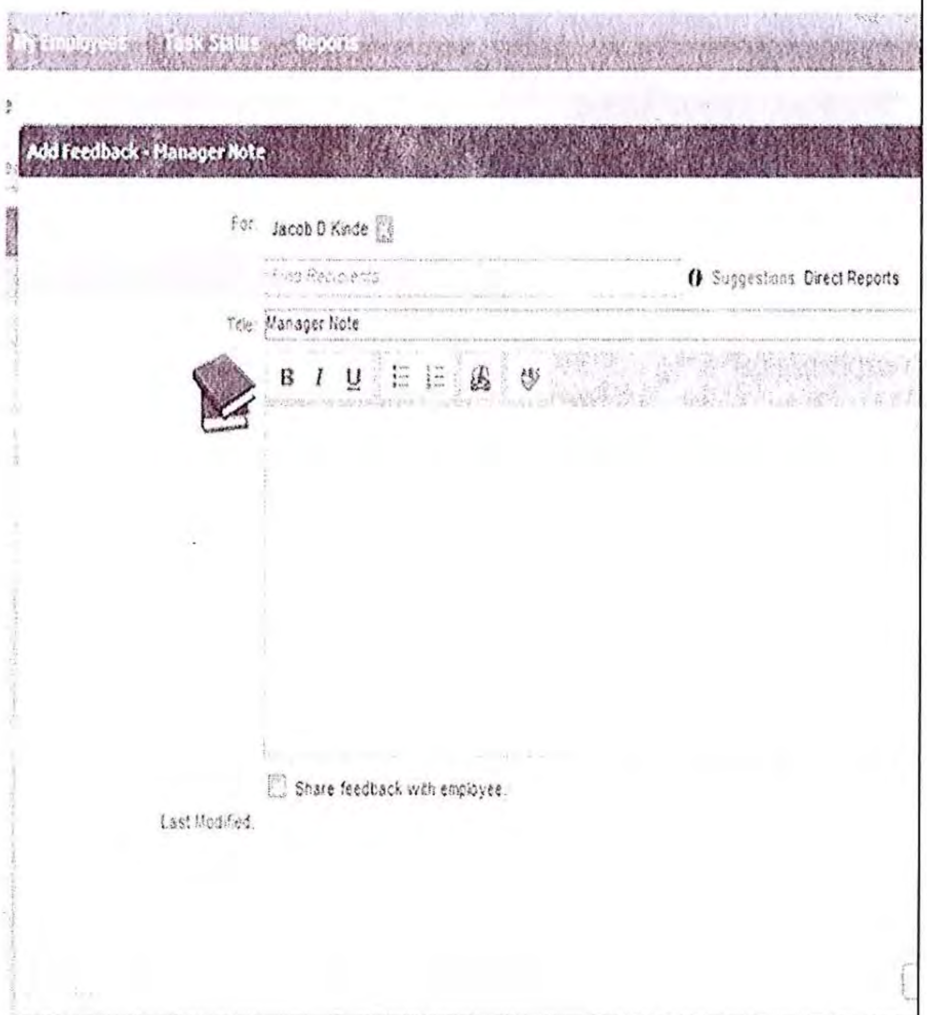
The supervisor can also add notes or feedback at any time and view the status updates of the employee if they are made.



Participant Notes:

Ongoing Performance Tasks

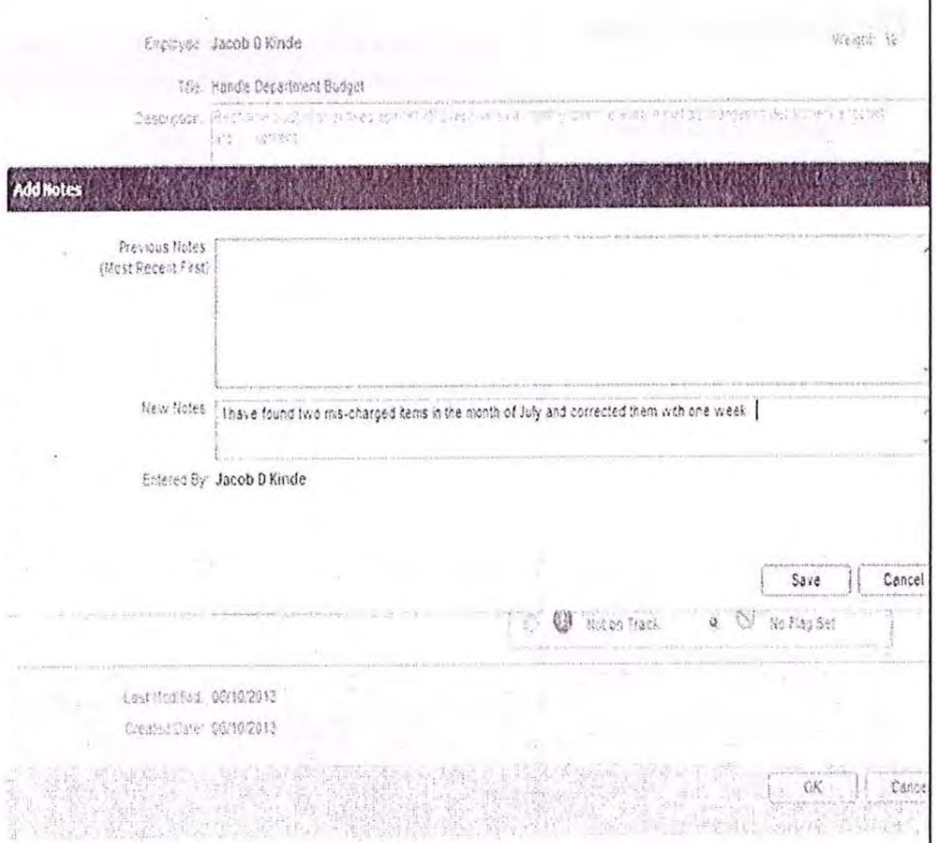
The supervisor can Add Notes by clicking on the Feedback Tab and then clicking Add.



Participant Notes:

Ongoing Performance Tasks

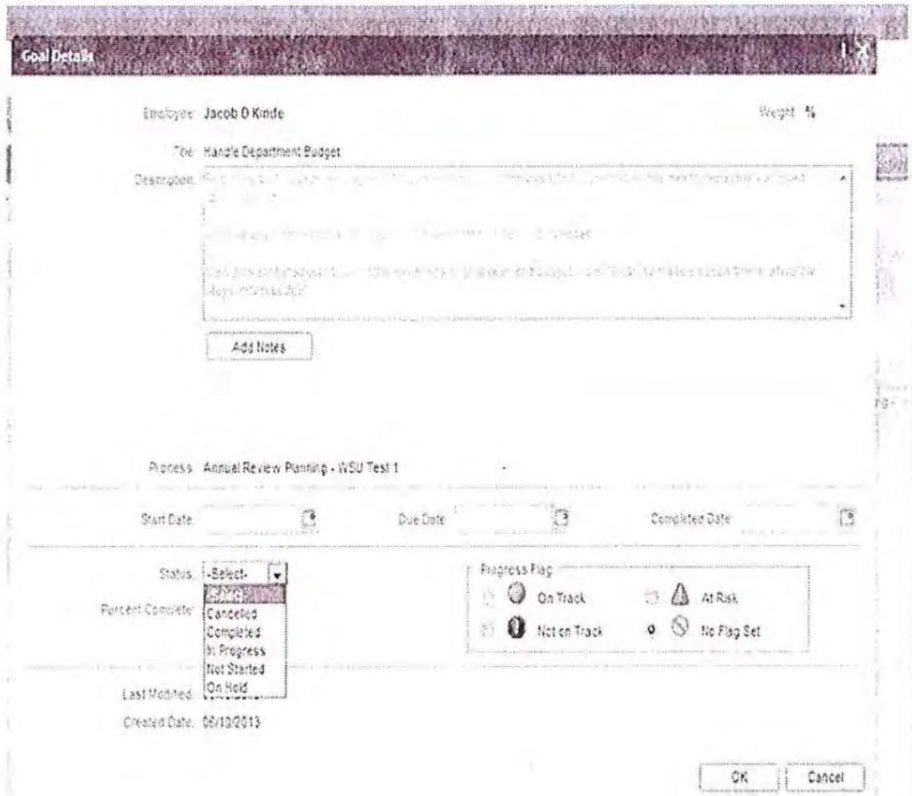
As stated employees can add notes as well and make adjustments to the **status** of a duty/goal. The employee just clicks the duty…And then can "Add Notes"…



Participant Notes:

Ongoing Performance Tasks

The supervisor or the employee can put in a start date on a goal, if desired, as well as add a due date, and/or select a status.

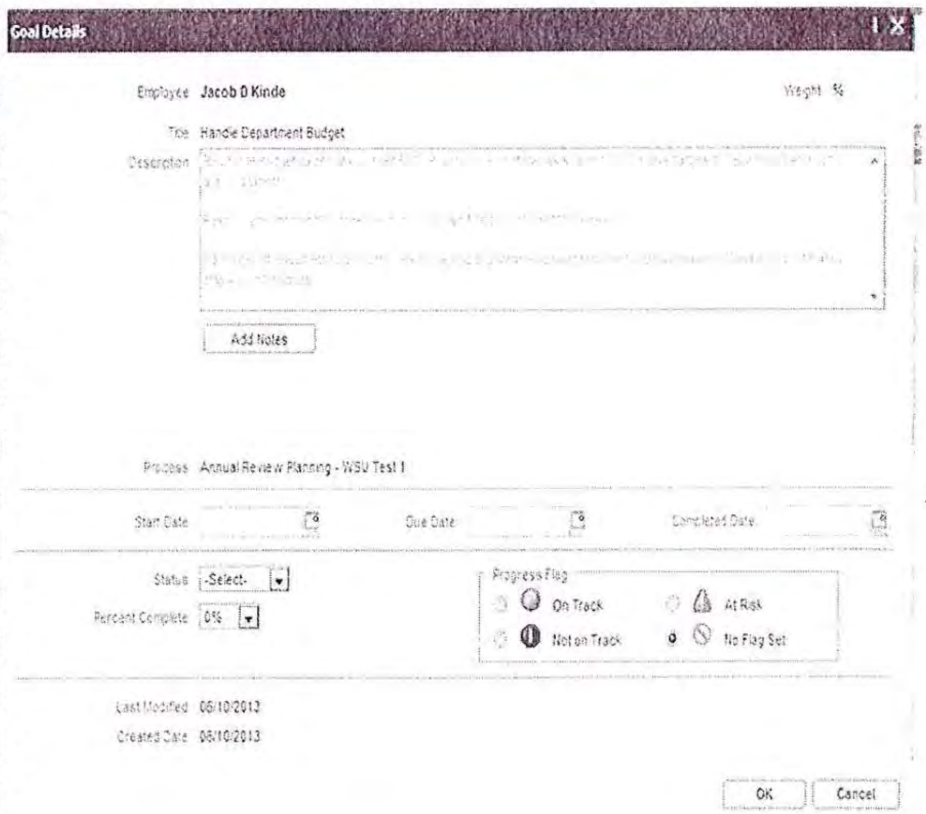


Participant Notes:

Ongoing Performance Tasks

The supervisor or the employee can put in percent complete and even mark a progress flag.

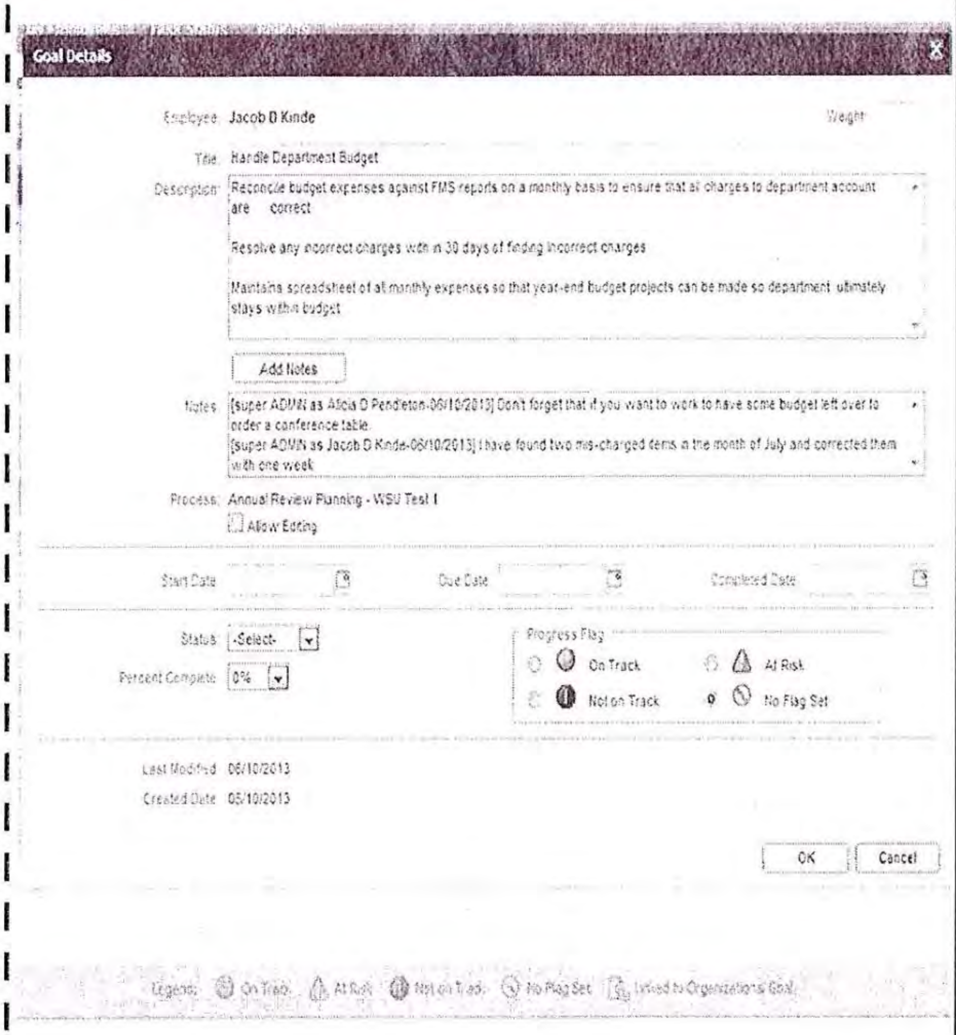
To save changes, the just click "OK".



Participant Notes:

Ongoing Performance Tasks

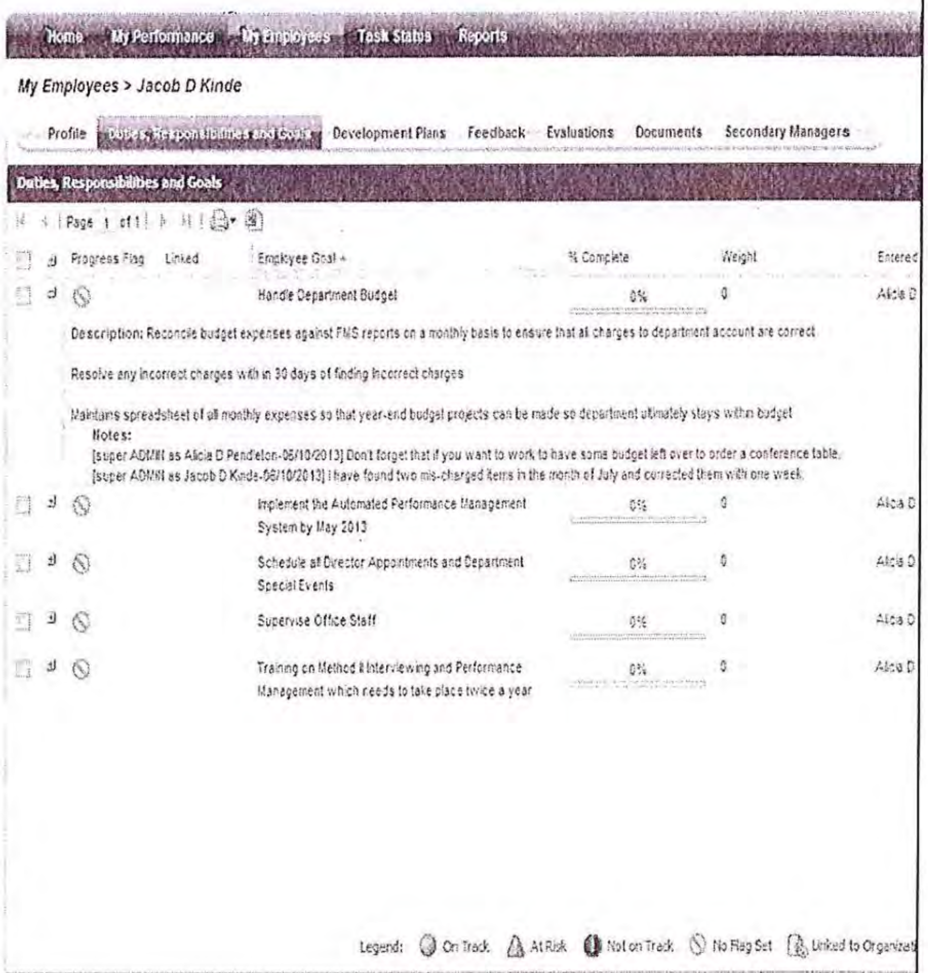
The most recent note will always appear on the top.



Participant Notes:

Ongoing Performance Tasks

Here is the note under the "Duties, Responsibilities and Goals"



Participant Notes:

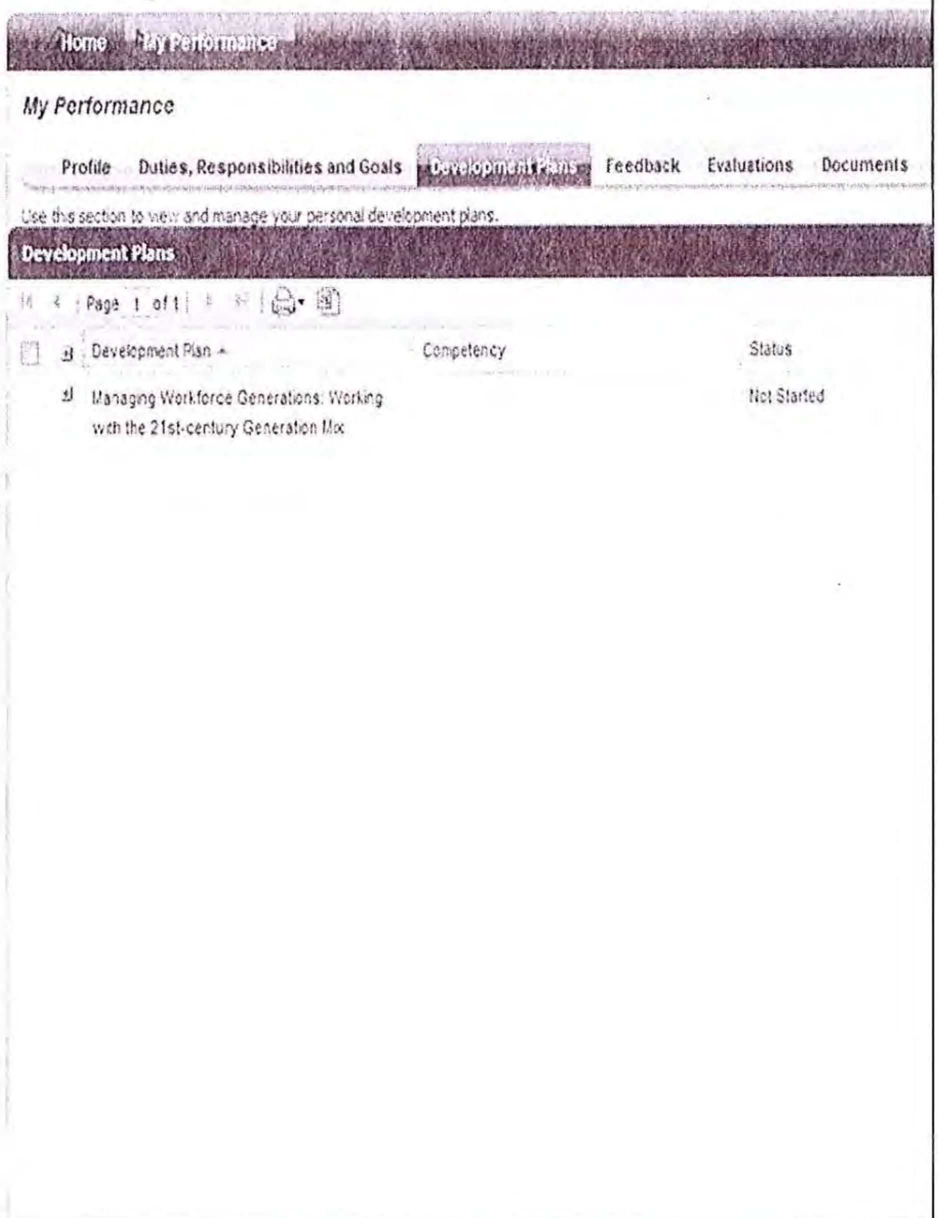
Other "My Performance" Tabs

The **Development Plans** tab works the same way as the Duties, Responsibilities and Goals.

The **Feedback** tab will show any Feedback the supervisor has submitted for the employee to view.

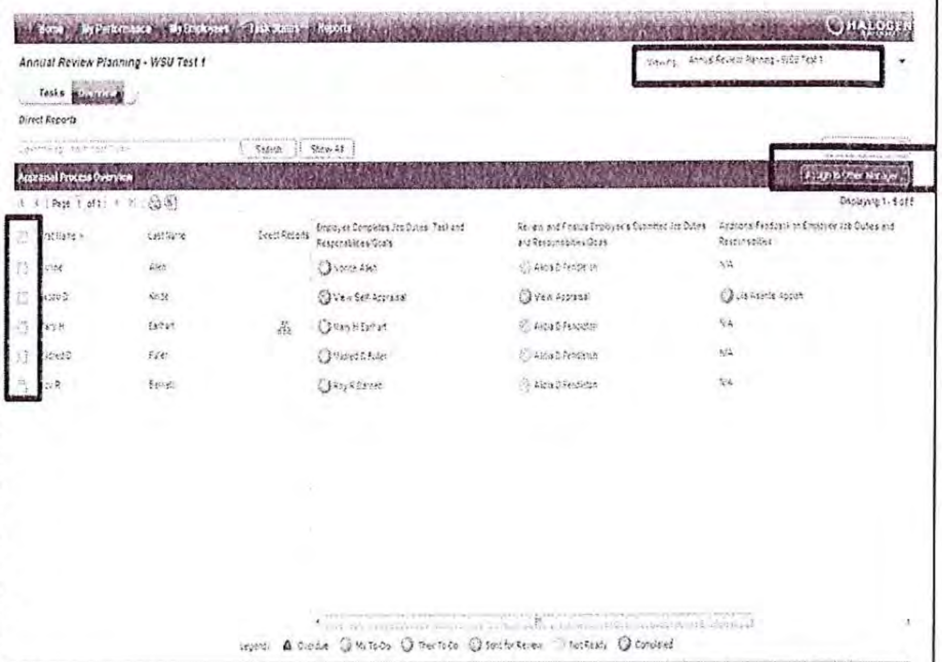
The **Evaluations** tab will show any of the forms that have been completed.

The **Documents Tab** allows employees to attach documents relevant to his/her performance.



Participant Notes:

Task Status and Assign to Other Manager



The supervisor can get an at-a-glance view of task statuses for each employee. If the supervisor is involved with more than one process, the supervisor can select which process to view by clicking on the down arrow next to the "Viewing" box. (works the same for the HR Consultant)

The supervisor also has the ability to assign an employee to another manager for review by clicking in the box next to the employee and then clicking "Assign to Other Manager".

Participant Notes:

HR Consultant View

Under **Task Status** find your task "Review Final Assessments for Representees". It will show all the employees assigned to you as an HR Consultant in the current process. Works very similarly as shown from the supervisor's perspective:

- Choose process
- Assign to other HR person
- View Reviews

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Participant Notes:

Participant Center

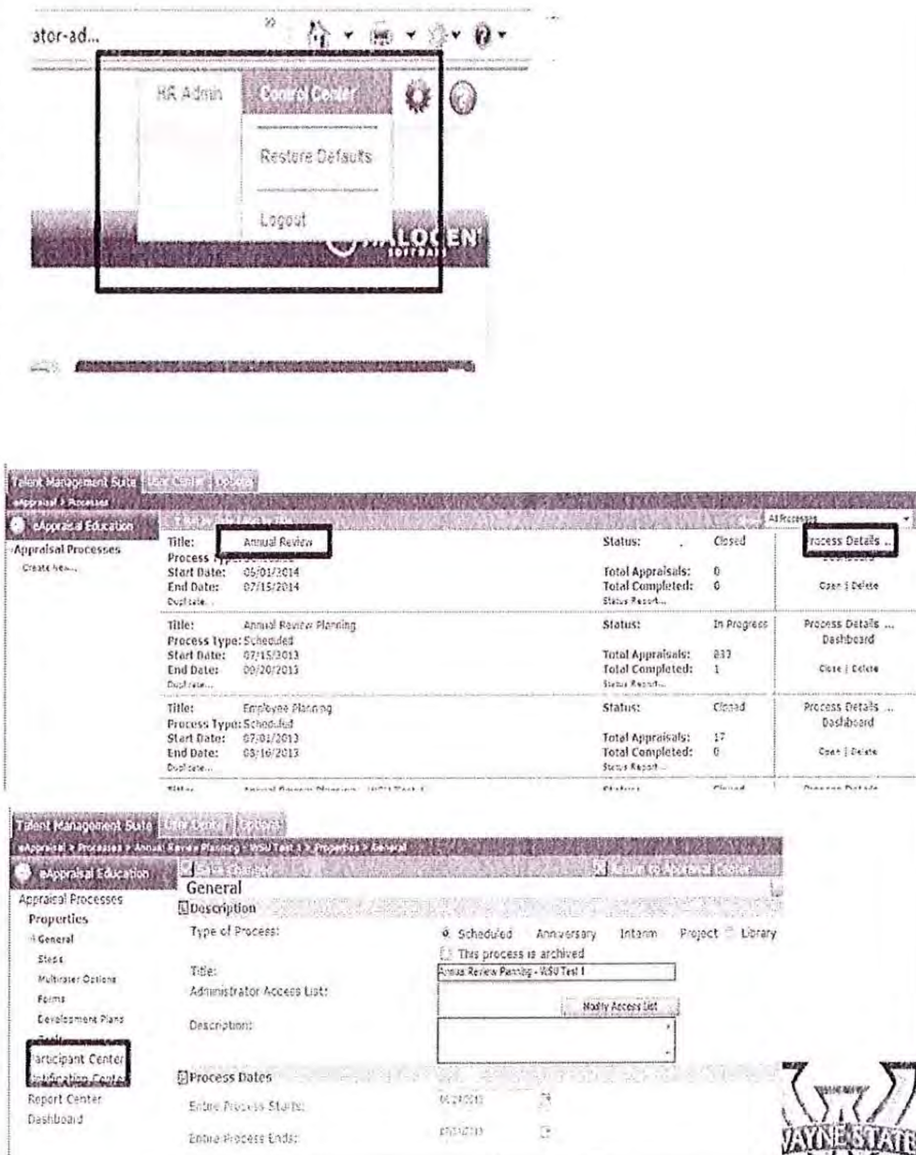
This is where you will spend most of your time when dealing with issues or trouble shooting problems.

First go to gear;.

Then go to the Contro\ Center;. Then click HR Admin.

Then go to process you need. The go to Process Details and find the Participant Center and click on the clink.

See Handout.



Participant Notes:

Summary

Now you know how to:

- Log in to WaynePM and Identify items on the Home Page
- Navigate WaynePM, identify icons, and personalize your view of the system
- Use WaynePM to handle common system tasks
- Use WaynePM to handle annual review planning tasks
- Use WaynePM for ongoing performance tasks
- Handle WaynePM issues
  - Roll back process
  - Force close process
  - Run Reports
  - Assign Roles

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Participant Notes:

WAYNE STATE UNIVERSITY

HUMAN RESOURCES

WaynePM Performance Management: Non-Represented, Non-Academic Employees

Training for HR Consultants

Facilitator:

Elizabeth Rager
Organization & Employee Development

Table of Contents

Objectives

This session will familiarize you with the WaynePM system and will focus on the Final Assessment process for the Employee Planning and Assessment Form for Supervisors of non-academic, non-represented employees. Upon completion of this session, you will be able to:

- Log in to WaynePM and Identify items on the Home Page
- Navigate WaynePM, identify icons, and personalize your view of the system
- Use WaynePM to handle common system tasks
- Use WaynePM to handle Final Assessment Tasks for the Employee Planning & Assessment process
- Use WaynePM for ongoing performance tasks

Slide 2

Participant Notes:

Introduction

- WaynePM Glossary
- Process Timeline
- Sample Email from WaynePM Announcing Task
- Logging into the WaynePM System
- WaynePM Home Page
- Form Navigation

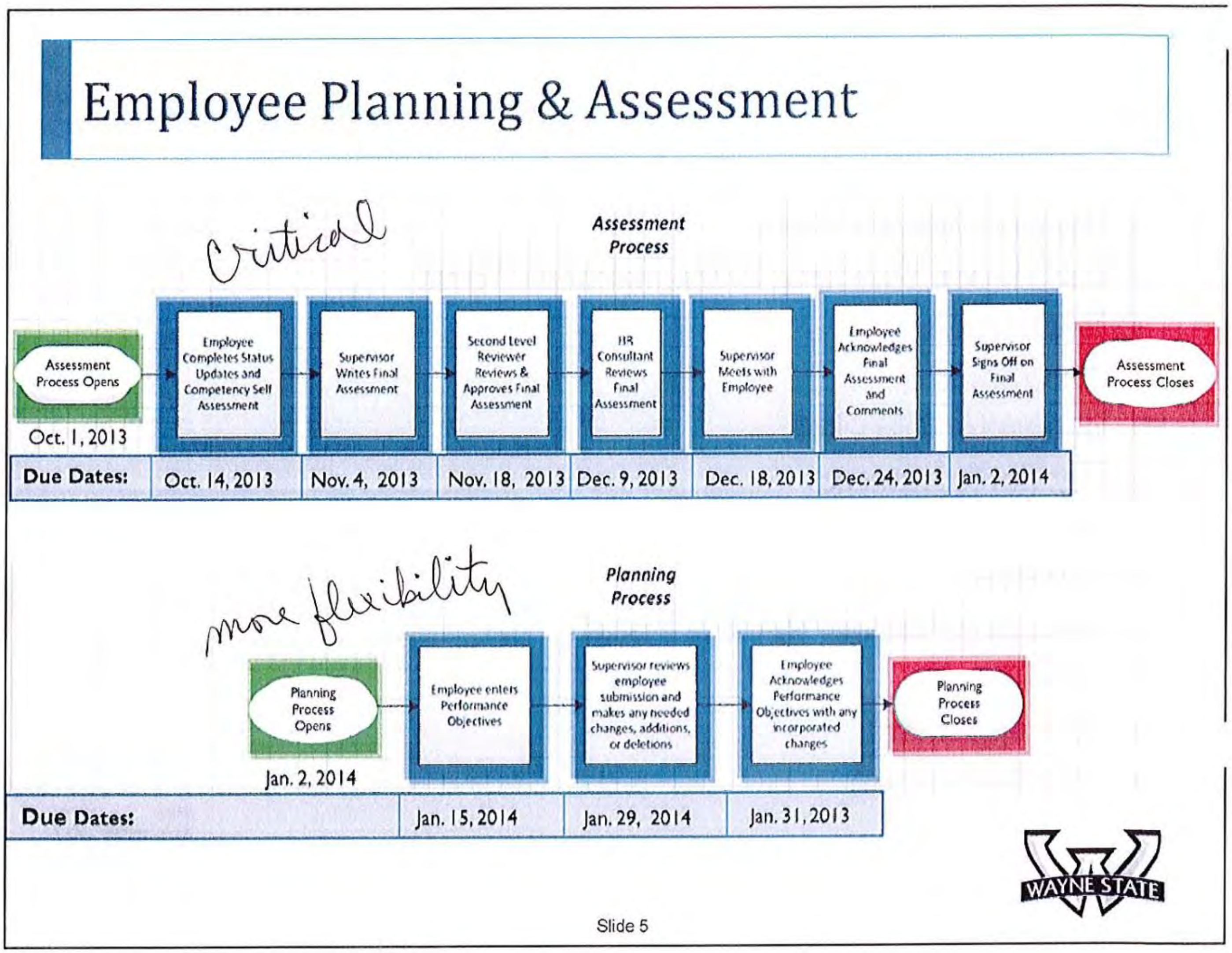
Slide 3

WaynePM Glossary

- Activity Tracker
- Annual Review Form
- Employee Planning & Assessment Form
- Evaluations
- Feedback
- Language Checker
- My Performance
- Notes
- Options
- Planning Annual Review Form
- Profile
- Self Appraisal
- Self Evaluation

WAYNE STATE

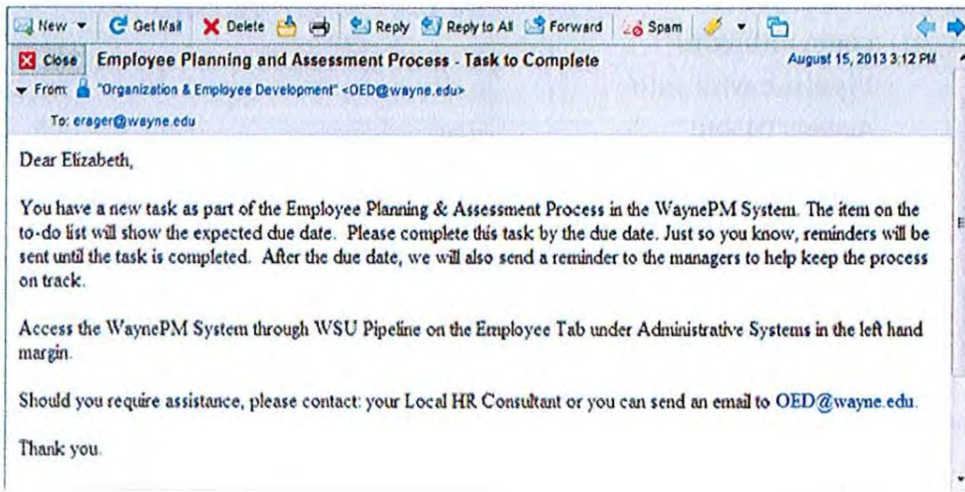
Participant Notes:



Participant Notes: Dates are subject to change throughout process.

Email Notification

When the process opens or you have a task to do, you will receive an Email notification similar to this.



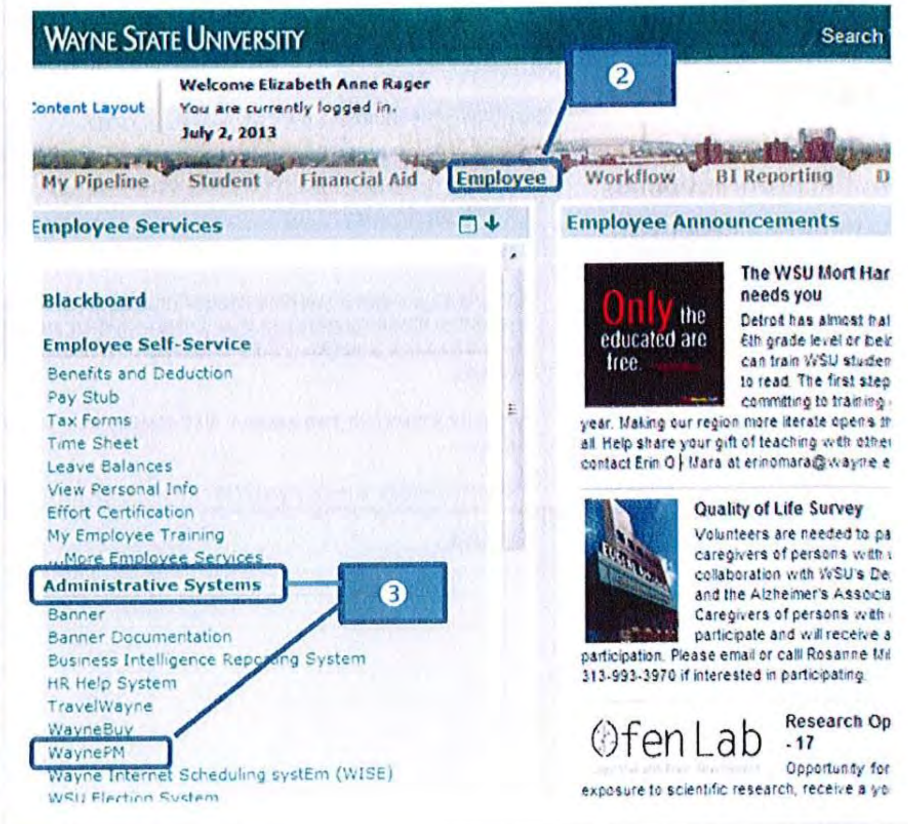
Slide 6

WAYNE STATE

Participant Notes:

Logging in to WaynePM

1. Login into **WSU Pipeline** with your **Access ID** and **Pipeline Password**
2. Go to the **Employee Tab**
3. Look under **Administrative Systems** and find **WaynePM** & click the link



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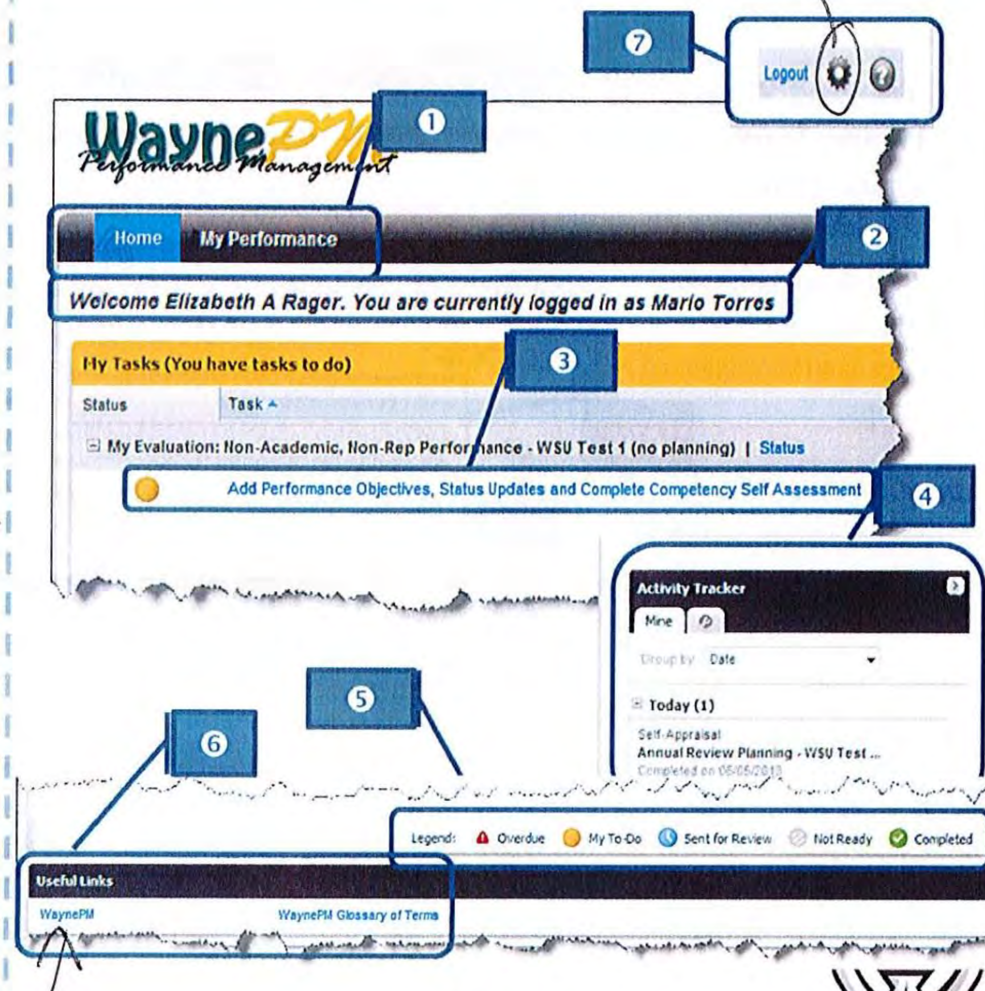
Participant Notes:

Activity Center

Viewing WaynePM Home Page

1. Navigation Bar
2. Welcome
3. Tasks
4. Activity Tracker
5. Task Status Legend
6. Useful Links
7. Log out



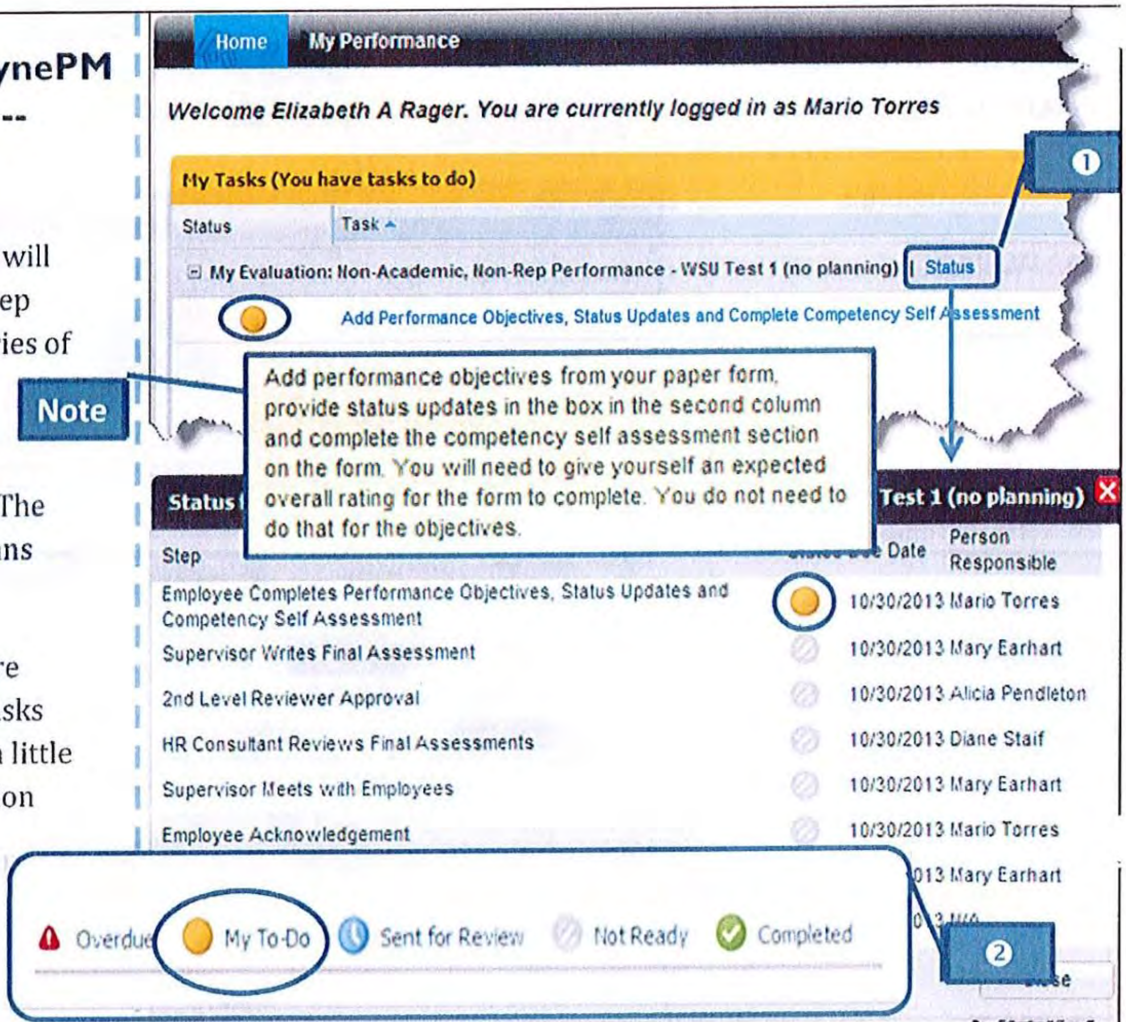
Slide 8

Participant Notes: LINK TO WPM website

Viewing WaynePM Home Page -- Status Link

1. The **Status** link will identify what step this is in the series of steps.
2. Remember the **Status** legend. The orange ball means **My To-Do**

Note: Rollovers are available for the tasks that may provide a little bit more information and direction.

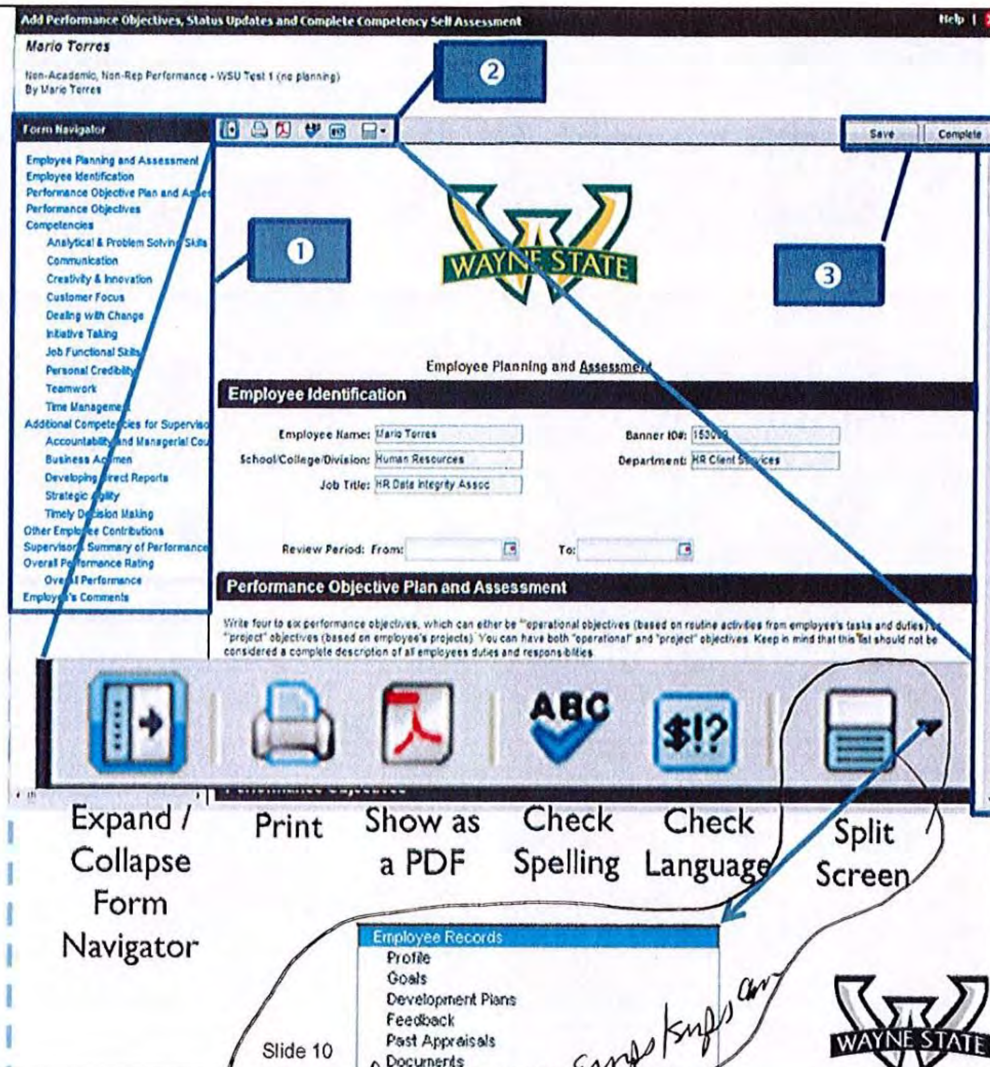


Participant Notes:

Employee Planning & Assessment Form: General

Once the employee clicks on the task, the form to use will display:

1. **Form Navigator** allows the employee to move from one section to another quickly or the employee can use the scroll bar on the right.
2. **Navigation Bar** with Icons
3. **Save/Complete**



Split options emps supps can select

Participant Notes:

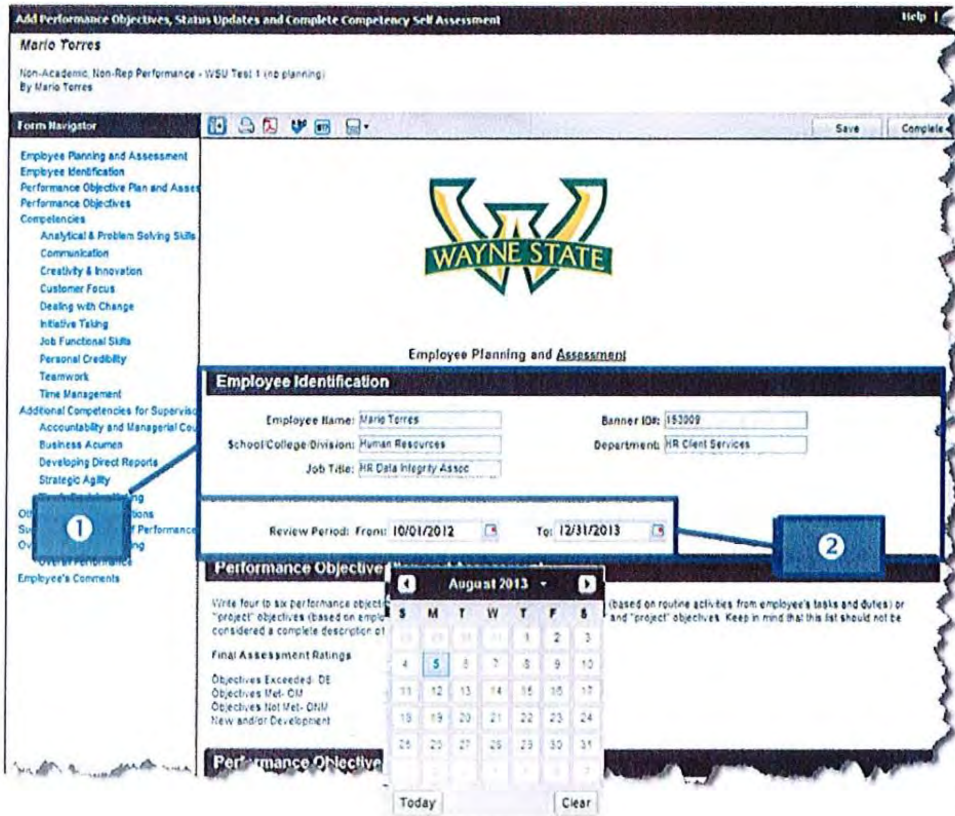
Employee's Self Assessment

- Identification Information & Review Period
- Performance Objectives & Status Updates
- Spit Screen Function
- Attaching Feedback
- Competency Assessment
- Other Employee Contributions & Other Comments
- Overall Performance Rating
- Complete Employee Task
- Activity Tracker

Slide 11

Employee Self Assessment: Identification Information

1. **Employee Identification** is prefilled except for **Review Period.**
2. **Review Period:** The employee will need to type the date or use the calendar.



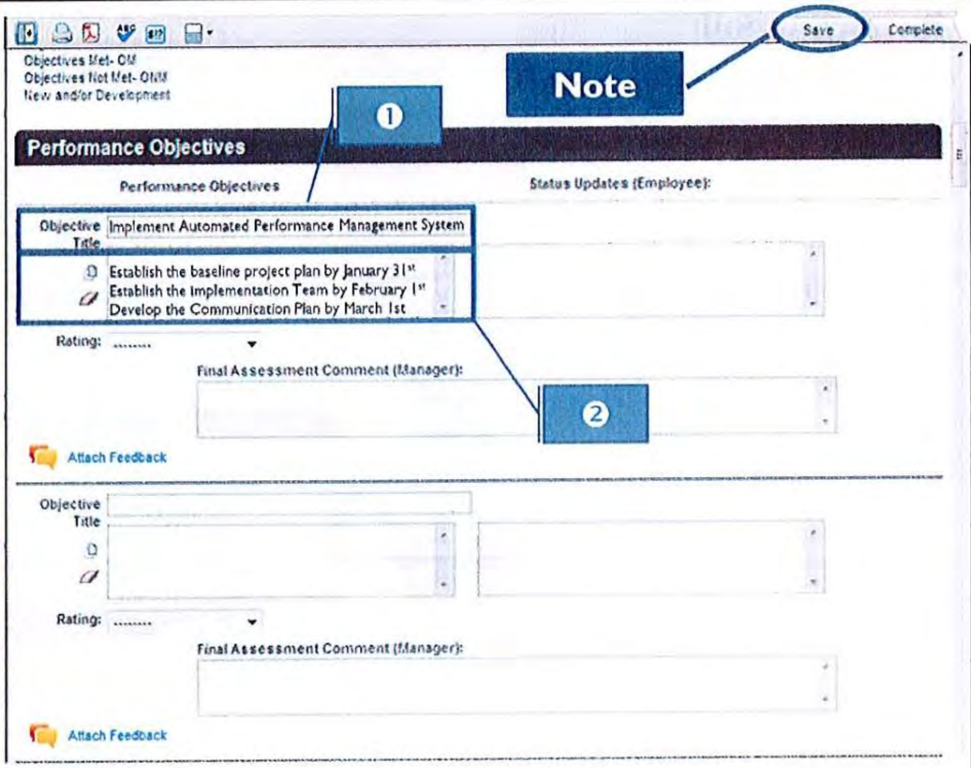
Slide 12

Participant Notes:

Employee Self Assessment: Performance Objectives

1. The employee needs to enter in **Title** for **Objective Title**
2. Then the employee enters **Details / Description** to go in the box below. If the employee can't think of a summary **Title** for the objective, he/she can leave it blank. Or if the summary **Title** says it all, he/she can leave the **Detail / Description** box blank

Note: The employee can click **Save** at any time and come back later to finish the form.



Slide 13

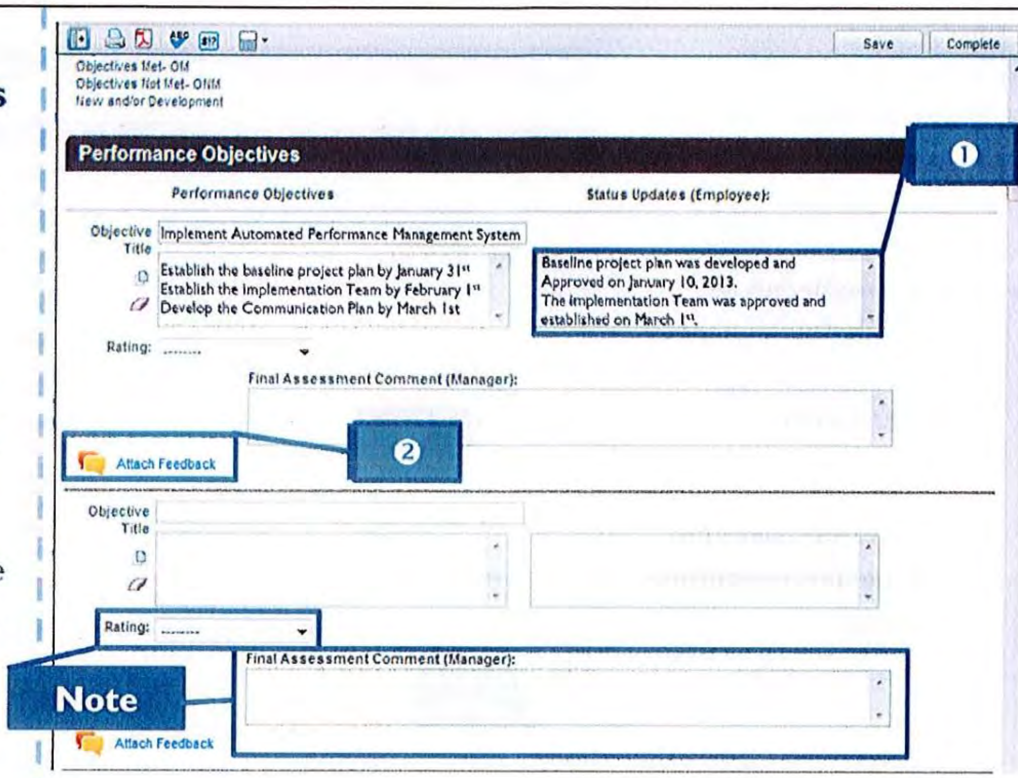
Participant Notes:

Employee Self Assessment: Status Updates

1. The employee will add **Status Updates** in the box in the second column.

2. The **Attach Feedback** allows the employee to attach any **Feedback Manager Notes** received throughout the course of the year from the Supervisor. (Obviously, there wouldn't be any from this year.)

Note: The employee can type something in **Final Assessment Comment** or assign a rating, if they want. This is not needed.



Slide 14

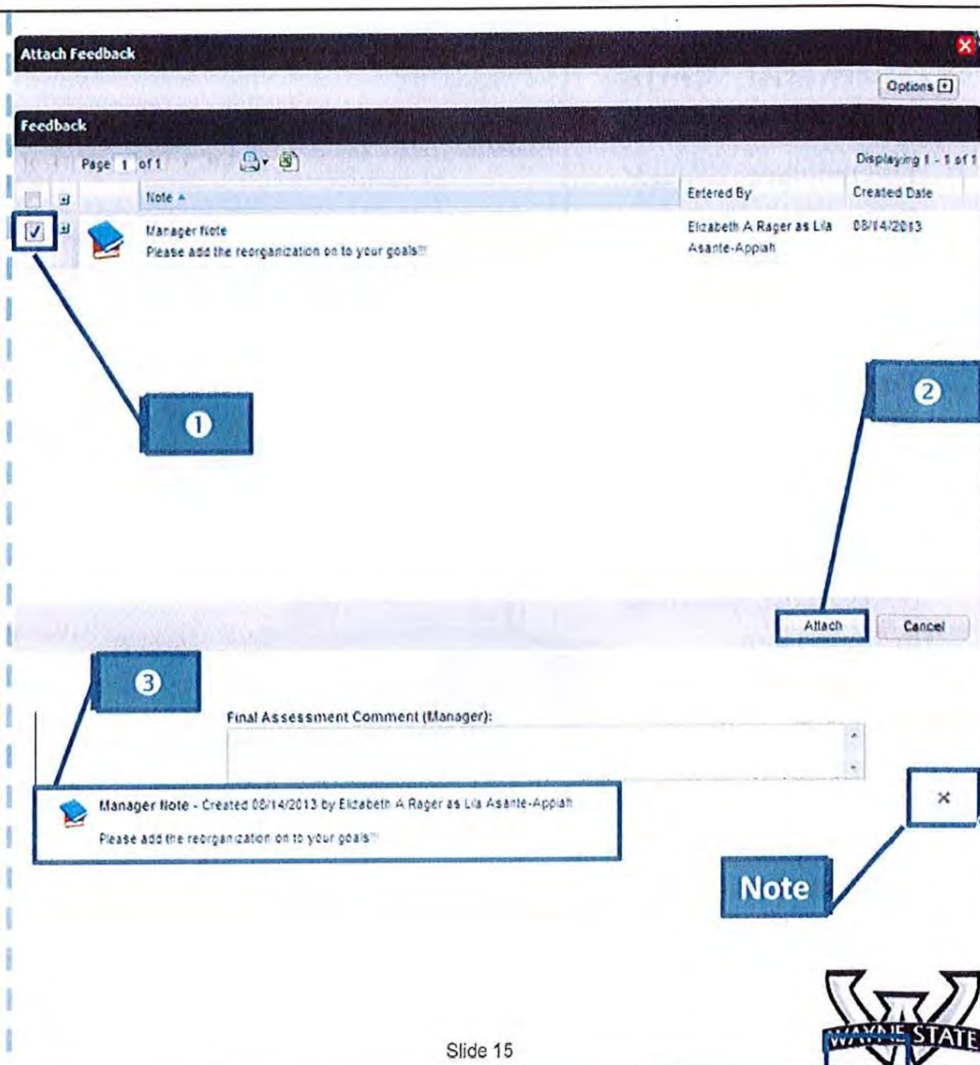
Participant Notes:

Employee Self Assessment: Attach Feedback

If the employee clicked **Attach Feedback**, the **Attach Feedback** dialog box displays with any **Manager Notes.**

1. The employee will need to click the check box next to the appropriate **Manager Note** he/she wants attached.
2. Click **Attach.**
3. The **Manager Note** is now displayed on the Self Assessment form.

Note: The employee can click the **X** to delete the displayed **Manager Note.**



Slide 15

Participant Notes: Test Mgr notes —

Definitions of Ratings avail on LEADS website. Liz will anchor in WPM, too

Employee Self Assessment: Using the Split Screen

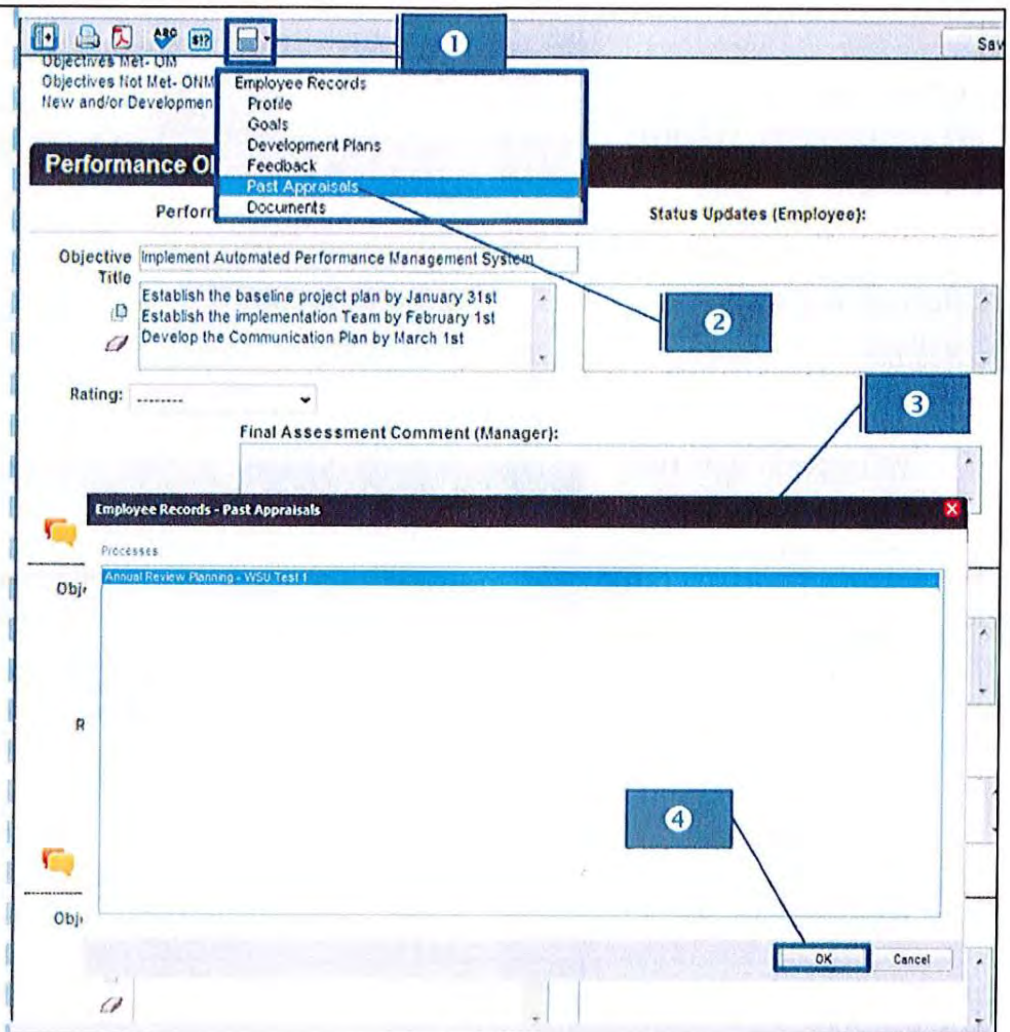
If the employee has previous appraisals or documents uploaded in the system, the employee could use the **Split Screen** to view the data and/or copy and past something from it.

1. Click on the down arrow next to the **Split Screen** icon and you choices in a box come up.

2. Choose what item you want to split the screen with. In this example we chose **Past Appraisals.**

3. The dialogue box listing the **Past Appraisals** comes up. Click on the one you want.

4. Click **OK**



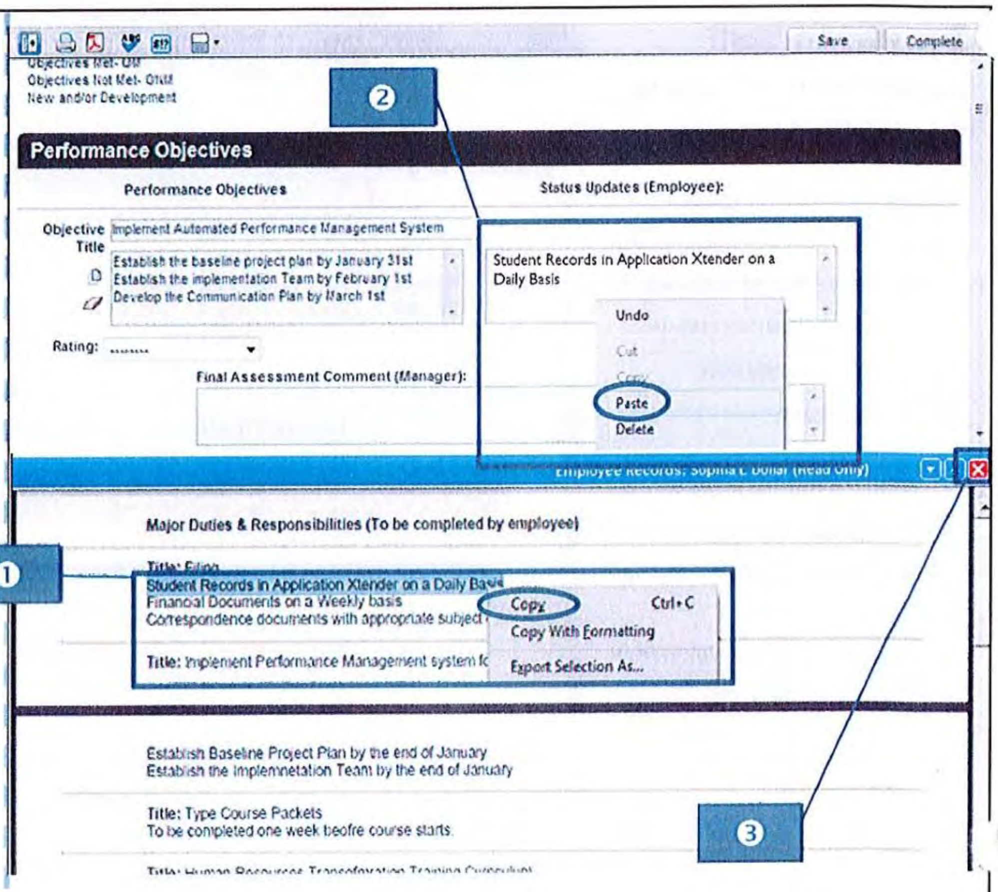
Slide 16

Participant Notes:

Employee Self Assessment: Using the Split Screen

The screen splits with the item selected on the bottom.

1. You can highlight what you want to copy, then right click with the mouse and click **Copy**
2. Click where you want to **Paste** the copied item, then right click with the mouse and click **Paste**
3. Close the **Split by** clicking on the Red X



Slide 17

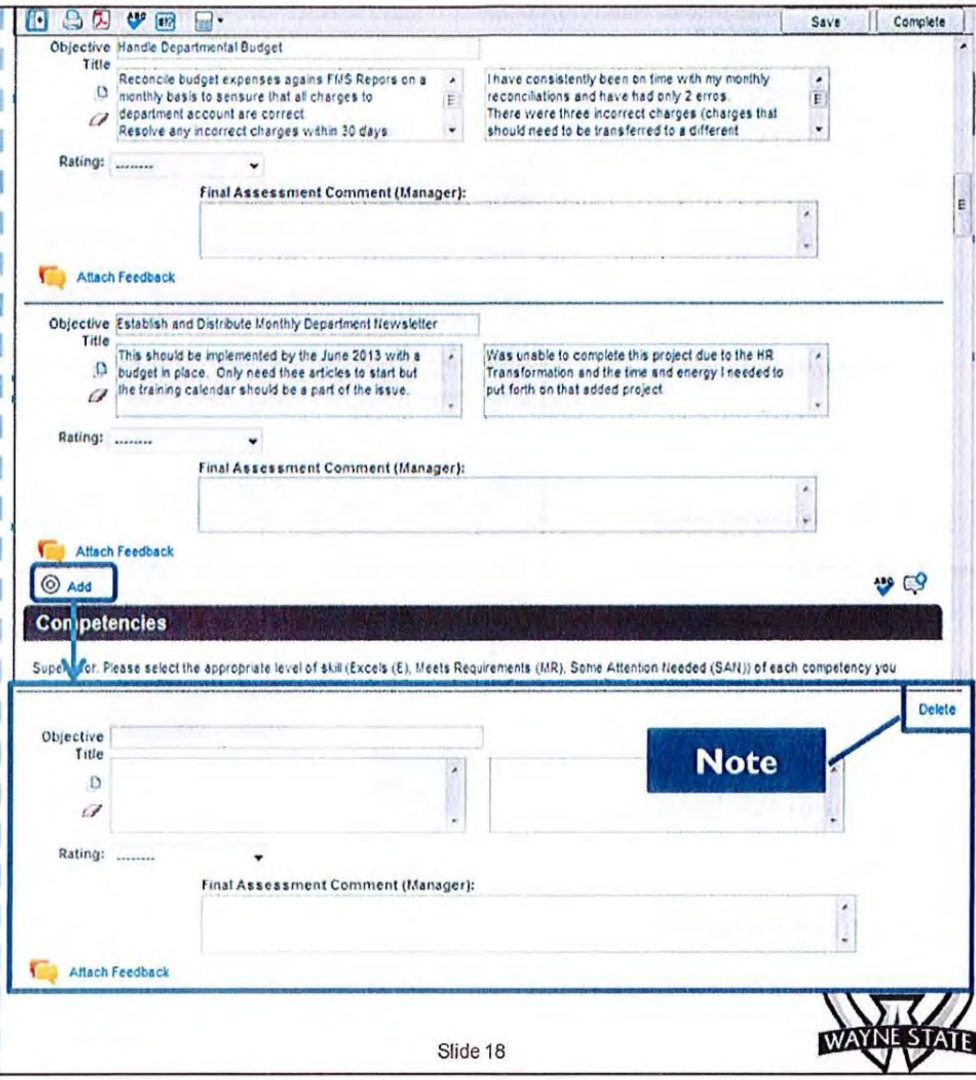
Participant Notes:

Employee Self Assessment: Add Button

It is recommended that employees should have 4-6 objectives.

The employee can click the **Add** button to add additional **Objectives, Details / Description** and **Status Updates.**

Note: Any objective section added, can be easily deleted by clicking the **Delete** button.



Slide 18

Participant Notes:

Employee Self Assessment: Competency Assessment

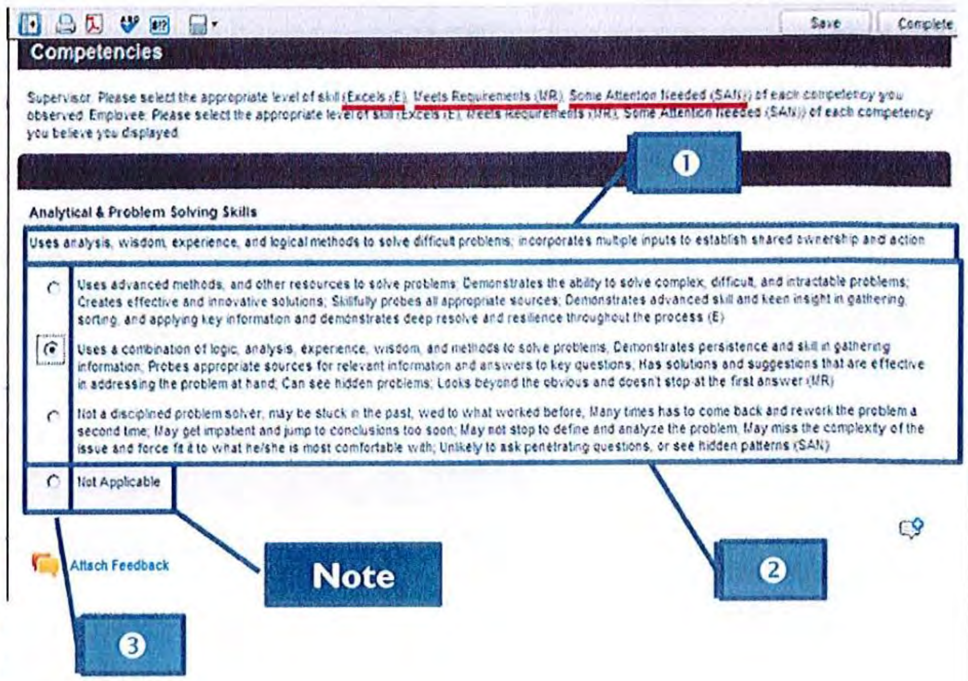
Unlike on the Adobe form, the **Competency Assessment** Section (***Competencies)*** provides:

1) The definition

2) The behaviors that exemplify the level of skill

3) The employee just needs to click the radio button on the appropriate skill level for each competency.

Note: Just like on the Adobe form, there is a **Not Applicable** option for all the competencies.

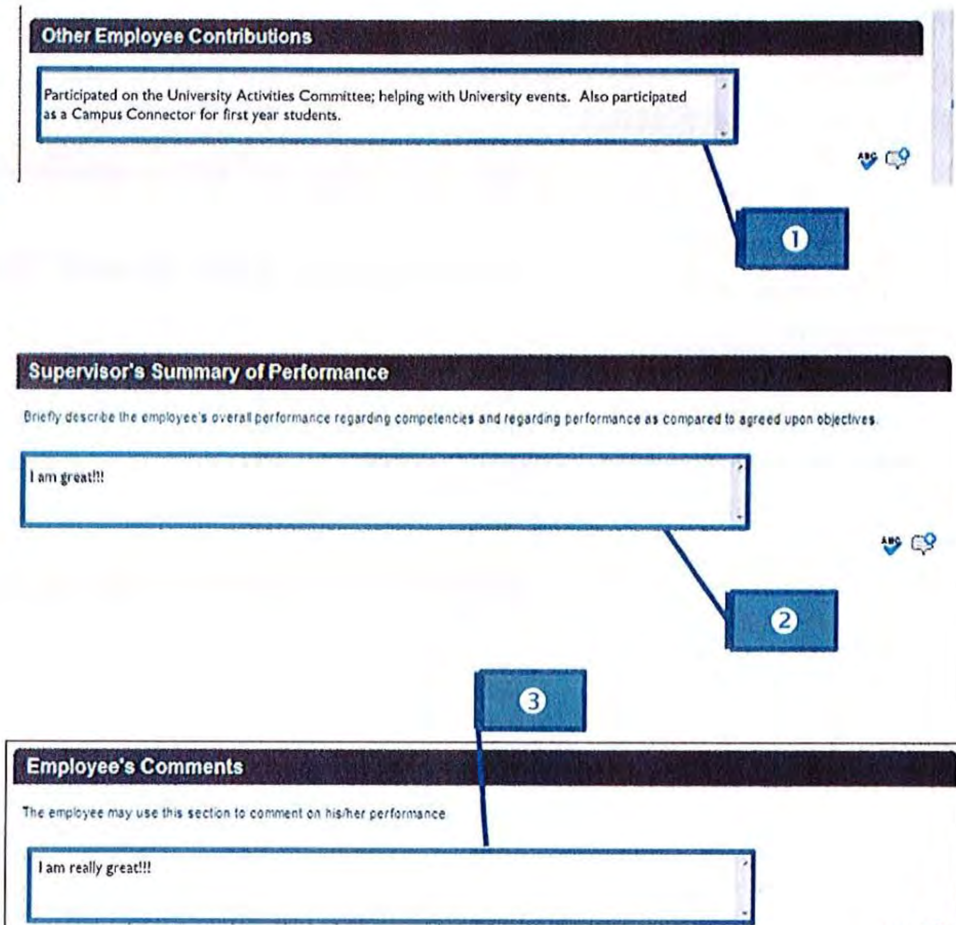


Slide 19

Participant Notes:

Employee Self Assessment: Other Employee Contributions & Other Comments

1. The employee can type in **Other Contributions.**
2. The employee could also put something in **Supervisor's Summary of Performance Comments** but it will be overwritten by the supervisor for the **Final Assessment.**
3. The employee could put something in **Employee's Comments** but will also get a chance to comment on the form after the **Final Assessment** Meeting.

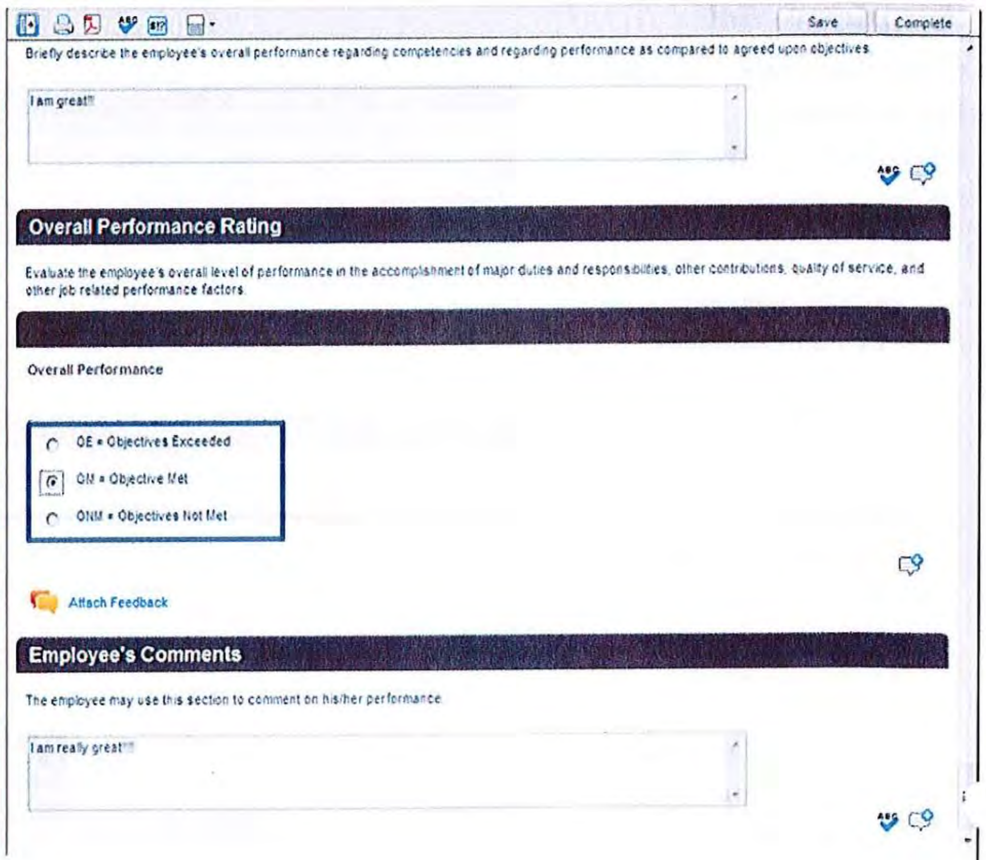


Slide 20

Participant Notes:

Employee Self Assessment: Overall Performance Rating

The employee needs to mark an **Overall Performance Rating** by clicking the appropriate radio button to be able to complete the **Self Assessment**.

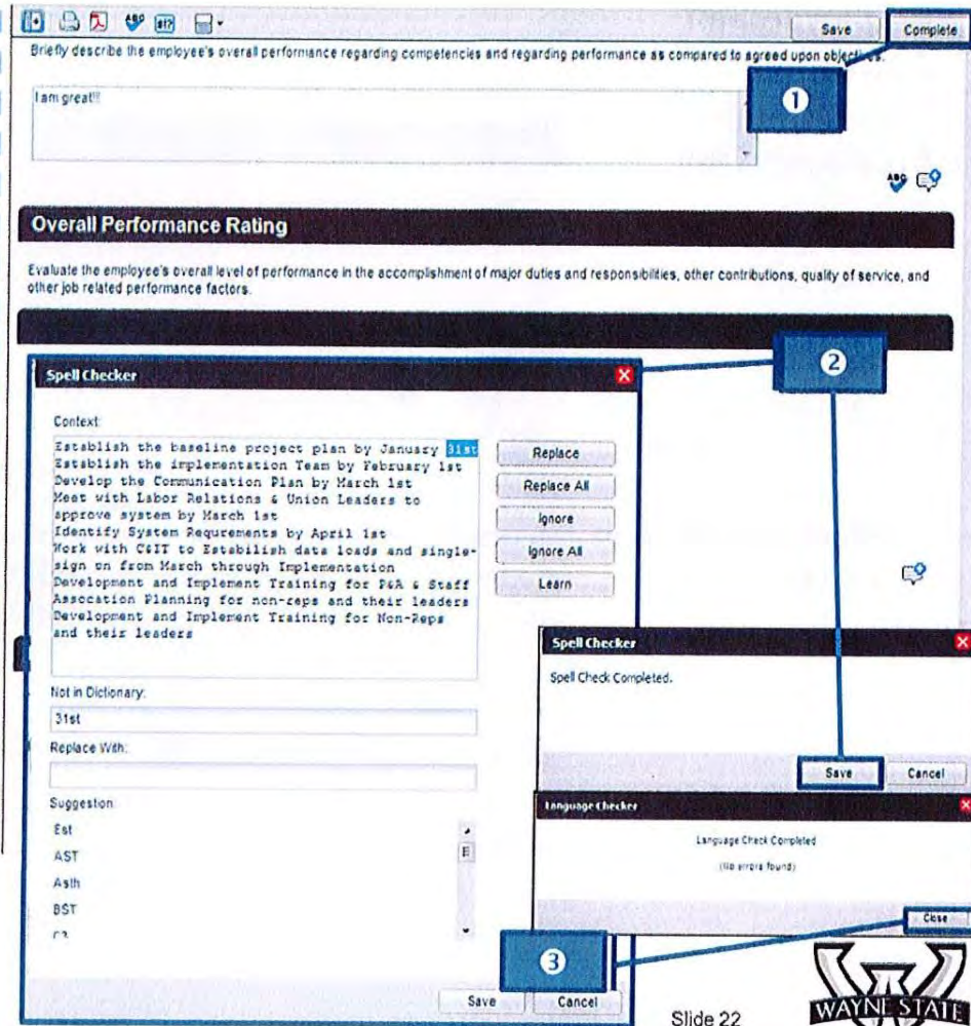


Slide 21

Participant Notes:

Employee Self Assessment: Completing Employee Task

1. When the employee is finished filling out the form, he/she clicks the **Complete** button.
2. The system will automatically **Spell Check**. Click **Save**.
3. Then the system will automatically **Language Check**. Click **Close**.



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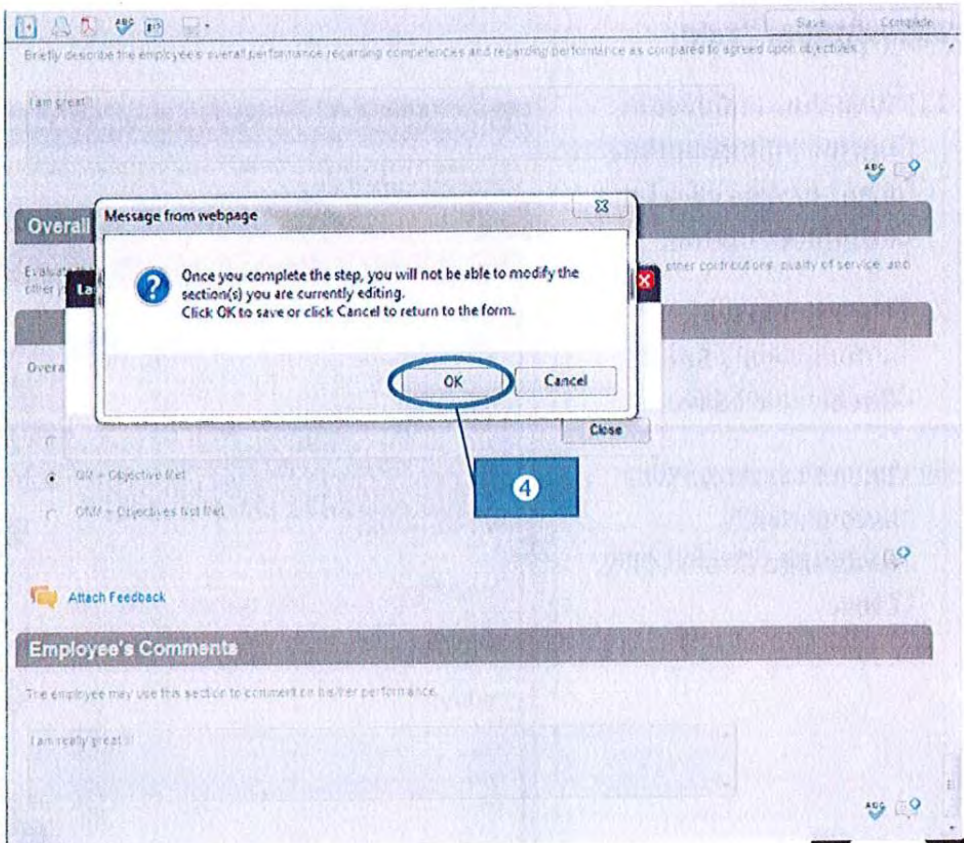
WAYNE STATE

Participant Notes:

Employee Self Assessment: Completing Employee Task

4. A dialog box will display, letting the employee know that once he/she completes the form, he/she cannot make any changes. The employee will need to click **OK.**



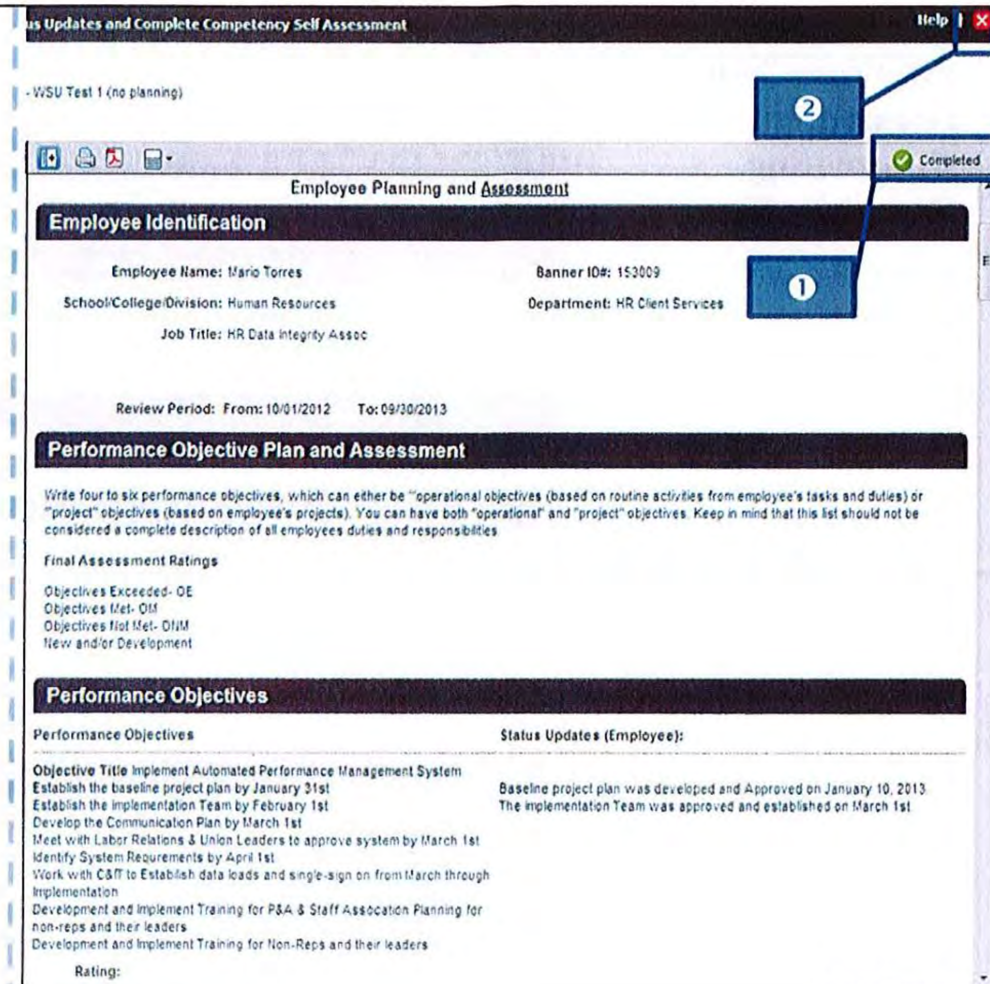
Slide 23

Participant Notes:

Employee Self Assessment: Completing Employee Task

The completed form will look like this.

1. The employee will know it is completed by the green circle with the checkmark
2. Just close the form after it is completed by hitting the red box with the X.



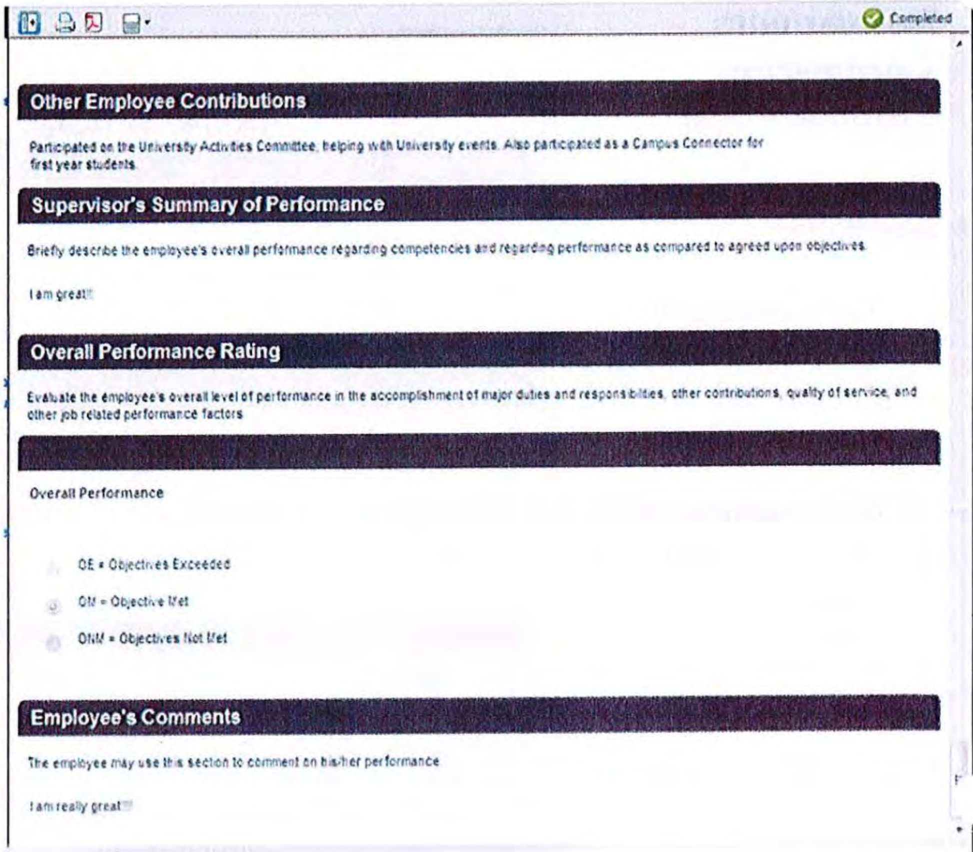
Slide 24

WAYNE STATE

Participant Notes:

Employee Self Assessment: Completing Employee Task

Bottom section of completed form will look like this.



Completed

Other Employee Contributions

Participated on the University Activities Committee, helping with University events. Also participated as a Campus Connector for first year students.

Supervisor's Summary of Performance

Briefly describe the employee's overall performance regarding competencies and regarding performance as compared to agreed upon objectives.

I am great!!

Overall Performance Rating

Evaluate the employee's overall level of performance in the accomplishment of major duties and responsibilities, other contributions, quality of service, and other job related performance factors.

Overall Performance

OE = Objectives Exceeded

OM = Objective Met

ONM = Objectives Not Met

Employee's Comments

The employee may use this section to comment on his/her performance

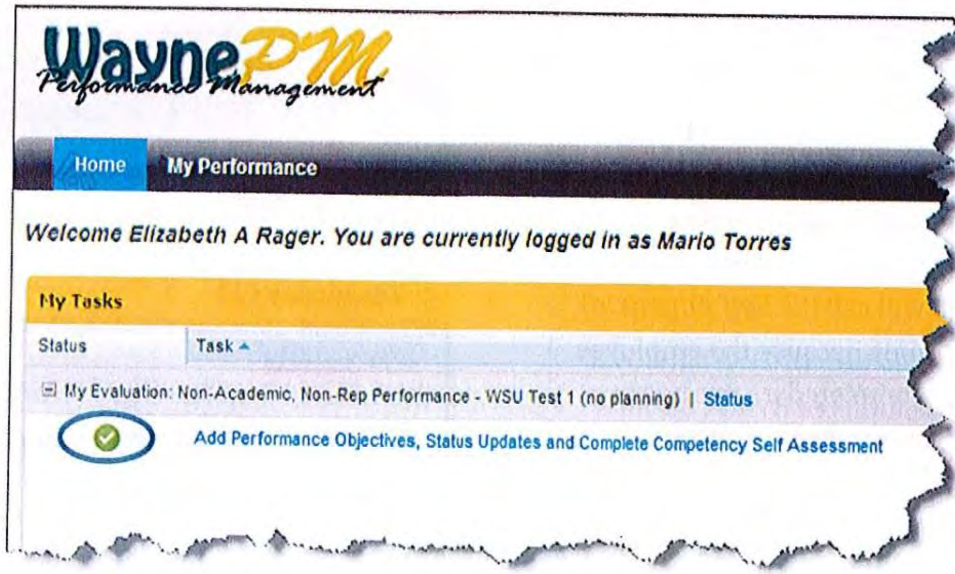
I am really great!!!

Slide 25

Participant Notes:

Employee Self Assessment: Completing Employee Task

It will also show completed on the employee's **Task** list on his/her **Home** page.



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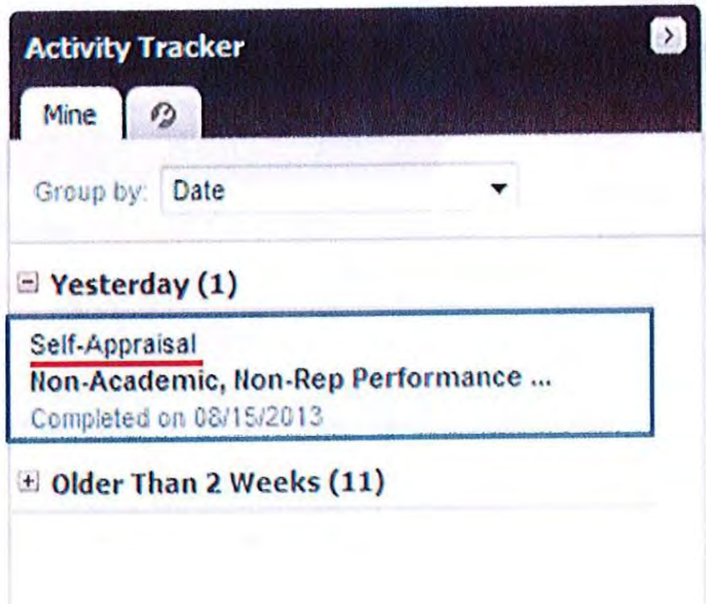
WAYNE STATE

Participant Notes:

Employee Self Assessment: Completing Employee Task

The employee's **Activity Tracker** will now show that a task has been completed. The system will call it a ***Self Appraisal*** only because the employee completed it...not because it was a self appraisal.

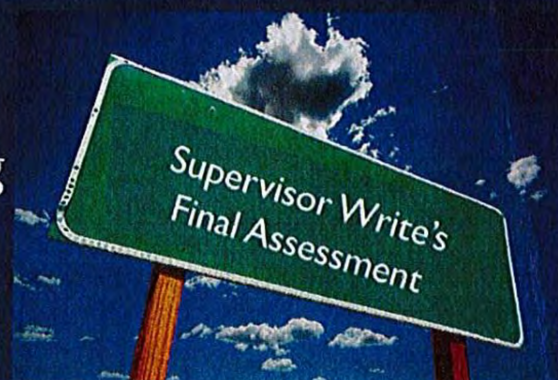


Slide 27

Participant Notes:

Supervisor Writes Final Assessment

- Opening & Viewing the Employee's Self Assessment
- Performance Objectives: Comments & Rating
- Competency Assessment (Comment Helper)
- Split Screen Function
- Other Employee Contributions & Supervisor Comments
- Third Party Review
- Overall Performance Rating
- Complete Supervisor Task



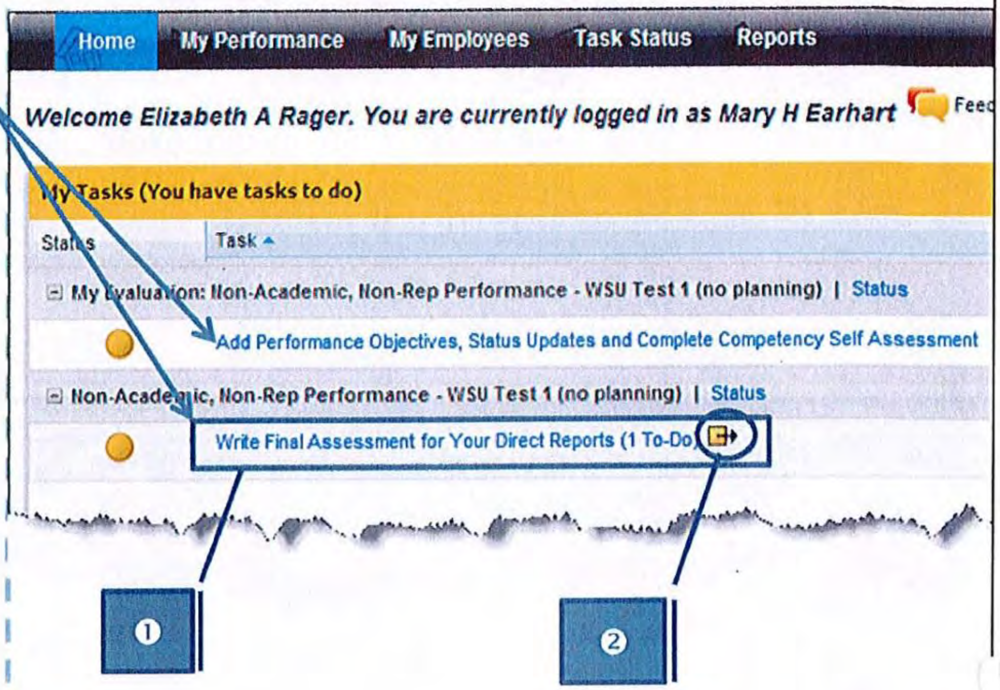
Slide 28

Write Final Assessment: Opening the Form

Along with supervisor's own tasks, he/she will now have a task to **Write Final Assessment**.

1. The supervisor can click the task and **all** the supervisor's **Direct Reports** in the process will show; whether they completed their task or not (see next slide).

2. If the supervisor clicks the **Quick Selector Icon**, it will take him/her to only those **Direct Reports** who have completed the task (see next slide).



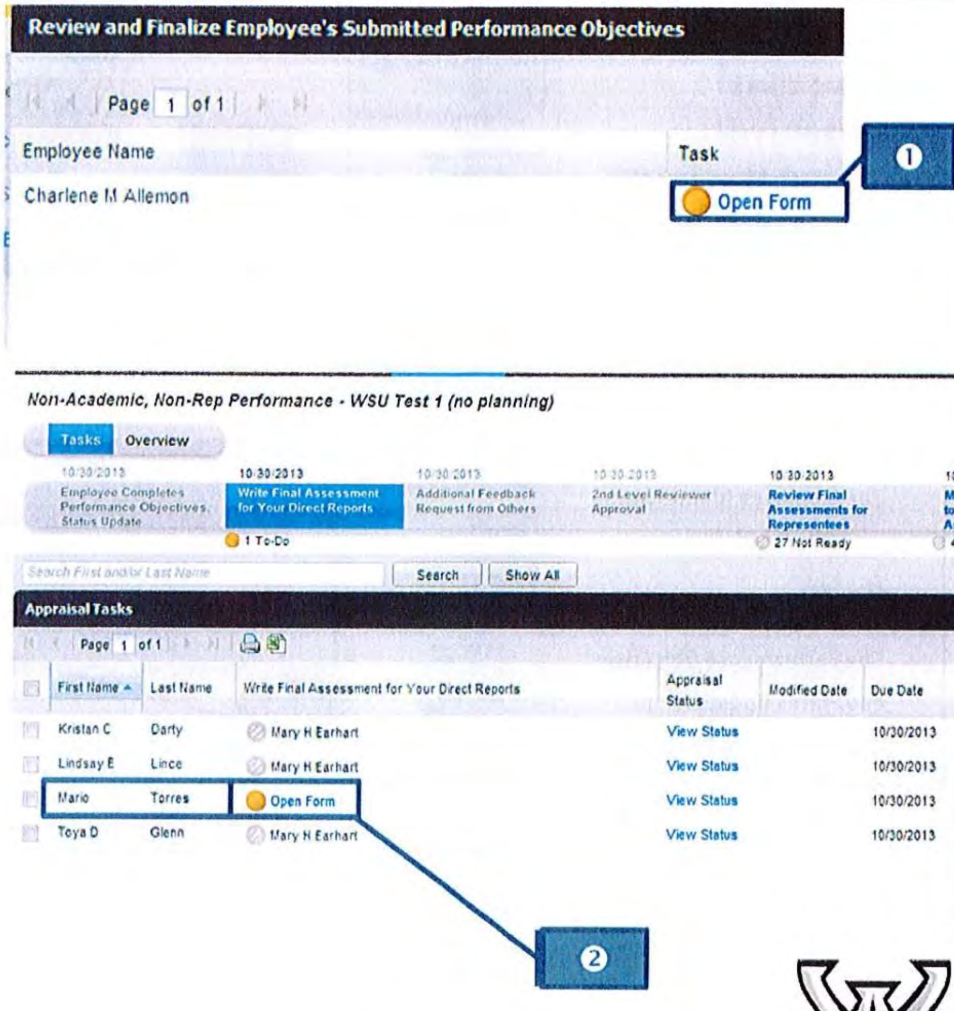
Slide 29

Participant Notes:

Write Final Assessment: Opening the Form

1. If the supervisor clicked the **Quick Selector,** a dialog box displays who has completed the task and the supervisor can open the form from this box by clicking **Open Form.**

2. If the supervisor clicked the **Task Link,** he/she would need to find the **Direct Report** with the task completed and then he/she would be able to **Open Form** from this screen.



Slide 30

Participant Notes:

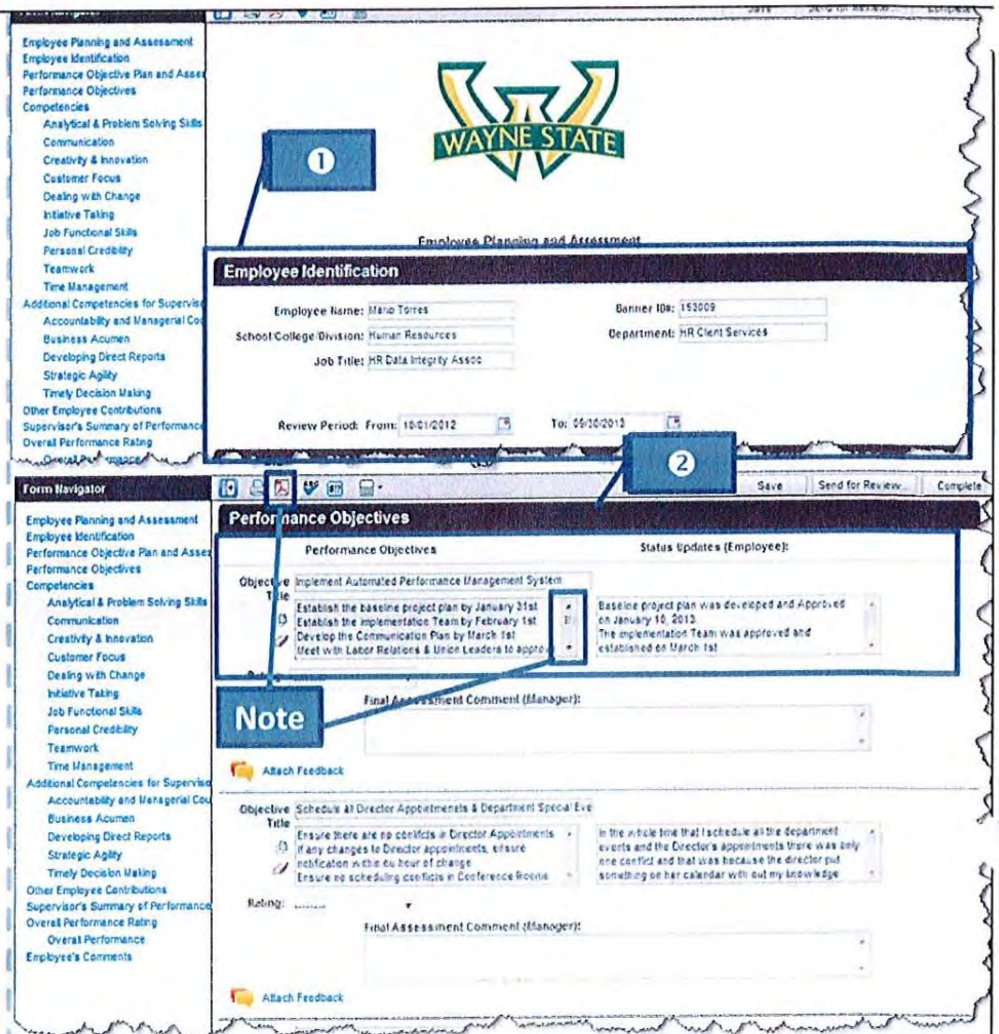
Write Final Assessment: Viewing the Form

The **Self Assessment** that was completed by the supervisor's **Direct Report** is now open for the supervisor to complete the **Final Assessment.**

1. The **Employee Identification** preloaded on the form (editable).

2. The **Performance Objectives** and **Status Updates** from employee are completed (editable).

Note: If text is more than the box displays, the supervisor will need to use the scroll bar to see the whole description or view the document in **PDF** format.

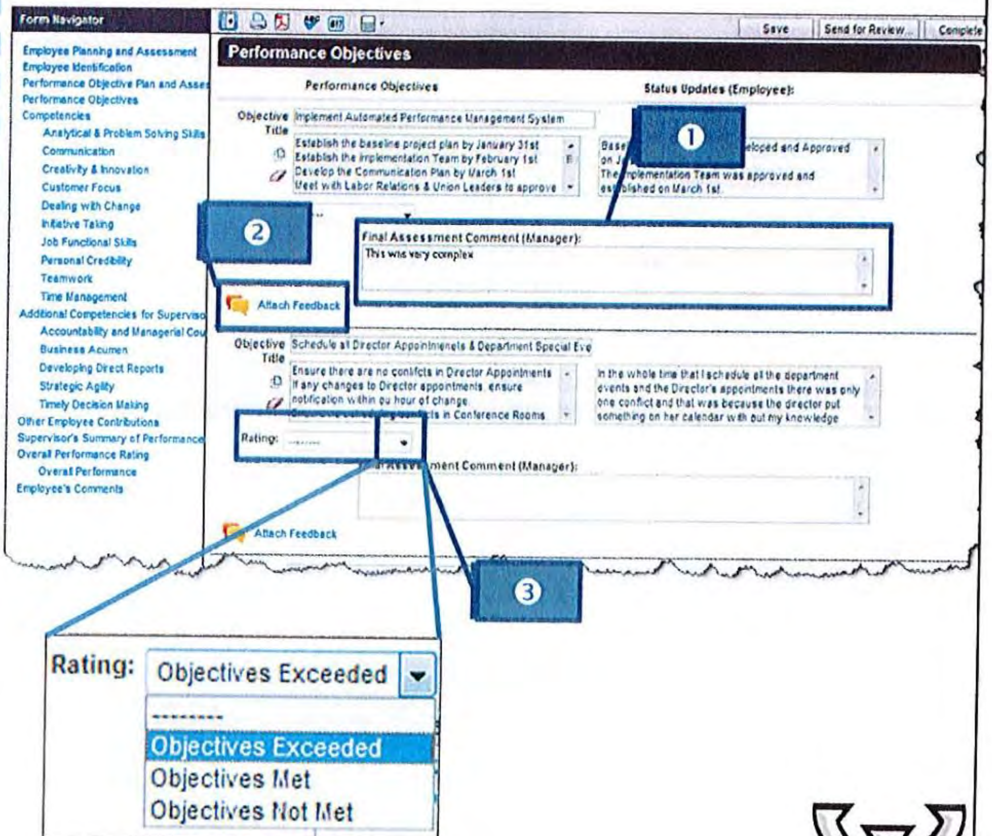


Slide 31

Participant Notes:

Write Final Assessment: Performance Objectives

1. The supervisor puts in his/her **Final Assessment Comments**
2. The supervisor can attach **Feedback** ***Managers Notes*** by clicking **Attach Feedback** (see slides 12-13)
3. And then the supervisor needs to assign a **Rating** by clicking the down arrow.



Slide 32

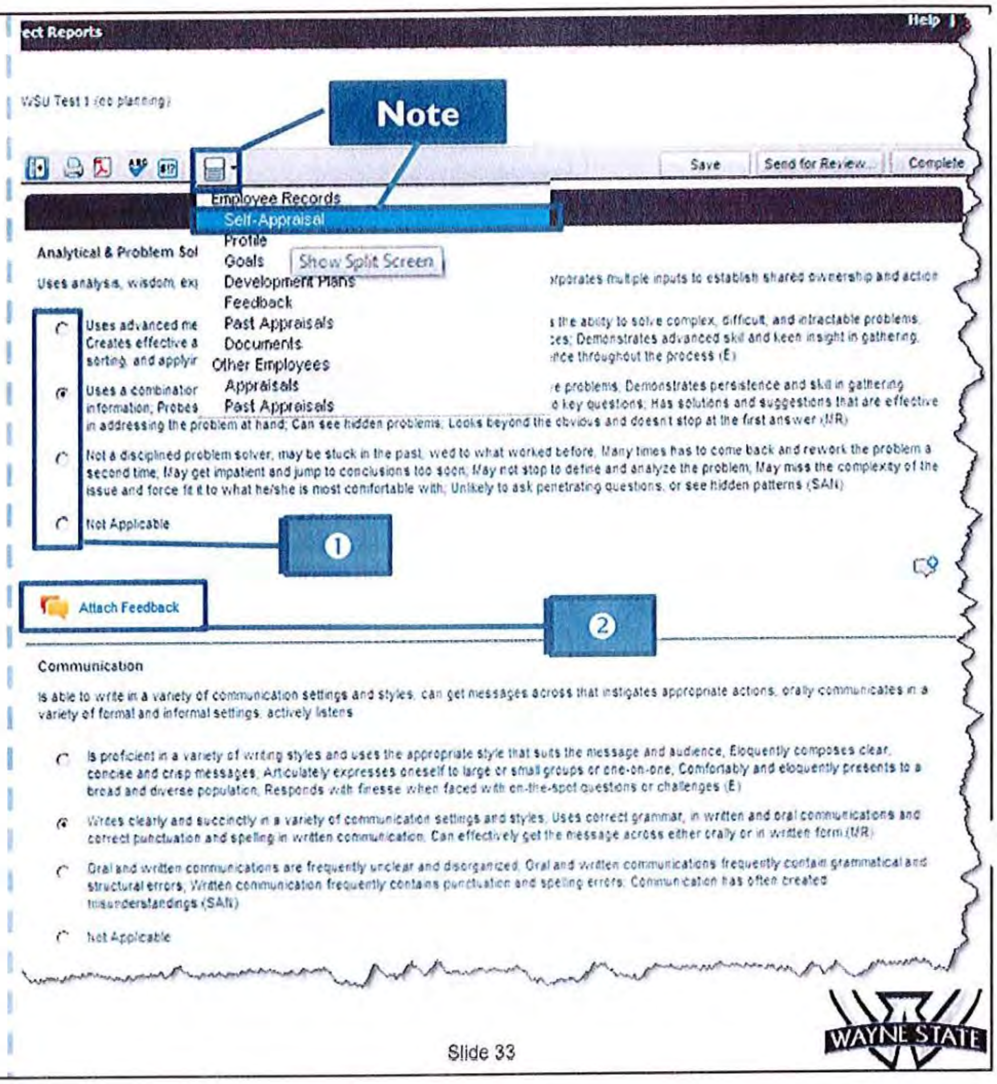
WAYNE STATE

Participant Notes:

Write Final Assessment: Competency Assessment

1. Scroll down the form. The **Direct Report's** self-assessed **Skill Level** is displayed. The supervisor needs to mark the radio button for the appropriate **Skill Level** observed.
2. Again the supervisor can attach any **Feedback Manager Notes** by clicking **Attach Feedback.**

Note: The supervisor can use the **Split Screen** to view the employee's **Self Assessment** -- in case supervisor forgets what employee originally put.



Participant Notes:

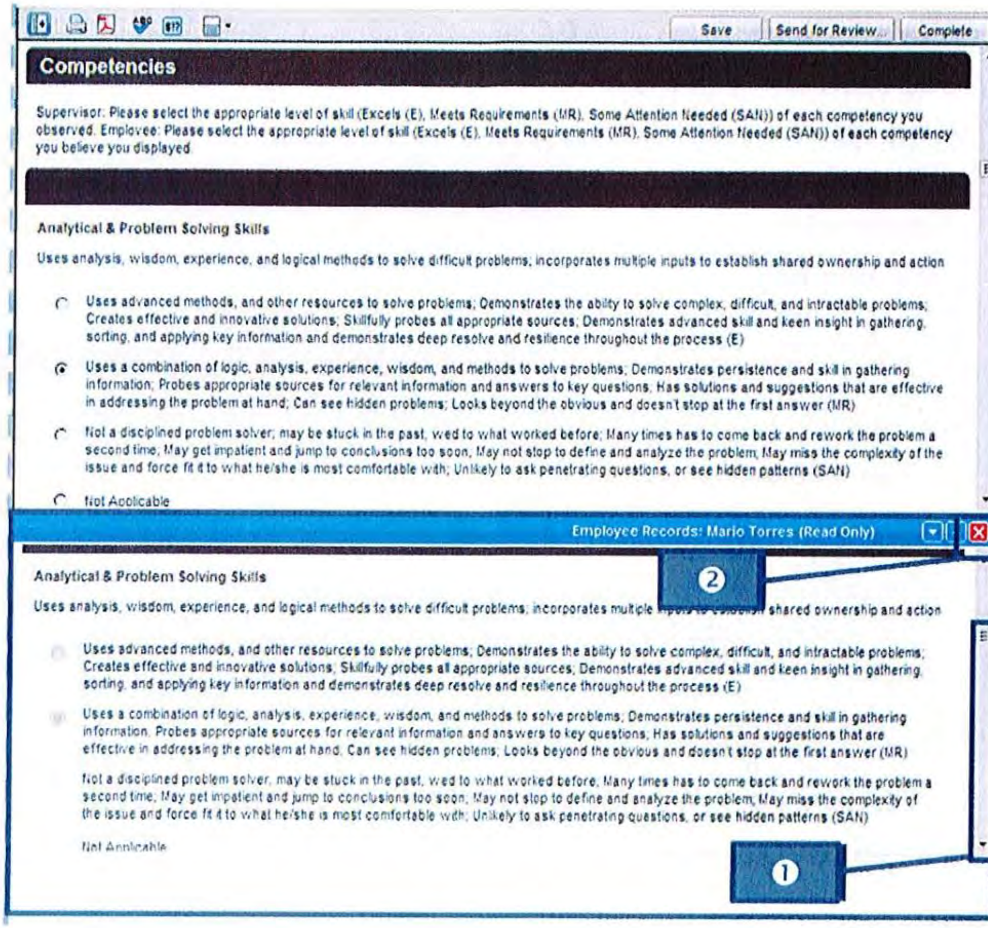
Attach feedback option will become part of form & be viewable for emps & supervisors

Write Final Assessment: Using the Split Screen

The screen splits with the item selected (in this example -- **Direct Report's Self Assessment**) displayed on the bottom.

1. The supervisor can scroll down to the appropriate competency and compare the **Skill Level.**
2. To close the **Split Screen,** the supervisor just needs to click the red X

Note: The employee's **Self Assessment** will always be available for the supervisor to see by going to **Task Status.**

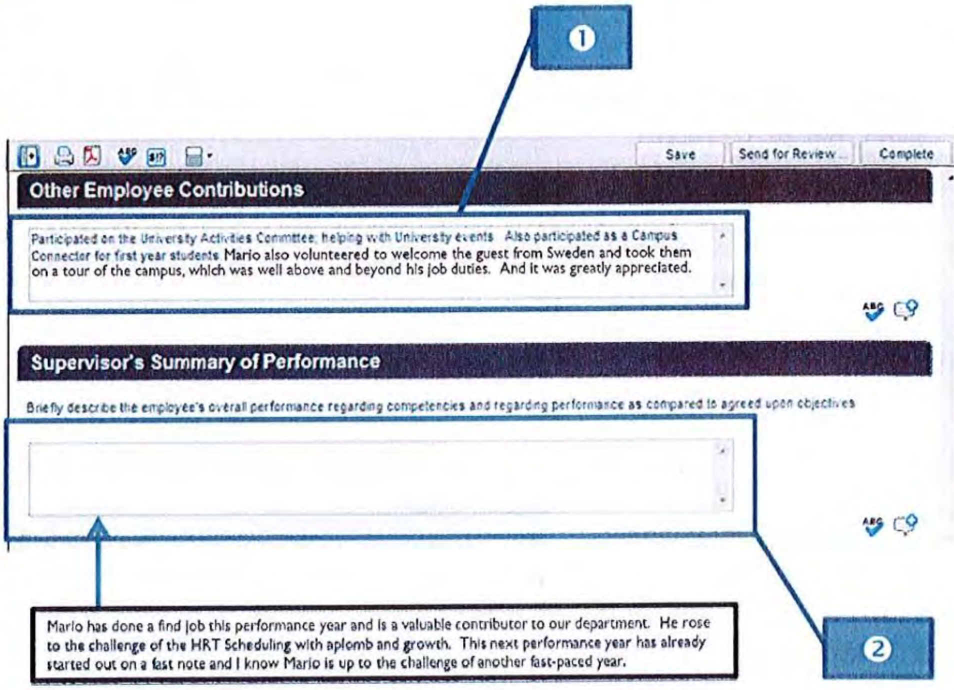


Slide 34

Participant Notes:

Write Final Assessment: Other Employee Contributions, Supervisor Comments

1. The supervisor can add to the **Other Employee Contributions.**
2. The supervisor should overwrite the employee's comment, put in the **Supervisor's Summary of Performance,** and add own comments.



Slide 35

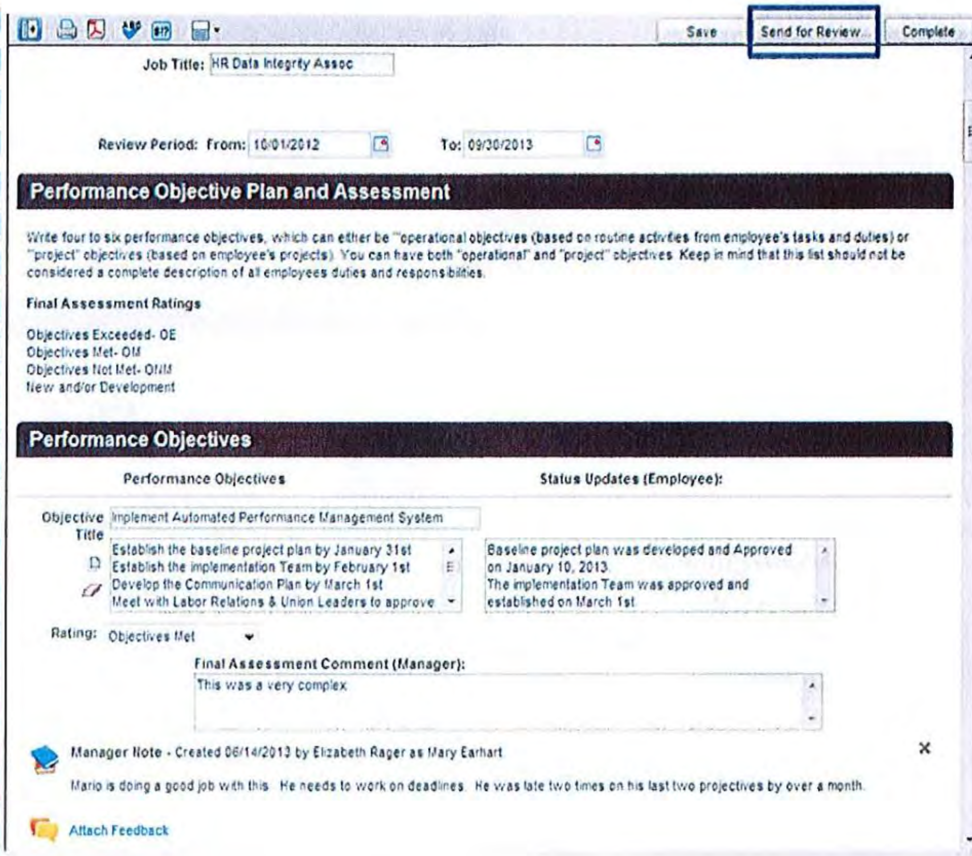
Participant Notes:

Write Final Assessment: Send for Third Party Review

The supervisor has the ability to send this form to a third party for input.

Click on the **Send for Review.**

Note: The third party will not be able to make any changes but will be able to add any **Annotations** for the supervisor to make the changes.



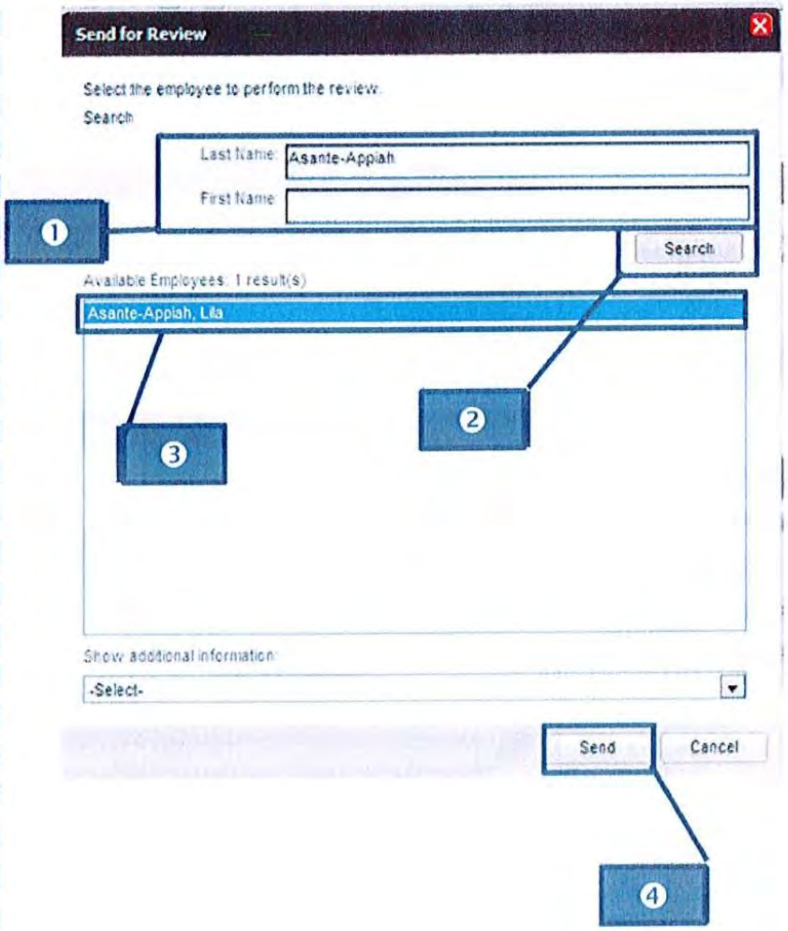
Slide 36

Participant Notes:

Write Final Assessment: Send for Third Party Review

After clicking on **Send for Review**, this dialog box comes up. The supervisor can search by last name or first name for the third party person.

1. Type the **Last Name** or **First Name** into the space provided.
2. Click **Search.**
3. Of the available employees that appear, click the name of the employee you want for third party input.
4. Click **Send.**

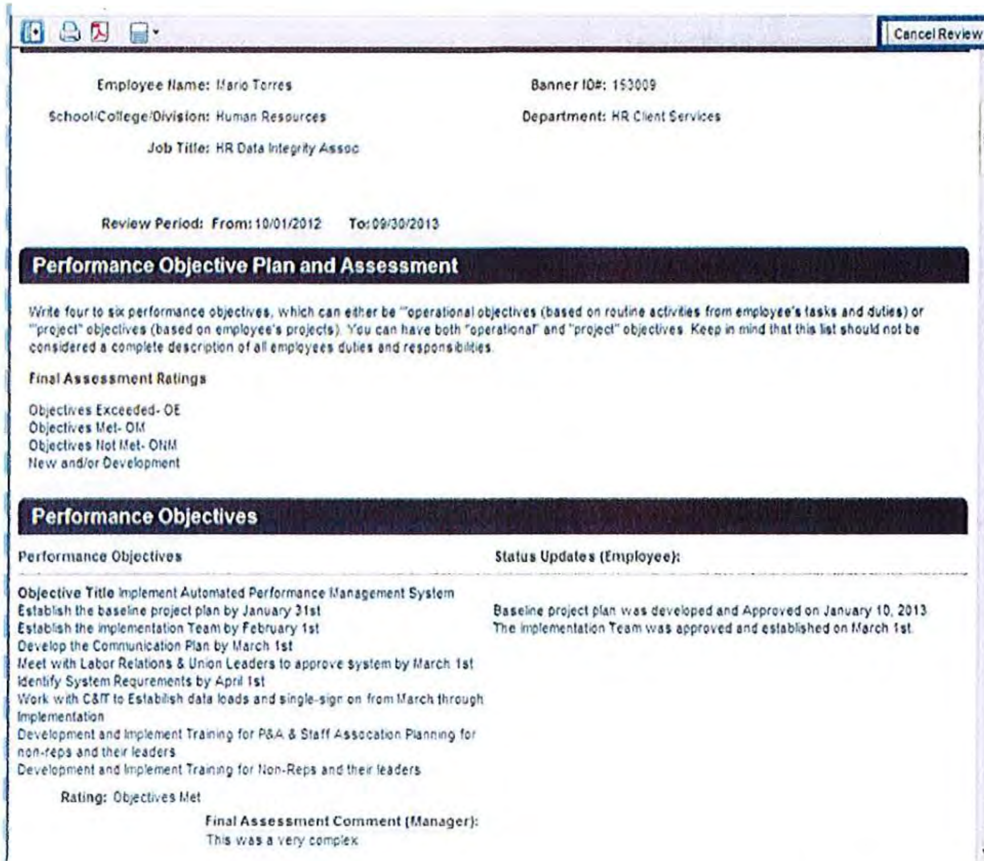


Slide 37

Participant Notes:

Write Final Assessment: Send for Third Party Review

The supervisor has the ability to cancel the **Third Party Review** at any time. After the supervisor re-opens the form, just click **Cancel Review.**


Cancel Review

Employee Name: Mario Torres
Banner ID#: 153009
School/College/Division: Human Resources
Department: HR Client Services
Job Title: HR Data Integrity Assoc

Review Period: From: 10/01/2012 To: 09/30/2013

Performance Objective Plan and Assessment

Write four to six performance objectives, which can either be ""operational objectives (based on routine activities from employee's tasks and duties) or ""project" objectives (based on employee's projects). You can have both "operational" and "project" objectives. Keep in mind that this list should not be considered a complete description of all employees duties and responsibilities.

Final Assessment Ratings

Objectives Exceeded- OE
Objectives Met- OM
Objectives Not Met- ONM
New and/or Development

Performance Objectives

Performance Objectives	Status Updates (Employee):
Objective Title Implement Automated Performance Management System	
Establish the baseline project plan by January 31st	Baseline project plan was developed and Approved on January 10, 2013
Establish the implementation Team by February 1st	The implementation Team was approved and established on March 1st
Develop the Communication Plan by March 1st	
Meet with Labor Relations & Union Leaders to approve system by March 1st	
Identify System Requrements by April 1st	
Work with C&IT to Establish data loads and single-sign on from March through Implementation	
Development and Implement Training for P&A & Staff Assocation Planning for non-reps and their leaders	
Development and Implement Training for Non-Reps and their leaders	

Rating: Objectives Met

Final Assessment Comment (Manager):
This was a very complex

Slide 38

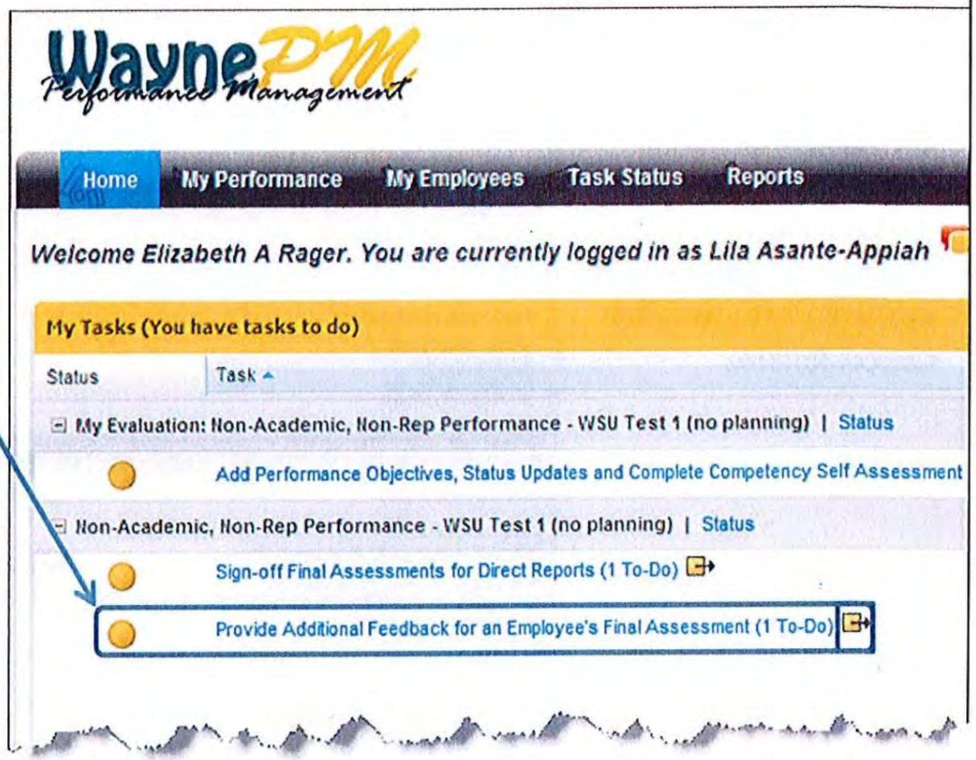
WAYNE STATE

Participant Notes:

Write Final Assessment: Send for Third Party Review

The **Third Party Reviewer** now has a new task to do that appears on his/her **Home** page.

Just as the supervisor, the **Third Party Reviewer** can click the **Quick Selector** to find only the employees for which he/she needs to provide input.



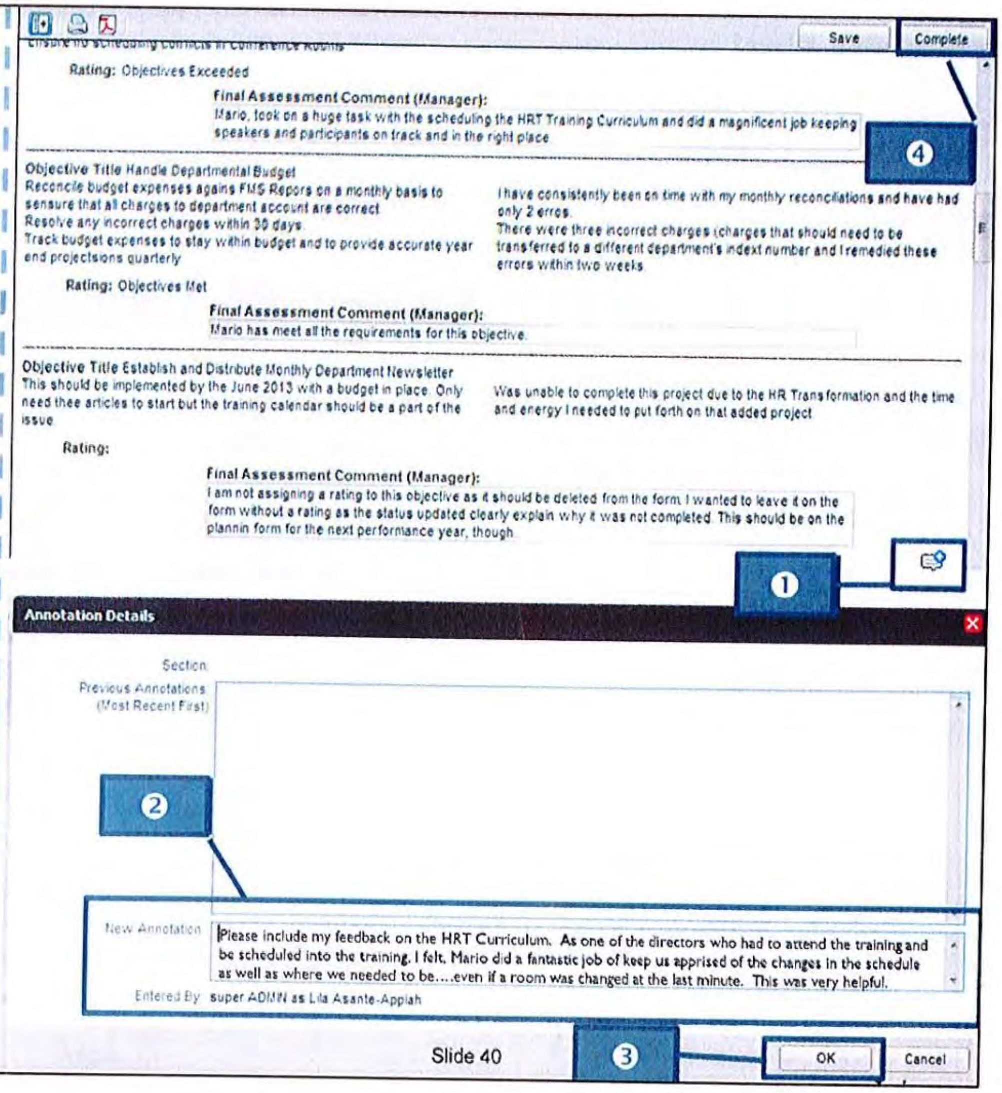
Slide 39

Participant Notes:

Write Final Assessment: Send for Third Party Review

After opening the form, the **Third Party Reviewer** can type **Annotation** notes to give to the supervisor (but can't make any changes to the form).

1. Click on the **Annotation** Icon.
2. The **Annotation Details Dialog** Box comes up. Type any input into the **New Annotation** Box.
3. Then click **OK**. The **Annotation** Icon now does not have the blue plus sign in it.
4. Click the **Complete** Button.

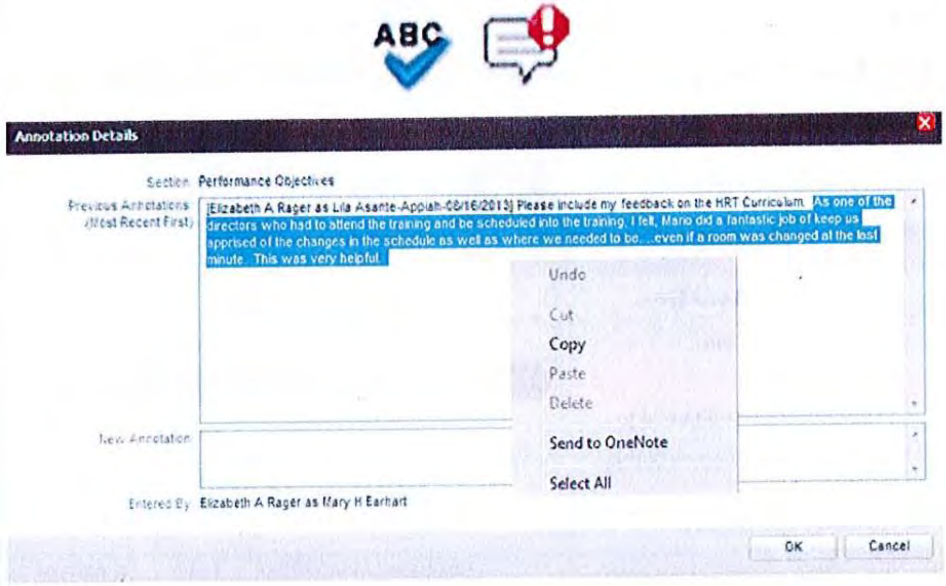


Participant Notes:

Write Final Assessment: Send for Third Party Review

Here is the opened **Annotation.**

The supervisor can highlight the part he/she wants, right click on the highlighted part and then copy it to paste on the form where he/she wants it.



Slide 43

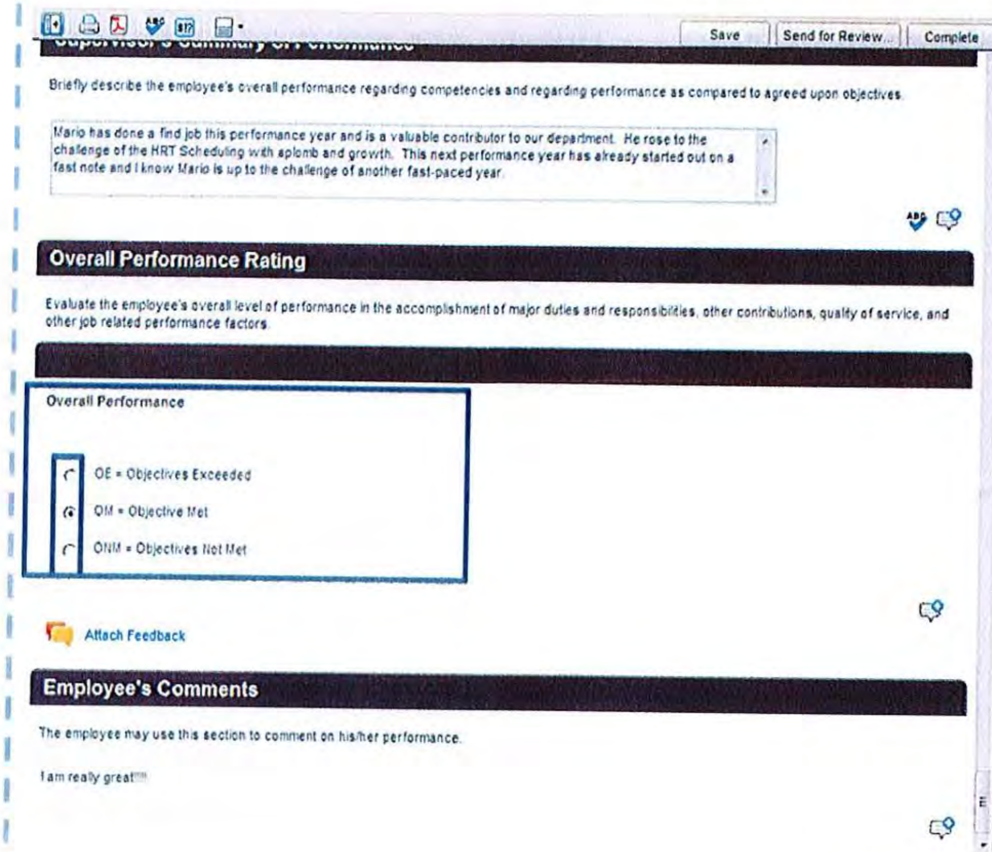
WAYNE STATE

Participant Notes:

Write Final Assessment: Overall Performance Rating

Now, the supervisor needs to assign an **Overall Performance Rating** based on the **Performance Objective Ratings** and the **Competency Assessment Rating Levels.**

Click the appropriate radio button.

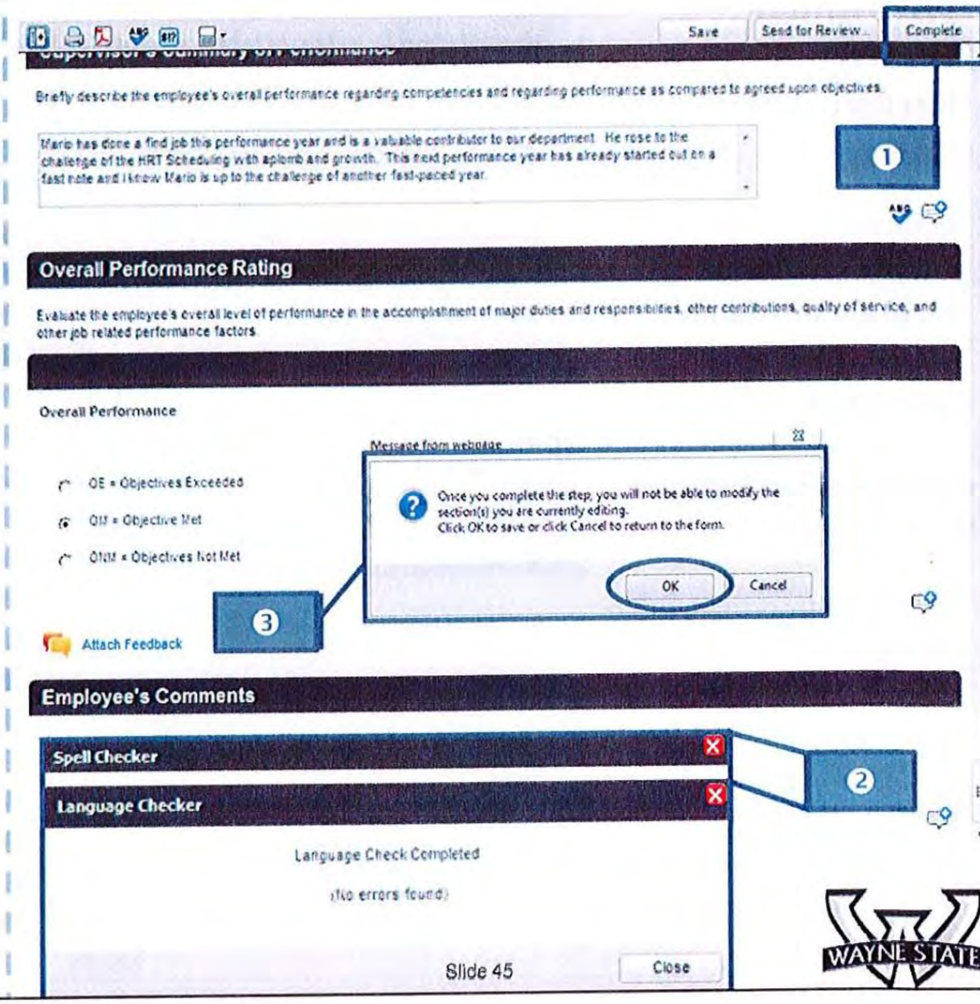


Slide 44

Participant Notes: Use of New & Developing opt (not shown here)
for Emps doing work
6 months or less

Write Final Assessment: Complete Task

1. Now the supervisor is ready to complete the process by clicking **Complete.**
2. **Reminder:** Before completing, the system will automatically do a **Spell Check** and **Language Check** (click **Save** and then click **Close**).
3. Once the **Language Check** is complete, it brings up the dialog box about *"not being able to modify the section"*. Just click **OK.**



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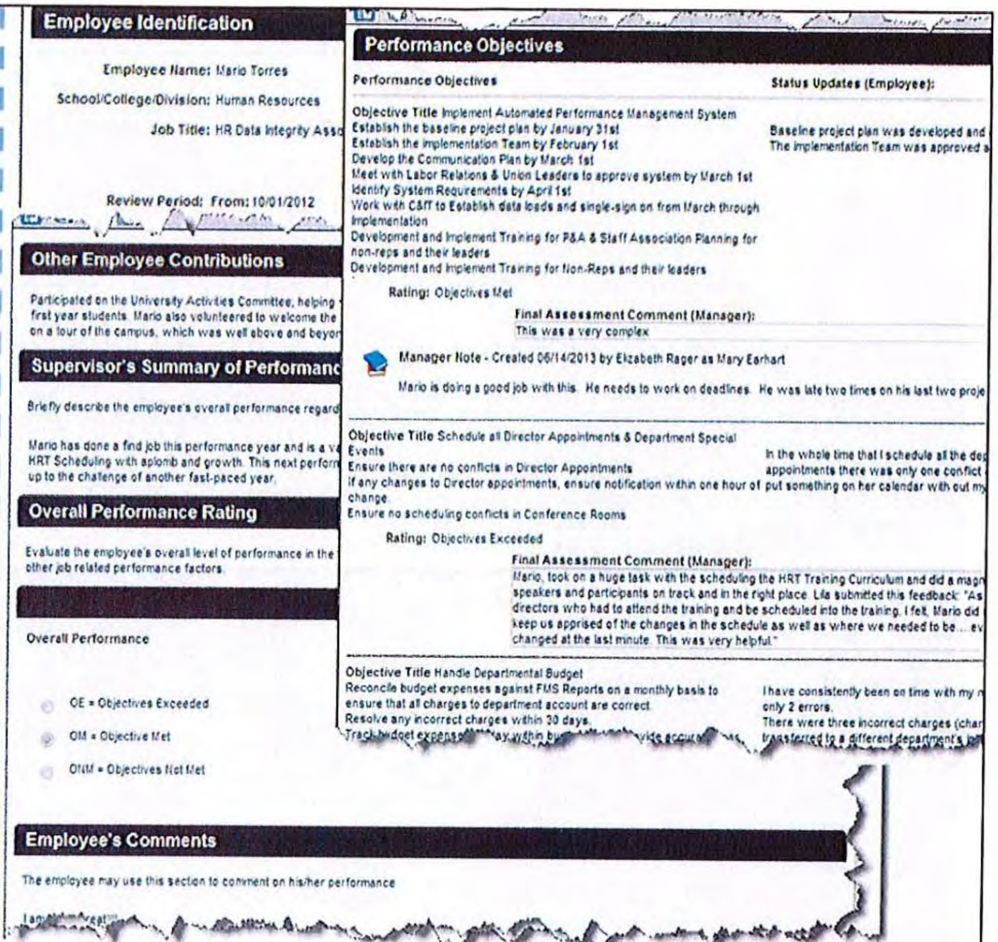
Participant Notes:

Write Final Assessment: Complete Task

Here are samples of what the completed form looks like....



Employee Identification

Employee Name: Mario Torres

School/College/Division: Human Resources

Job Title: HR Data Integrity Asso

Review Period: From: 10/01/2012

Other Employee Contributions

Participated on the University Activities Committee, helping
first year students. Mario also volunteered to welcome the
on a tour of the campus, which was well above and beyon

Supervisor's Summary of Performanc

Briefly describe the employee's overall performance regard

Mario has done a find job this performance year and is a v
HRT Scheduling with aplomb and growth. This next perform
up to the challenge of another fast-paced year.

Overall Performance Rating

Evaluate the employee's overall level of performance in the
other job related performance factors.

Overall Performance

OE = Objectives Exceeded

OM = Objective Met

ONM = Objectives Not Met

Performance Objectives

Performance Objectives	Status Updates (Employee):
Objective Title Implement Automated Performance Management System Establish the baseline project plan by January 31st Establish the implementation Team by February 1st Develop the Communication Plan by March 1st Meet with Labor Relations & Union Leaders to approve system by March 1st Identify System Requirements by April 1st Work with C&IT to Establish data loads and single-sign on from March through implementation Development and Implement Training for P&A & Staff Association Planning for non-reps and their leaders Development and Implement Training for Non-Reps and their leaders	Baseline project plan was developed and The implementation Team was approved a

Rating: Objectives Met

Final Assessment Comment (Manager):
This was a very complex

Manager Note - Created 06/14/2013 by Elizabeth Rager as Mary Earhart

Mario is doing a good job with this. He needs to work on deadlines. He was late two times on his last two proje

Objective Title Schedule all Director Appointments & Department Special Events Ensure there are no conflicts in Director Appointments If any changes to Director appointments, ensure notification within one hour of change. Ensure no scheduling conflicts in Conference Rooms	In the whole time that I schedule all the de appointments there was only one conflict put something on her calendar with out m

Rating: Objectives Exceeded

Final Assessment Comment (Manager):
Mario, took on a huge task with the scheduling the HRT Training Curriculum and did a mag
speakers and participants on track and in the right place. Lila submitted this feedback: "As
directors who had to attend the training and be scheduled into the training. I felt, Mario did
keep us apprised of the changes in the schedule as well as where we needed to be....ev
changed at the last minute. This was very helpful."

Objective Title Handle Departmental Budget Reconcile budget expenses against FMS Reports on a monthly basis to ensure that all charges to department account are correct. Resolve any incorrect charges within 30 days.	I have consistently been on time with my only 2 errors. There were three incorrect charges (cha

Employee's Comments

The employee may use this section to comment on his/her performance

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Participant Notes:

Next Steps in the Process

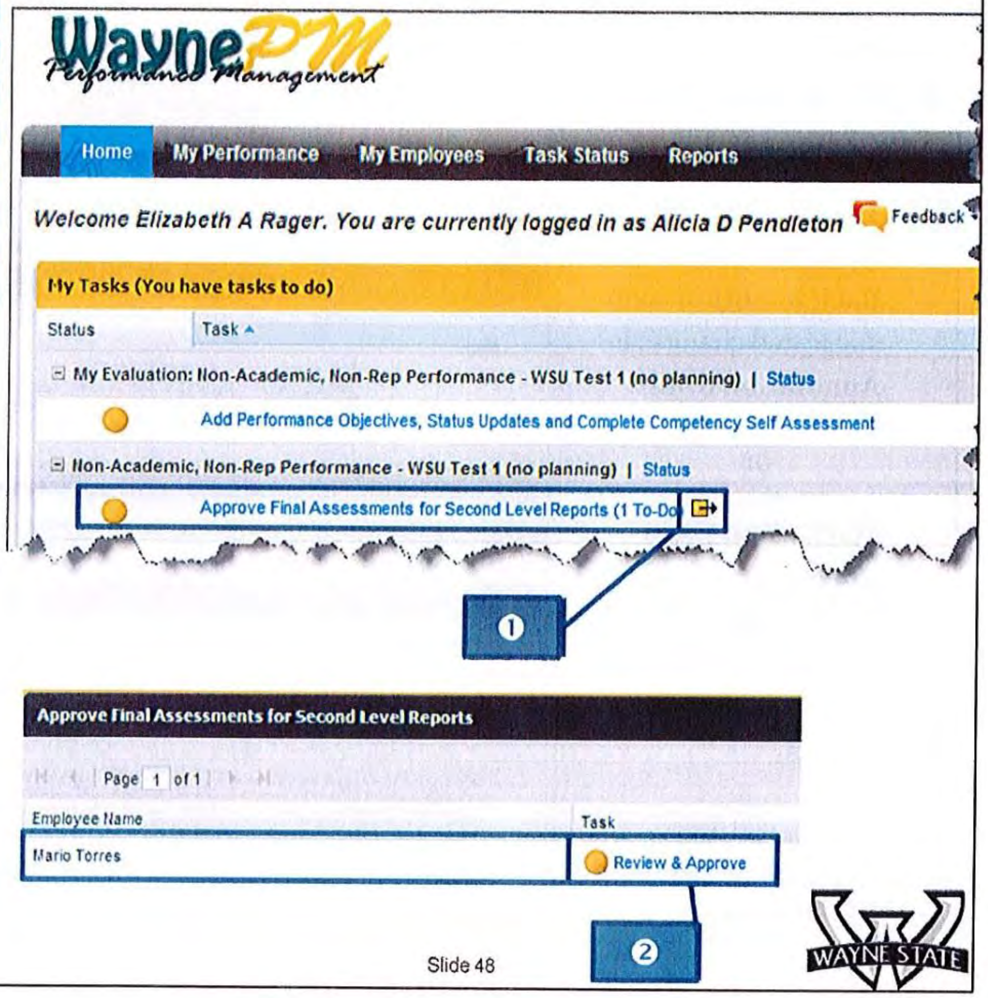
- Second Level Review
- HR Consultant Review
- Meet with Direct Report
- Employee Acknowledge & Comment
- Supervisor Sign-Off

Slide 47

Second Level Reviewer Approves Final Assessment

The form goes to the **Second Level Reviewer** who now has a task to do.

1. The **Second Level Reviewer** can use the **Quick Selector** to go straight to the **Second Level Report's Final Assessment** that needs to be approved.
2. **Second Level Reviewer** finds the employee **(Second Level Report)** and then clicks on **Review & Approve.**



Participant Notes:

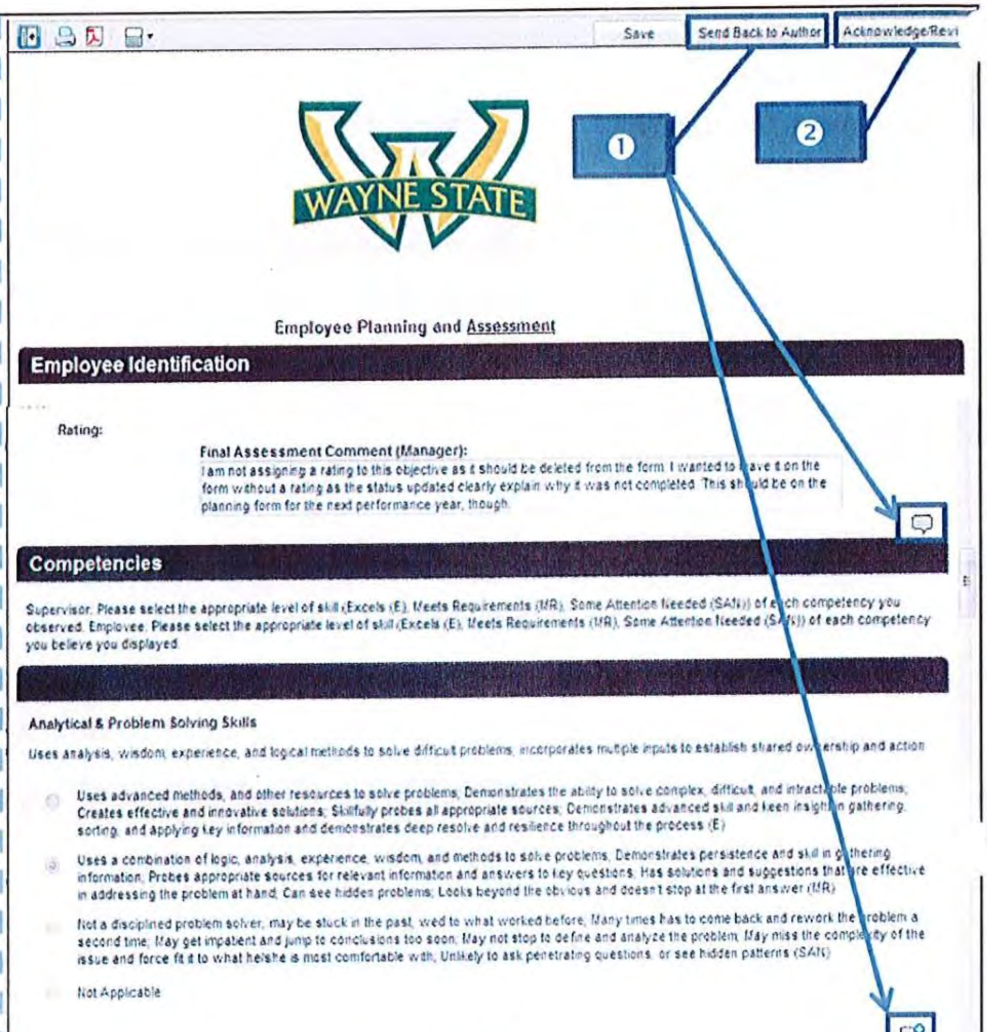
Second Level Reviewer Approves Final Assessment

1. The **Second Level Reviewer** can **Send Back to Author** with suggested changes in **Annotation Notes.**

or

2. The **Second Level Reviewer** can click **Acknowledge / Review** if he/she has no recommended changes.

Note: The next step occurs the same way with the **HR Consultant.**



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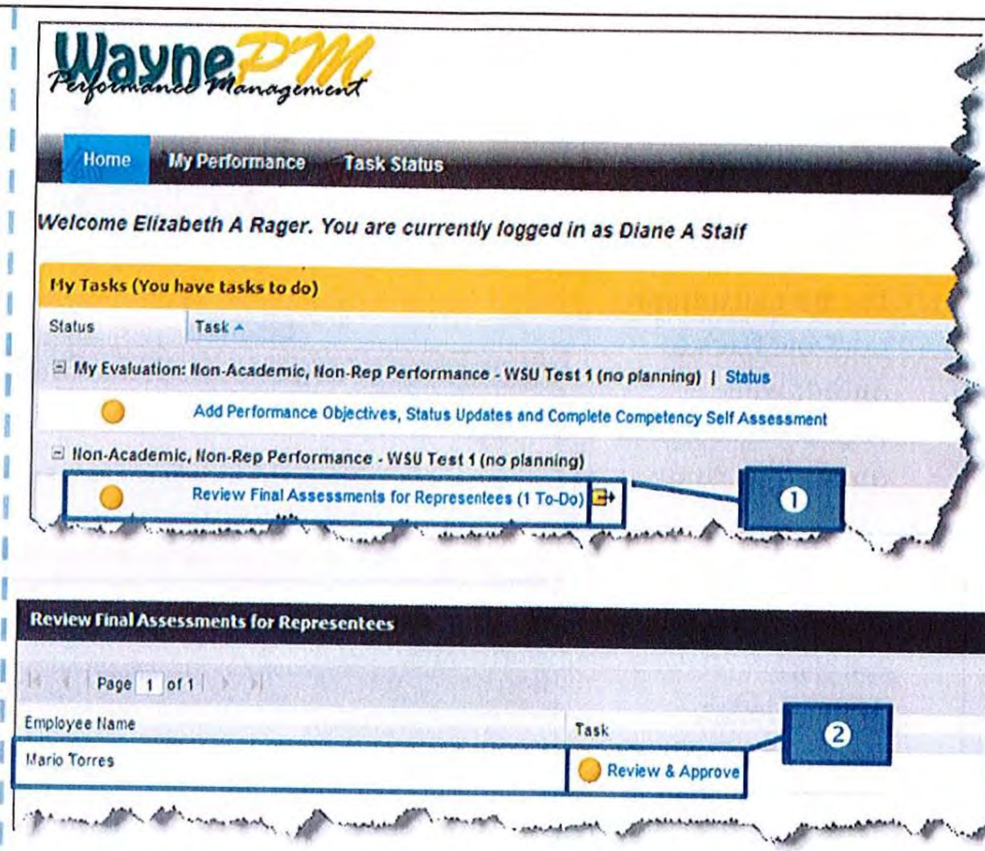
Participant Notes:

HR Consultant Reviews

The form goes to the **HR Consultant** who now has a task to do.

1. The **HR Consultant** can use the **Quick Selector** to go straight to the **Representee's Final Assessment** that needs to be reviewed.
2. **The HR Consultant** finds the employee **(Representee)** and then clicks on **Review & Approve**



Slide 50

Participant Notes:

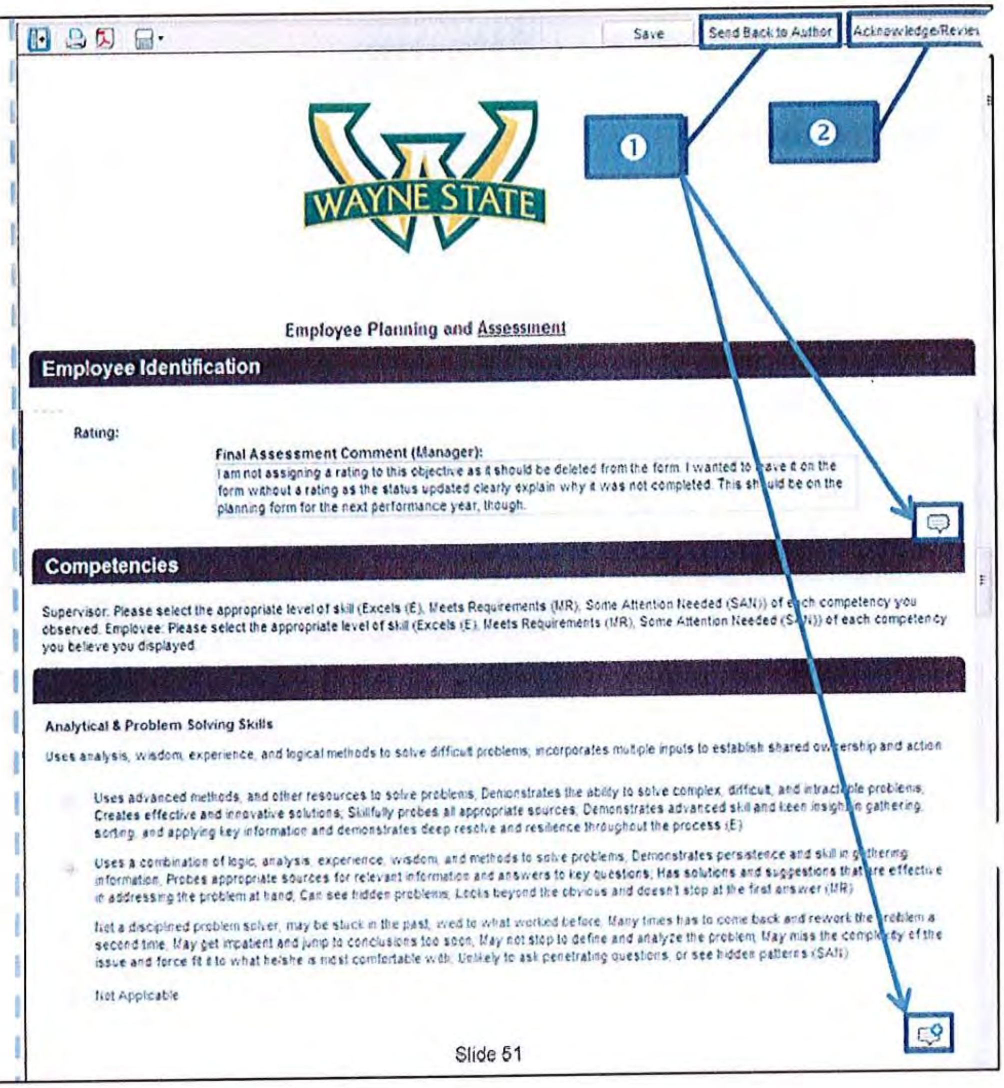
HR Consultant Reviews

1. The **HR Consultant** can **Send Back to Author** with suggested changes in **Annotation Notes.**

   or

2. The **HR Consultant** can click **Acknowledge / Review** if he/she has no recommended changes.

Note: The next step is for the supervisor to meet with employee.



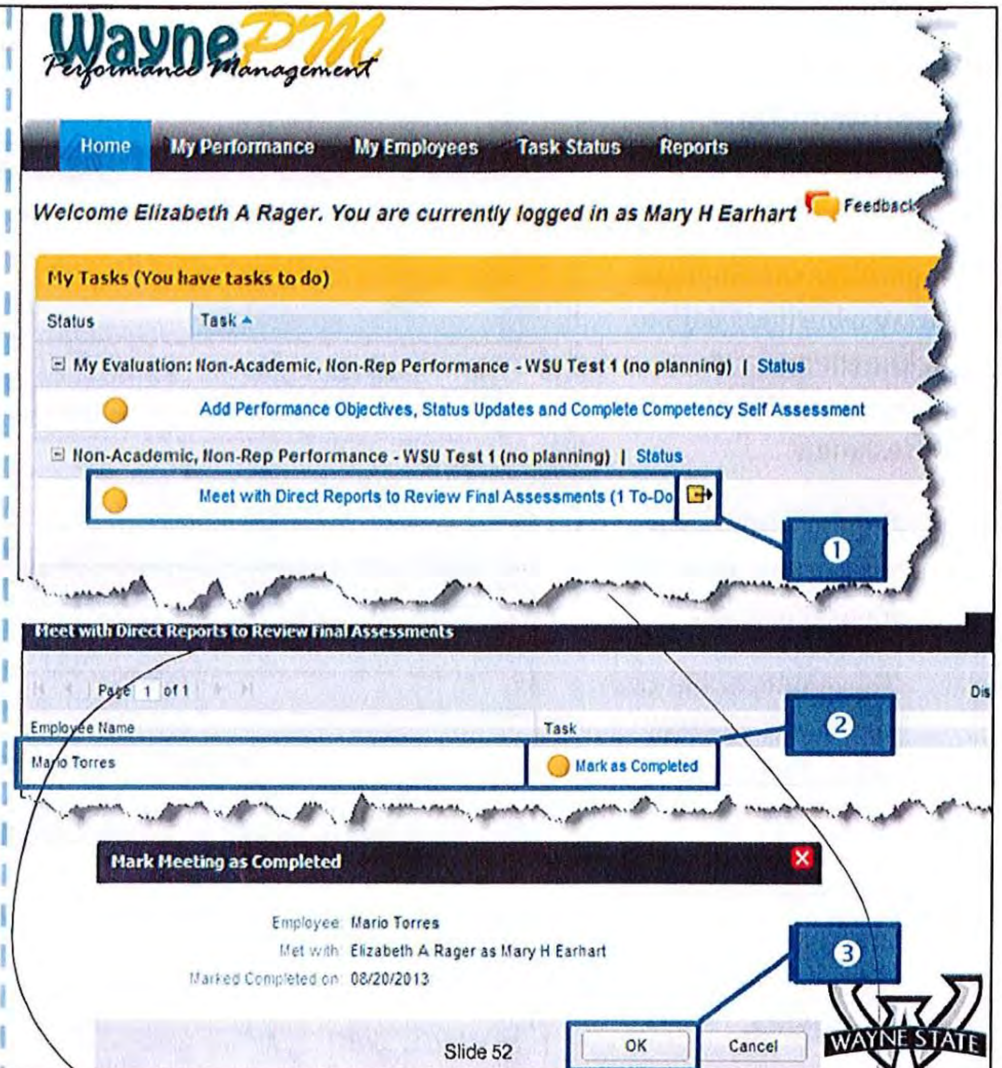
Participant Notes:

Consultants
opt 1 & 2
1. cant change but
send back w/ notes
(ANNOTATIONS)
OR 2. complete

Supervisor Meets with Direct Report on Final Assessment

After the **HR Consultant Acknowledges / Reviews** the form, it comes back to the supervisor to meet with his/her **Direct Report**.

1. The supervisor meets with his/her **Direct Report**
2. The supervisor clicks the **Quick Selector**
3. Then the supervisor clicks **Mark as Completed**
4. Then clicks **OK.**



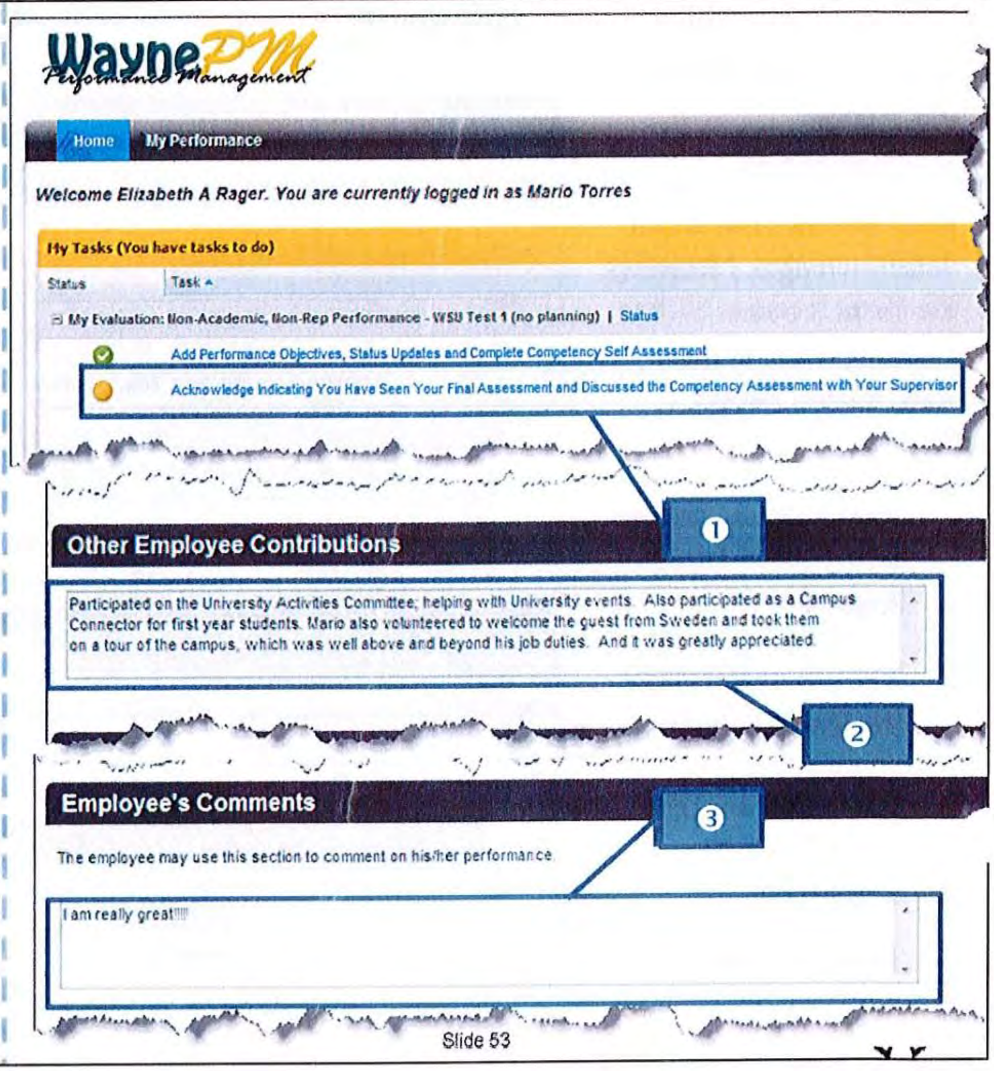
Participant Notes:

Supervisor acknowledge they did in person review w/emp

Employee Acknowledges Final Assessment

After meeting with the supervisor, the employee has two business days to **Acknowledge** and Comment **on Final Assessment**

1. Employee clicks the **My To Do** link which opens the form.
2. The employee has one last chance to enter **Other Employee Contributions.**
3. The employee also has one last chance to enter **Employee's Comments.**



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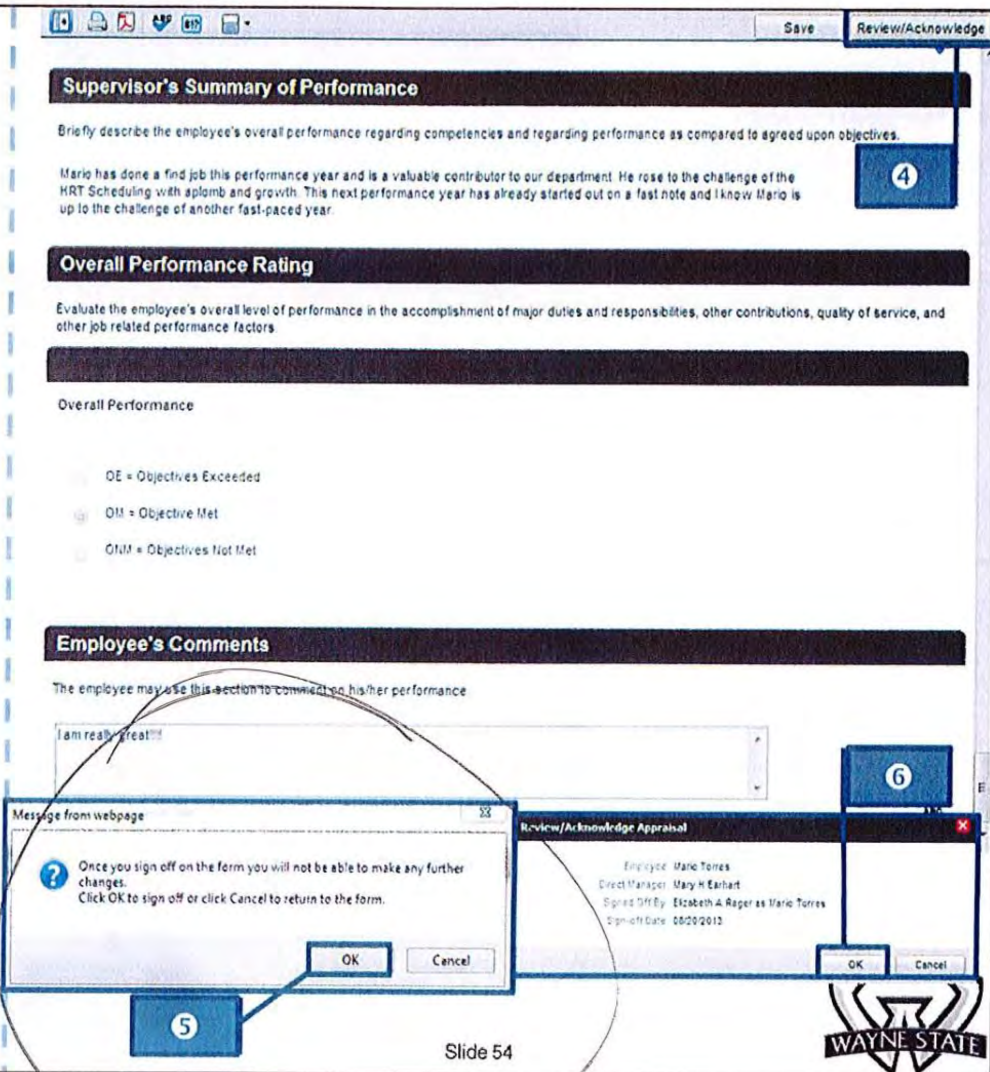
Participant Notes:

Emp acknowledges they met w/ Sup for Review

Employee Acknowledges Final Assessment

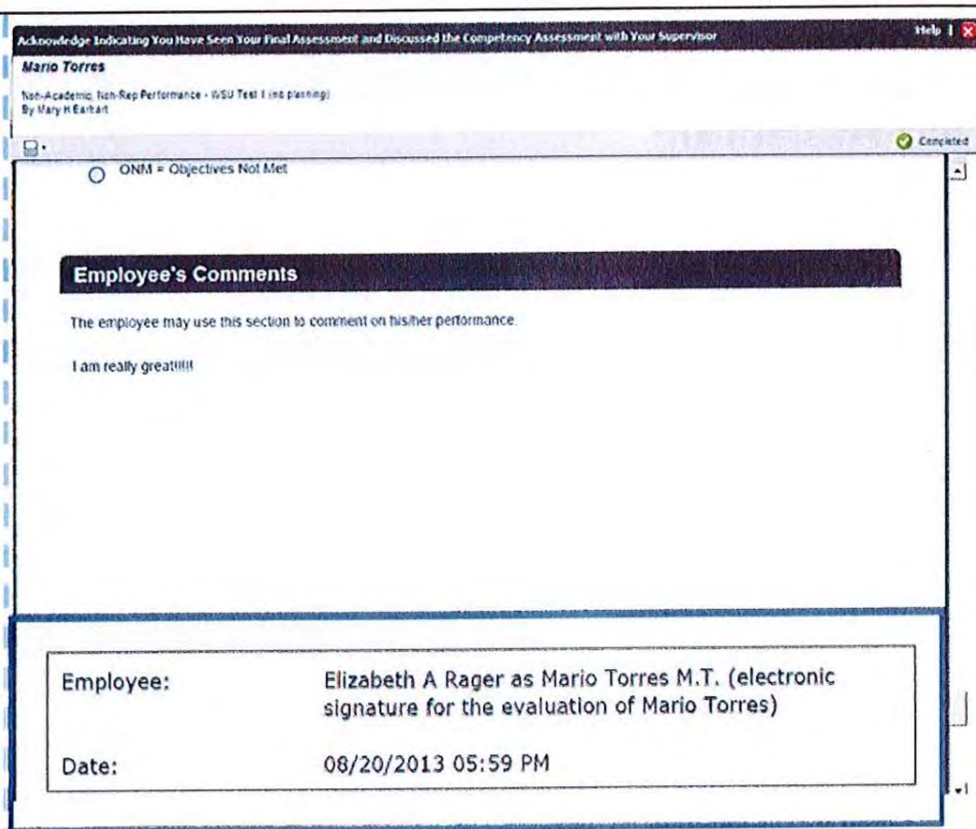
4. Upon completion of any comments, then the employee clicks **Review / Acknowledge**
5. The dialog box comes up about not being able to make any further changes. If the employee has no changes to comments, employee clicks **OK.**
6. Then the employee clicks **OK** for the electronic sign-off.



Employee Acknowledges Final Assessment

Note: It is now a PDF with the employee's **Electronic Signature**

Now the form goes back to the supervisor for **Supervisor Sign-Off.**


Acknowledge Indicating You Have Seen Your Final Assessment and Discussed the Competency Assessment with Your Supervisor

Help |

Mario Torres

Non-Academic Non-Rep Performance - WSU Test I (no planning)
By Mary H Earhart

Completed

ONM = Objectives Not Met

Employee's Comments

The employee may use this section to comment on his/her performance.

I am really great!!!!!

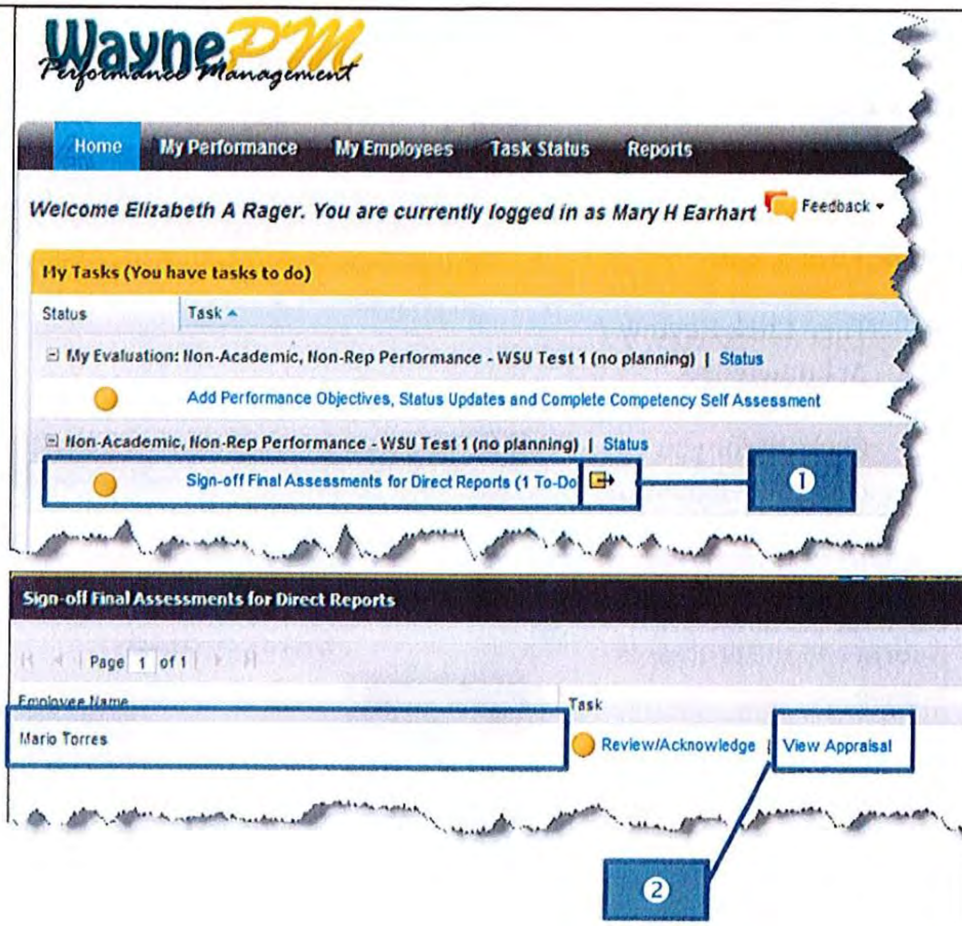
Employee:	Elizabeth A Rager as Mario Torres M.T. (electronic signature for the evaluation of Mario Torres)
Date:	08/20/2013 05:59 PM

Slide 55

Supervisor Sign-Off on Final Assessment

After Employee **Acknowledges Final Assessment**, the supervisor has a new **My To Do** on the **Home** Page.

1. The supervisor clicks the **Quick Selector.**
2. **View Appraisal** one last time to see employee comments.



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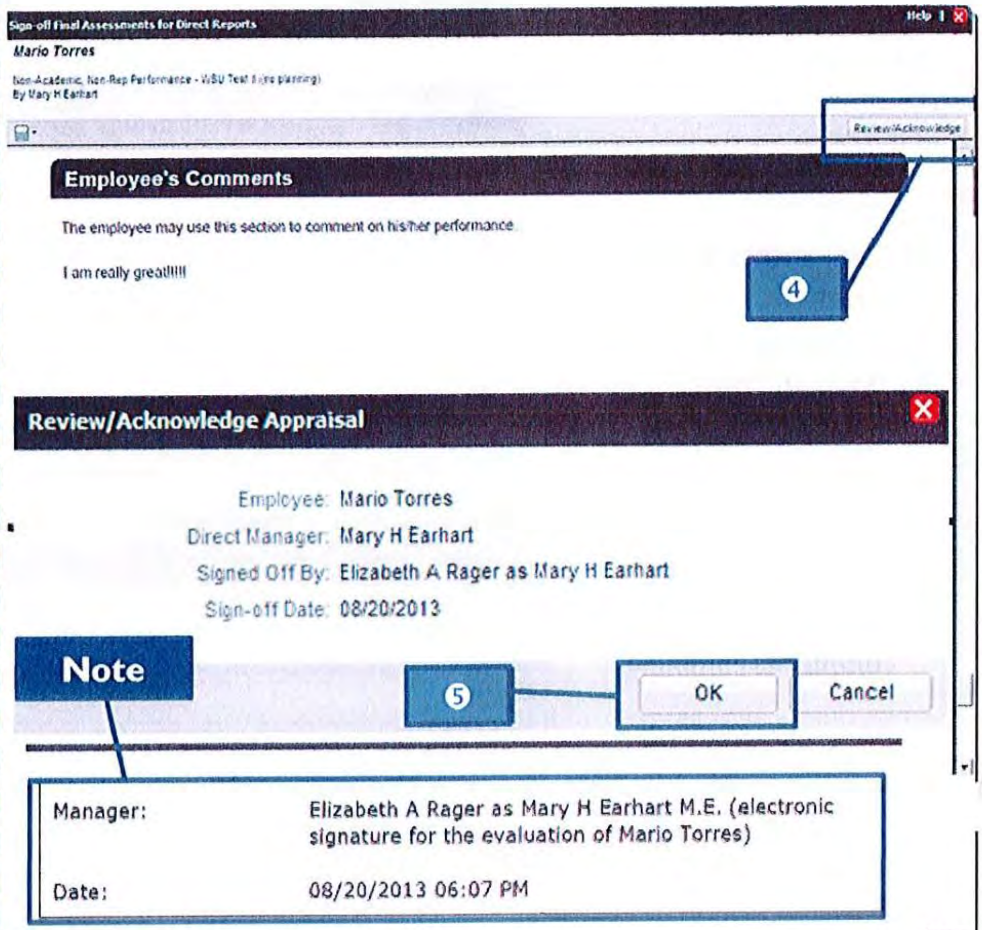
Supervisor Sign-Off on Final Assessment

The form opens.

4. Then **Click Review / Acknowledge.**

5. Click **OK** for you electronic signature

Note: Your electronic signature is now on the form and the process is done.



Ongoing Performance Tasks

- Task Status & Assigning to Other Managers (works the same for HR Consultants & Representees)
- My Employees (works the same for HR Consultants & Representees)

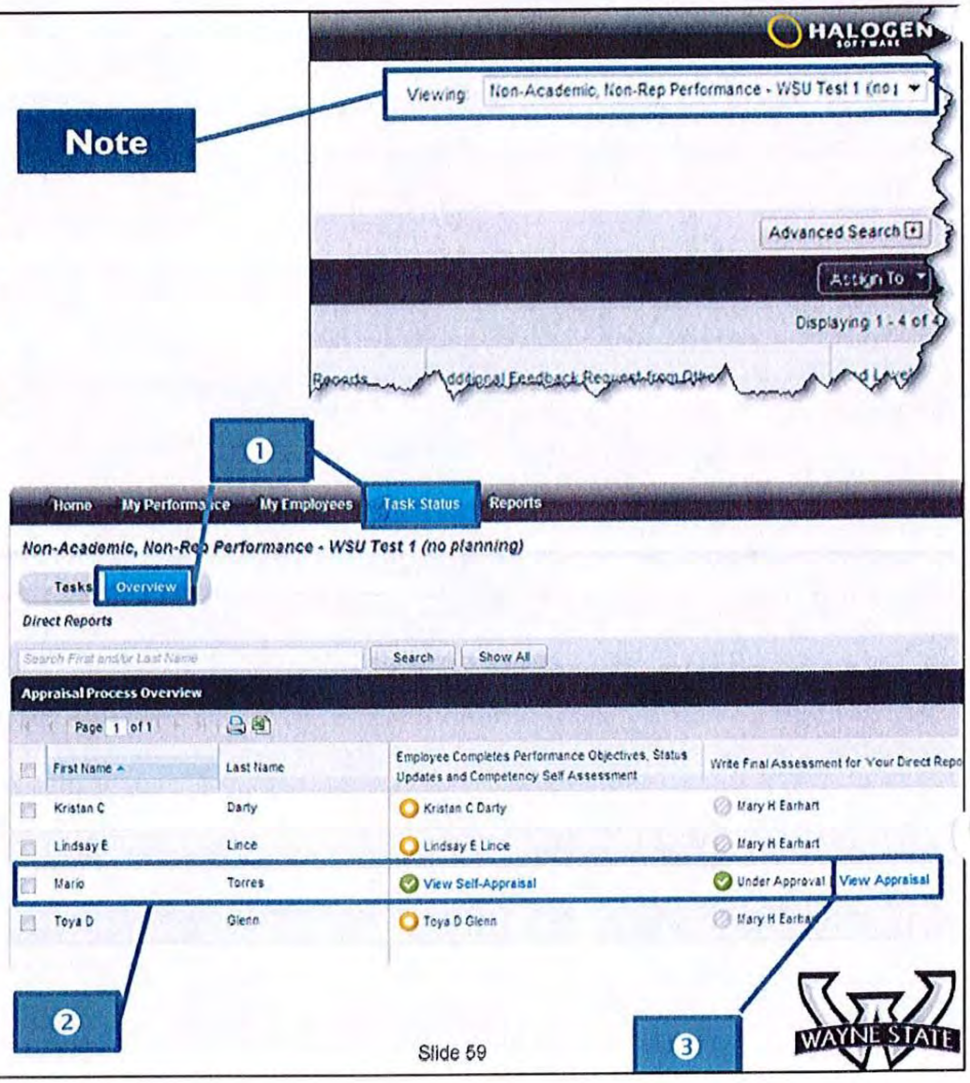
Slide 58

Ongoing Performance Tasks: Task Status / Overview

The supervisor can review the appraisal through **Task Status**

1. Click on **Task Status.** It will automatically be on the **Overview** sub-tab.
2. Find the appropriate **Direct Report.**
3. Then click on **View Appraisal.**

Note: On the upper right side of this screen, the supervisor has the ability to choose the appropriate process/form to view for his/her other **Direct Reports** who might be part of a different process.



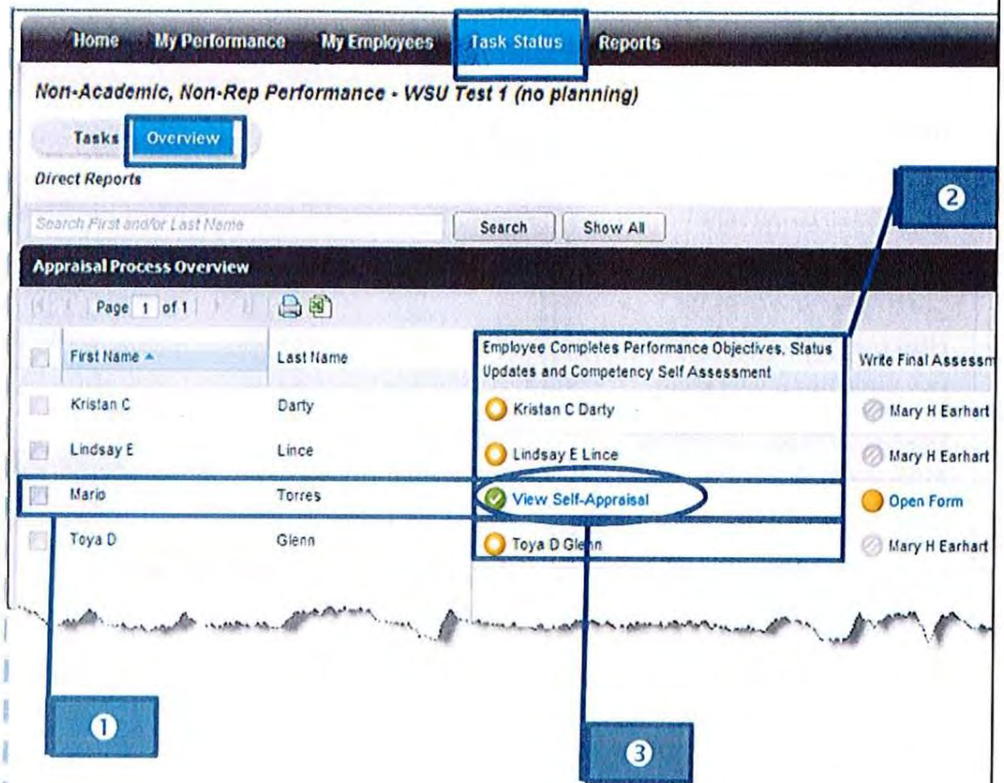
Participant Notes:

Ongoing Performance Tasks: Task Status / Overview

Keep in mind the **Self Assessment** does not disappear. The supervisor can still access it:

1. Find appropriate **Direct Report** on the **Task Status / Overview** page.
2. Look for the **Step** where the employee completes the **Self Assessment** and find the completed task.
3. Click on **View Self Appraisal.**

Note: The supervisor can get an at-a-glance view of task statuses for each employee from this page



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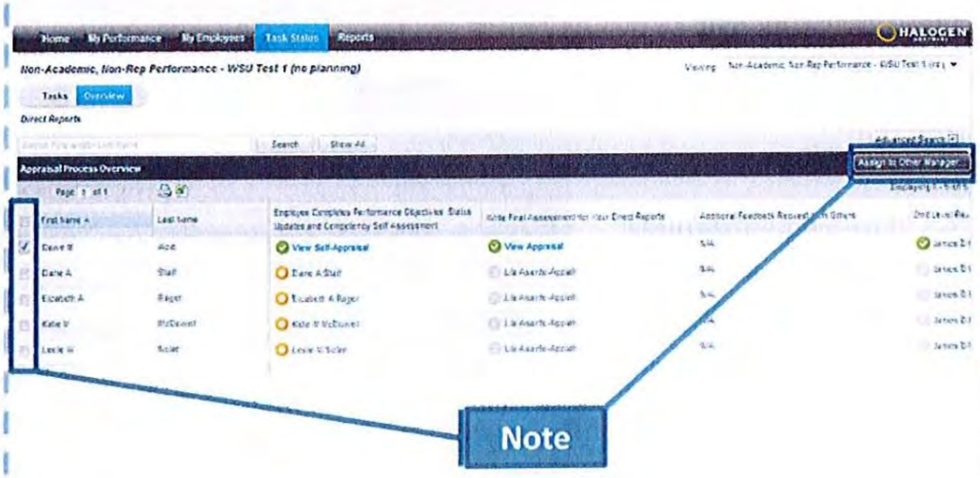
Participant Notes:

Other Performance Tasks: Task Status / Overview

Note: The supervisor also has the ability to assign an employee to another manager to handle that particular process by clicking in the box next to the employee and then clicking **Assign to Other Manager.**



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WAYNE STATE

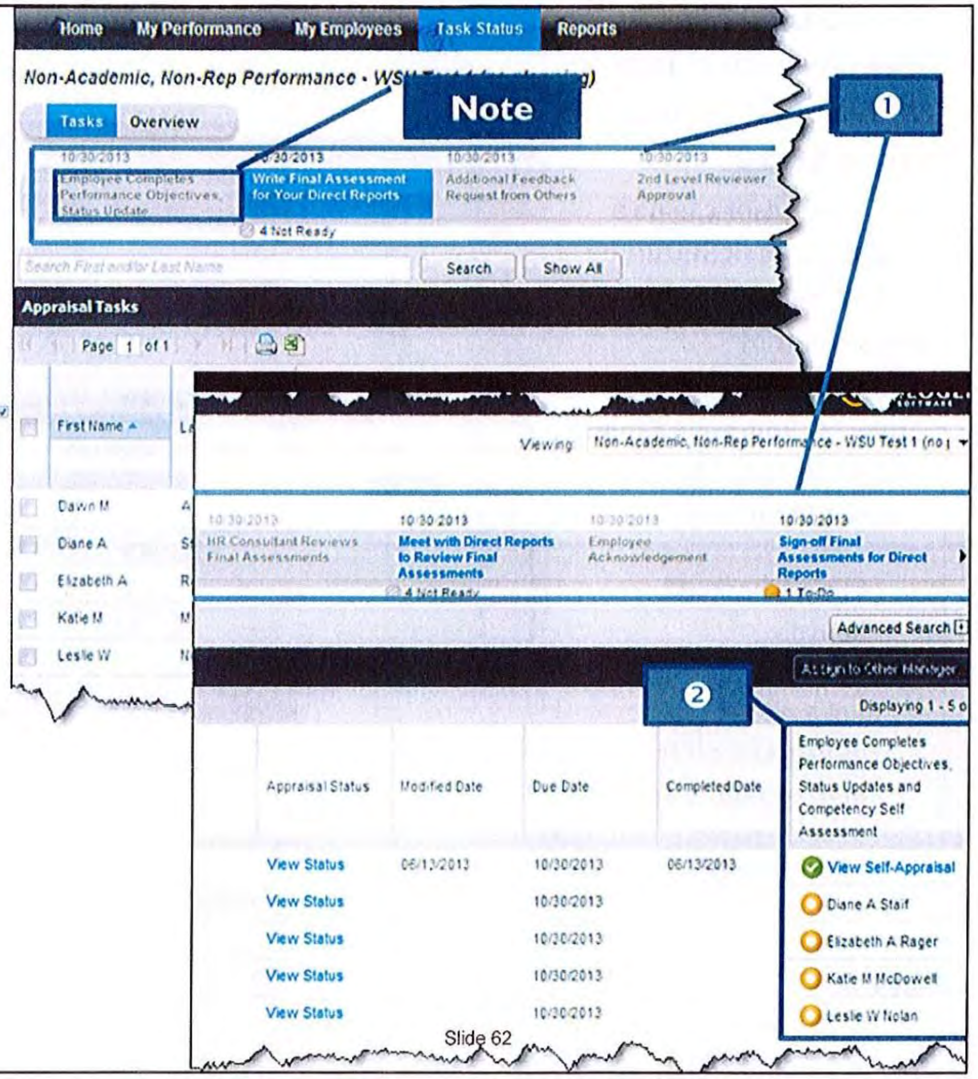
Participant Notes:

Other Performance Tasks: Task Status / Tasks

The same tasks that can be completed through **Task Status / Overview**, can be completed on this screen **Task Status / Tasks.**

1. The difference is that the tabs of the specific tasks in the process are listed across the top of the page.
2. Down below, it will show where the **Direct Reports** are in the process.

Note: Steps that are not the supervisor's cannot be clicked on.



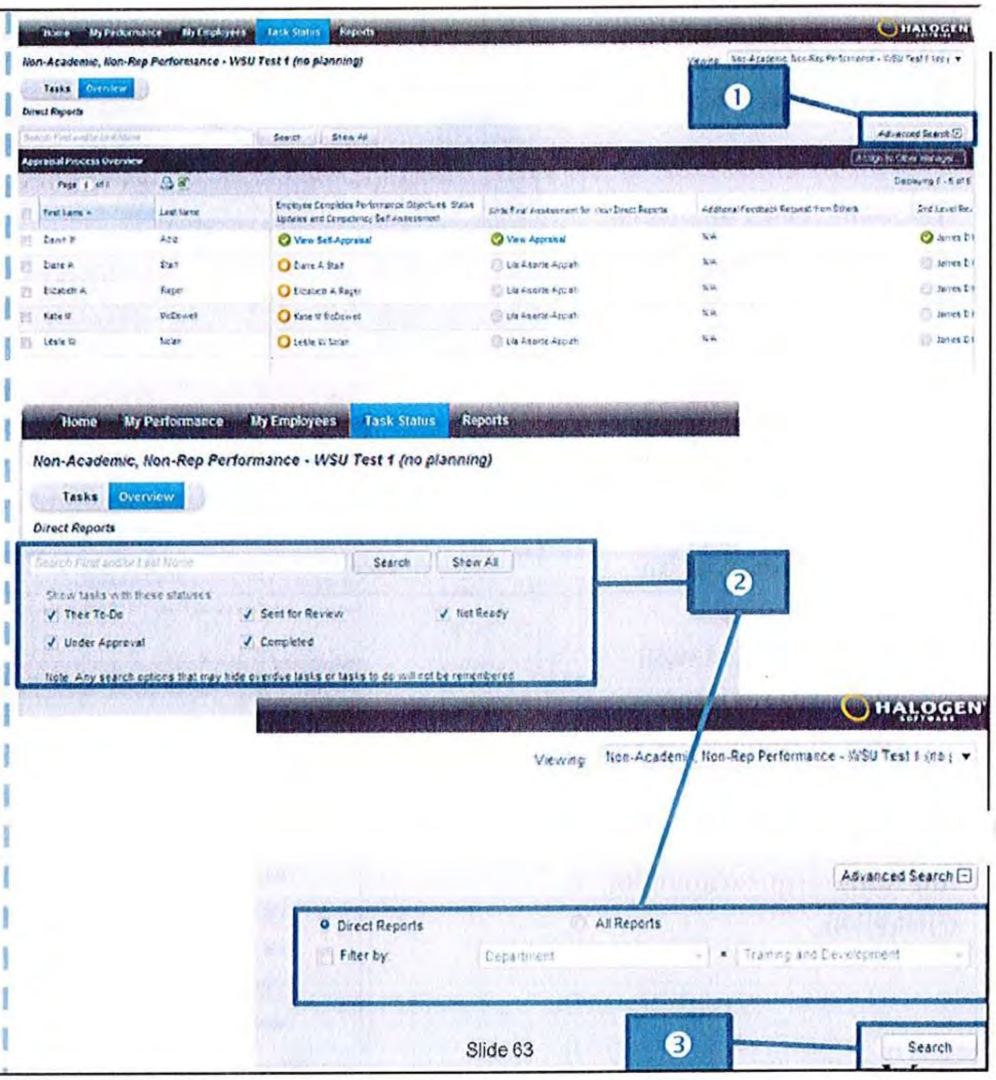
Participant Notes:

Ongoing Performance Tasks: Advanced Search Task Status

The supervisor can do a search by **Task Status**, by **Direct Reports** or **All Reports** or by **Department**, if the supervisor has more than one department that reports to him/her.

1. Click **Advanced Search.**
2. Click on the appropriate filter and/or radio button
3. Click **Search.**

The results will display below.



Slide 63

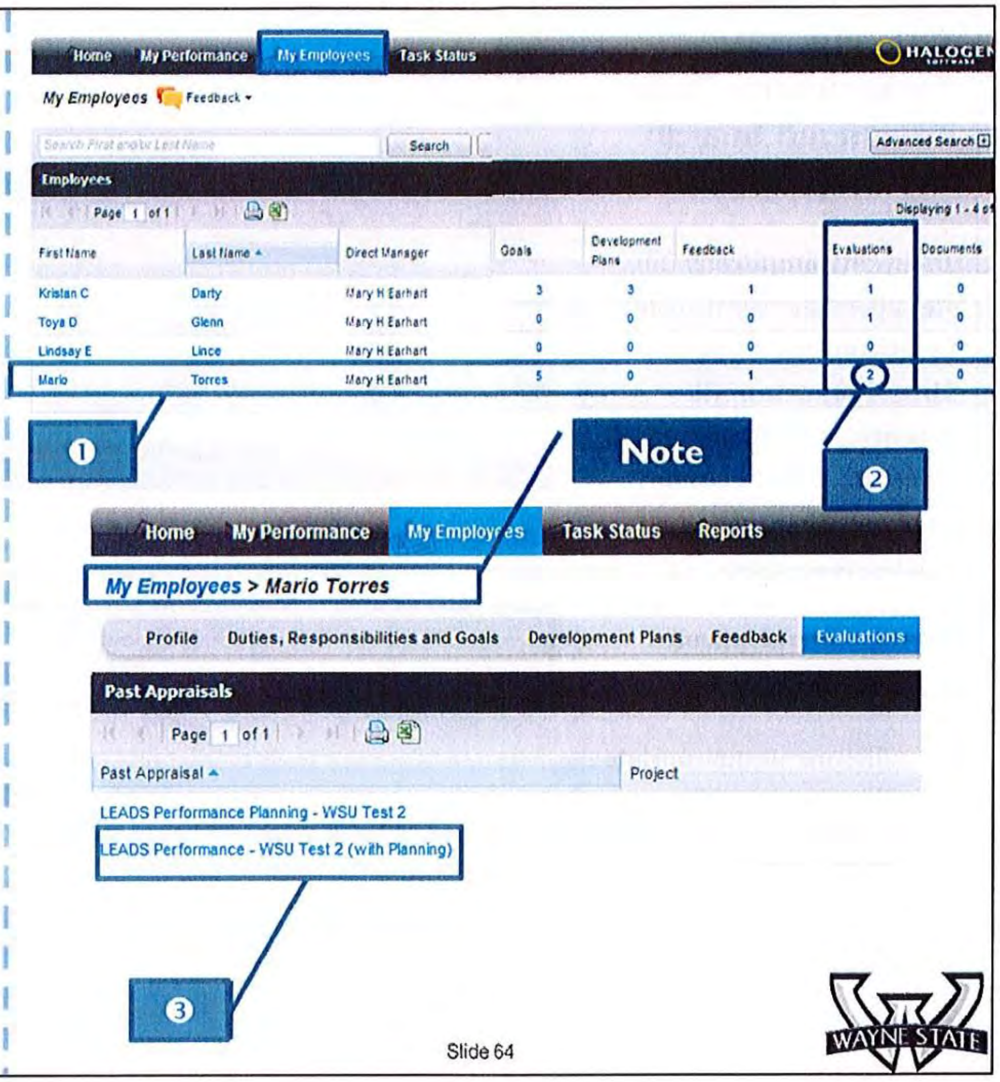
Participant Notes:

Ongoing Performance Tasks: My Employees

The supervisor can also review appraisals from the **My Employees** Tab as well as a host of other information by going to **My Employees.**

1. Find the appropriate **Direct Report.**
2. Look under **Evaluations** and click on the number where **Evaluation** and **Direct Report** intersect.
3. The list of past **Evaluations** completed come up. Click on the appropriate **Evaluation.**

Note: Bread Crumbs will show you where you are.



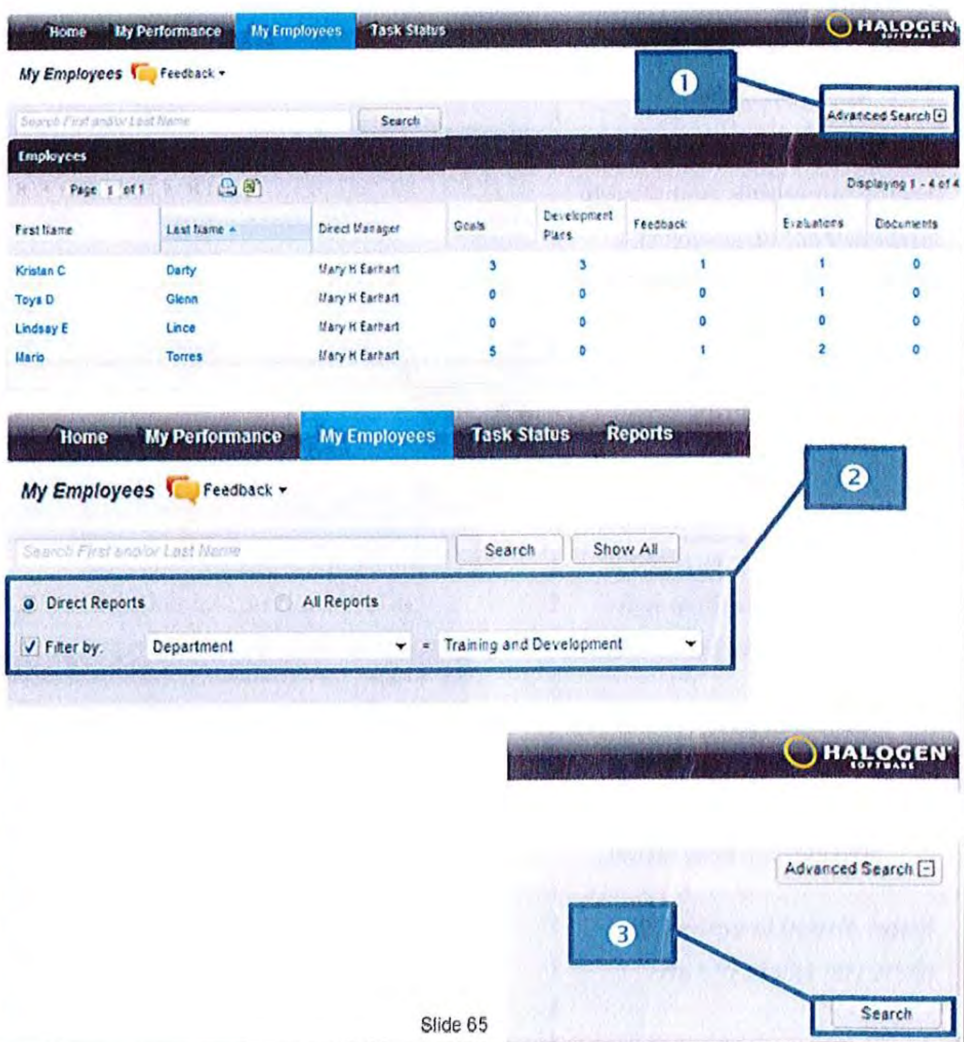
Participant Notes:

Ongoing Performance Tasks: Advanced Search My Employees

On the **My Employees** Tab, the supervisor can also do an **Advanced Search** by **Direct Reports** or **All Reports** or by **Department,** if the supervisor has more than one department that reports to him/her.

1. Click on **Advanced Search**
2. Click on the appropriate filter and/or radio.
3. Click **Search.**

The results will display below.



Slide 65

Participant Notes:

Summary

Now you know how to:

- Log in to WaynePM and Identify items on the Home Page
- Navigate WaynePM, identify icons, and personalize your view of the system
- Use WaynePM to handle common system tasks
- Use WaynePM to handle planning tasks for the Employee Planning & Assessment process
- Use WaynePM for ongoing performance tasks

Slide 66

Participant Notes:

10-1-13 Wayne PM Notes   P1.

* grab materials from dist. w/ PM training
global reference: appraisal - eval - review
NR→assessment (AKAS) Reps

* glossary of terms in lower right corner

- NReps - final assessment opens today 10-1-13
Training for emps begins today, too - Liz emails

- New non reps - how new NRs w/be Provisional
HR Staff will be different - new roles since 2013. Info
Consultants w/not review for HR Staff evals
info stored separate so HR Staff can't see eachother's scores/data

- Setting up PA STAFFASSOC Plan now

Annual Review NReps } 11-18 to 12-9 Consultants Review period
can start early as they come in (prior to 11-18)
- See timeline in training material -

Consultant Review criteria } * body rating compared to overall
* language "ALWAYS"/"Never"
* P&A Staff "Unsatis" must follow an "LS"
outstanding/Unsat need memo w/
justification (memo/note) required
Electronic box in PM to enter this.

End result:
- HR Admins will scan & upload into personnel file

IMPORTANT

7-6199 596-944-1961 P2

Timeline:
reminder: 10-1-2012 thru 12-31-13 Non Reps
5-1-2013 thru 4-30-2014 P&A/Staff
currently 2012 thru 2013 for rep staff: h-copy
look for matrix from last training -
titled Perform Eval Process/Form
Keyante will put elect version in
Consultant folder on W drive.

5 msgs 10/3/13

1. ~~Denise Thomas 9/30 3:30pm~~
2. ~~C Safar 10/1~~
3. ~~T Butler 10/3 11:45A 76606~~
4. ~~Marcy Cousin 11:53 Am~~
~~Nicole Barnett email last pay stub~~
~~nicolebarnett32@yahoo.com~~
~~3346855 08~~
5. ~~Ty Stevensen 10/2 10:21Am~~
~~recraft JD tkt/mx tuk~~
~~308~~

WaynePM Glossary Terms

Activity Tracker: Lists the ongoing activities that have occurred in the system for that employee including Duties, Responsibilities and Goals referred to as Goals in the Activity Tracker

Annual Review Form: Is the same name for the form for P&A and Staff Association employees.

Appraisal: See Evaluations

Employee Planning & Assessment Form: Replaces Wayne LEADS. This is for non-academic, non-represented employees. When *Planning* is underlined....it is the "Employee Planning Form" when *Assessment* is underlined it is the "Employee Assessment Form".

Evaluations: Refers to any forms that have been completed in the review process, i.e, so it can be the Planning Annual Review Form, the Status Updates and Assessment Form, the Annual Review Form, the Employee Assessment Form.

Feedback: Manger Notes that have either been shared with the employee or are only for the supervisor to see.

Language Checker: Checks to see if any of the words entered into the system have offensive qualities to them and gives possible replacement words or phrases, i.e., "Old" to "Forgetful"

My Performance: Lists employee's brief profile. Duties, Responsibilities and Goals that come from planning forms, Development Plans which come from the planning forms, Feedback, Evaluations, and Documents that an employee can attach throughout the year.

Notes: Statements added to the Duties, Responsibilities and Goals. Notes can be seen by both the employee and supervisor and can be used in support of the final assessment/annual review of an employee

Options: Gives you the ability to personalize what you see on a particular page, i.e., the order of a list, who to include in the list, date filter, etc.

Planning Annual Review Form: Is the name for the form where the P&A employees and the Staff Association employees put their major Job Duties, Tasks, Responsibilities/Goals

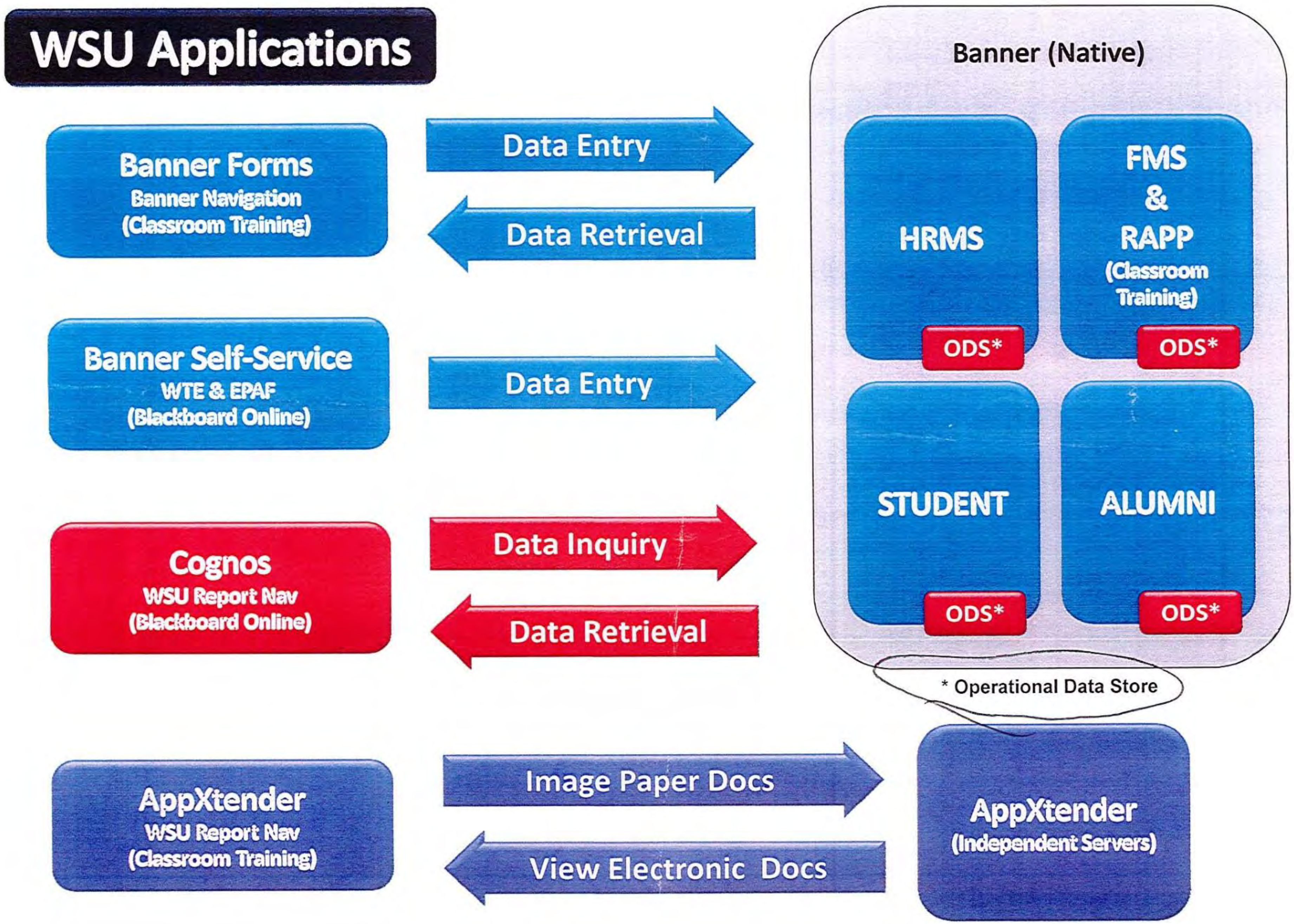
Profile: Just the brief job assignment information of the employee

Self Appraisal: Refers to any form the employee completes prior a final review/assessment, i.e., the Planning Annual Review Form, the Status Updates and Assessment Form.

Self Evaluation: See Self Appraisal

employees portion to submit for supervisor to review/edit/add & finish.

Banner Navigation



WSU Applications
Banner Forms
Banner Navigation
(Classroom Training)
Data Entry
Data Retrieval
Banner Self-Service
WTE & EPAF
(Blackboard Online)
Data Entry
Cognos
WSU Report Nav
(Blackboard Online)
Data Inquiry
Data Retrieval
AppXtender
WSU Report Nav
(Classroom Training)
Image Paper Docs
View Electronic Docs
Banner (Native)
HRMS
ODS*
FMS
&
RAPP
(Classroom Training)
ODS*
STUDENT
ODS*
ALUMNI
ODS*
* Operational Data Store
AppXtender
(Independent Servers)

Role of Consultant

WAYNE STATE UNIVERSITY
HUMAN RESOURCES

The Role of a Senior HR Consultant and HR Consultant

Alicia Pendleton, Brian Wittenberg, Elizabeth Rager and Dawn Aziz

Agenda

- Introduction
- About Client Services
- The Role of the Senior Consultant and Consultant
- Customer Service Success for the HR Professional
- Personal Skills Assessment
- Wrap Up

7/2/2013 Slide 1 WAYNE STATE

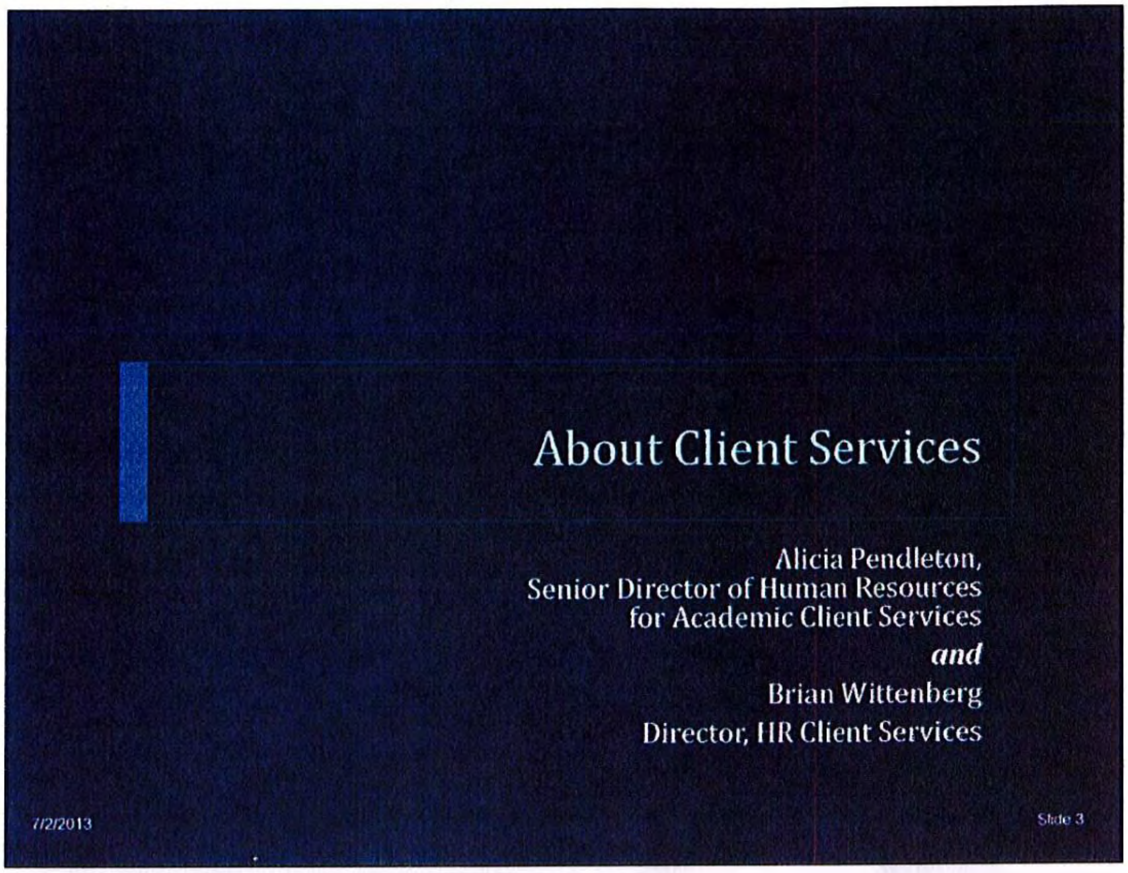
Participant Notes:

Session Objectives

As a result of this module, Senior Consultants & Consultants will be able to:

- Identify **WSU Client Service's strategic focus** and how their role fits
- Identify the **knowledge, skills, abilities and values needed** to contribute to the success of this position
- Appreciate the unique **strengths** we each bring to create value for our S/C/D partners
- Demonstrate effective **customer service and client partnership** behaviors
- Assess **personal goals and strengths**

Participant Notes:



Participant Notes:

Defining Senior Consultant & Consultant Success

7/2/2013 Slide 6 WAYNE STATE

Participant Notes:

The Successful Consultant

- Technically skilled
- Organizational knowledge
- Understands the needs of the business
- Builds/maintains effective relationships
- Effective Listener
- Facilitator
- Responsive
- Follows through - ownership
- Innovative problem solver (Gets to "yes")
- Partner (with clients and internal team members) Change agent
- Collaborative
- Proactive
- Change Agent

Trusted Advisor

7/2/2013 Slide 7

Participant Notes:

Division of Labor

HR Division of Labor Client Services

Sr. HR Consultant

Handling Special Projects
Mentoring HR Consultants
Employee Relations Incidents/Labor Relations Consulting (in partnership with LR)
Conduct workplace investigations (with central HR & OEO as appropriate)
Job Analysis/Job Descriptions/Position Classifications (in partnership with TCW)
Interviewing & Selection (participate in search committees)
Staff Development & Conduct Training Sessions
Labor Law Guidance (in consultation with Academic Personnel & LR)
Policy Interpretation & Administration
Organizational Development (in partnership with OED)
Talent Management/Succession Planning (in partnership with OED)
Performance Management/Performance Appraisal Review & Consultation
Leave Management (i.e., FMLA) and Administration
Provides counsel on Promotions, Transfers, Demotions
Counsel & Administer Non-Rep Merit Program
Attendance Management
Employee Reorganization/RIF Administration

HR Consultant

Employee Relations Incidents/Labor Relations Consulting (in partnership with LR)
Conduct workplace investigations (with central HR & OEO as appropriate)
Job Analysis/Job Descriptions/Position Classifications (in partnership with TCW)
Interviewing & Selection (participate in search committees)
Staff Development & Conduct Training Sessions
Labor Law Guidance (in consultation with Academic Personnel & LR)
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Attendance Management
Employee Reorganization/RIF Administration

WAYNE STATE

Participant Notes:

HR Division of Labor Client Services

Client Services [illegible]ector

Strategic partner to Executive Leadership
Executes HR strategy & consultative services:
General Employment Practices/Employee Relations/Labor Relations/Organizational Development/Compensation & Benefits/Affirmative Action/Equal Employment Opportunity/Policy Development & Interpretation/Workplace Investigations/HR Regulatory Compliance/HRIS Utilization/Workforce Planning/Talent Acquisition/Career Development/Succession Management/Employee Engagement
Partners with Central offices to execute strategic initiatives (OED, TCW, Payroll, OEO, etc.)
Develops, monitors & modifies client service level agreements
Ensures service expectations are achieved
Provides overall leadership & guidance to HR functional area; directs HR staff activities & workflow
Conducts appraisals & provides coaching & counseling to HR staff

Sr. HR Consultant

Handling Special Projects
Mentoring HR Consultants

additional Key duties

Employee Relations Incidents/Labor Relations Consulting (in partnership with LR)
Conduct workplace investigations (with central HR & OEO as appropriate)
Job Analysis/Job Descriptions/Position Classifications (in partnership with TCW)
Interviewing & Selection (participate in search committees)
Staff Development & Conduct Training Sessions
Labor Law Guidance (in consultation with Academic Personnel & LR)
Policy Interpretation & Administration
Organizational Development (in partnership with OED)
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Provides counsel on Promotions, Transfers, Demotions
Counsel & Administer Non-Rep Merit Program
Attendance Management
Employee Reorganization/RIF Administration

HR Consultant

Employee Relations Incidents/Labor Relations Consulting (in partnership with LR)
Conduct workplace investigations (with central HR & OEO as appropriate)
Job Analysis/Job Descriptions/Position Classifications (in partnership with TCW)
Interviewing & Selection (participate in search committees)
Staff Development & Conduct Training Sessions
Labor Law Guidance (in consultation with Academic Personnel & LR)
Policy Interpretation & Administration
Organizational Development (in partnership with OED)
Talent Management/Succession Planning (in partnership with OED)
Performance Management/Performance Appraisal Review & Consultation
Leave Management (i.e., FMLA) and Administration
Provides counsel on Promotions, Transfers, Demotions
Counsel & Administer Non-Rep Merit Program
Attendance Management
Employee Reorganization/RIF Administration

HR Division of Labor Client Services

Talent Management Coordinator

Talent Acquisition (job posting – OHS and external sources, resume review, conducts phone screens, candidate testing, interview guide development*, interview & selection* participation in search committees*, provide consultation to Hiring Manager on candidate selection* extend & negotiate job offers* creates position #'s for new pool/new grant funded positions)*

Provide Guidance to Client on Hiring Practices

OHS Administration and Auditing of OHS

Pre-hire Preparation (background check per policy, reference check, I-9 eXpress, E-Verify)

Facilitates background check process for all employees, students and appropriate volunteers

Conducts New Hire Orientation

Prepares Onboarding Schedules

Conducts Exit Interviews; Compiles & Analyzes Exit Data

I9 eXpress, eVerify Daily Review & Change of Status

Tracks Talent Management Metrics (i.e., retention rates, turnover, new hire failure rate, cost per hire, time-to-fill, vacancy rate, performance appraisal metrics, etc.)

Ensures eVerify Requirement are Fulfilled

Coordinates College Work Study & Student Assistant Hiring Process

Facilitates Work Authorization Process (in partnership with OISS)

Coordinates all Temporary Direct Hires & Temporary Agency Staffing Needs (screens & interviews temp employees & temp staffing candidates)

HR Coordinator

Oversees & Coordinates all HR Transaction Processing and Workflows

Approves all HR Transactions

Resolves Transactional Problems Related to HR & Payroll Processing

Reviews HRMS Data to Ensure Data Accuracy

Codes & Enters Data into HRMS/Uploads & Indexes into Employee Record

Interprets University Policy Related to Transaction Processing

Compiles Statistical Reports from Various Systems (i.e., metrics, temp employee monitoring of hours, labor reports, etc.)

Monitors cyclical events (i.e., renewals, contract end dates, Visa end dates, etc.)

Oversees Electronic Personnel File Requests via Pipeline, In-person & Email

Conducts Research to Evaluate Employment Services

Partners with Various Central Offices (i.e. payroll, central HR) on payroll & other issues related to transaction processes)

Assists With Roll-out of New HR Systems

Monitors work performed by HR Administrator

HR Administrator

Processes HR Transactions & Employee Changes into Various Systems (Banner, EPAF, Halogen,etc.)

Provide guidance on appropriate paperwork required for processing & assistance related to EPAF's

Interprets University Policy related to HR transactions

Prepares PAR's for Reclassifications

Ensures Data Integrity is Maintained with HRMS/conducts Periodic Audits

Uploads/Indexes Documents to Personnel File

Processes Paperwork for all Termination Reasons (i.e., voluntary, involuntary, RIF, retirement, death, etc.)

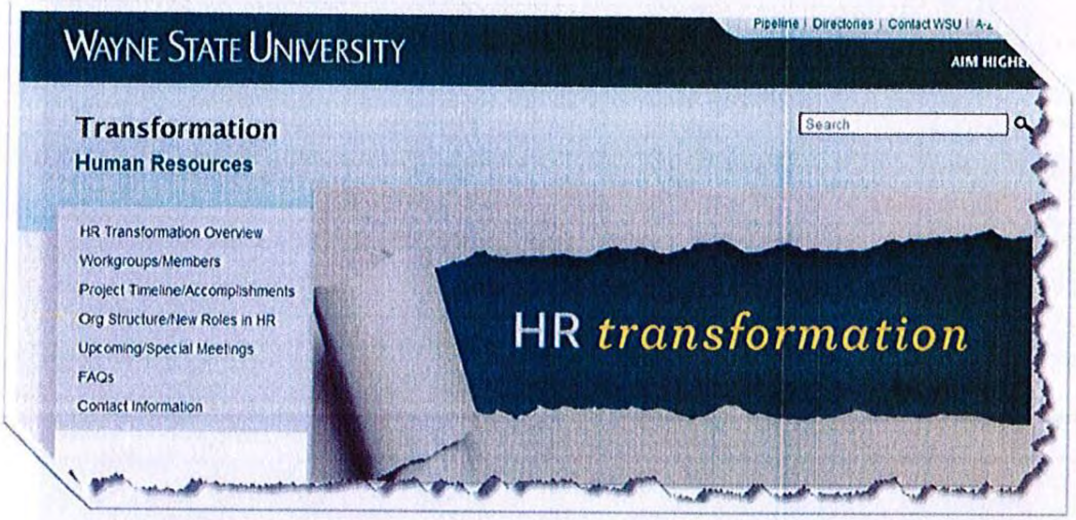
Determines Employee's Eligibility to Receive Leave Bank Payout Upon Termination

Enters Degree & Emergency Contact Information into Banner

Enters Volunteer Faculty Assignments in Banner

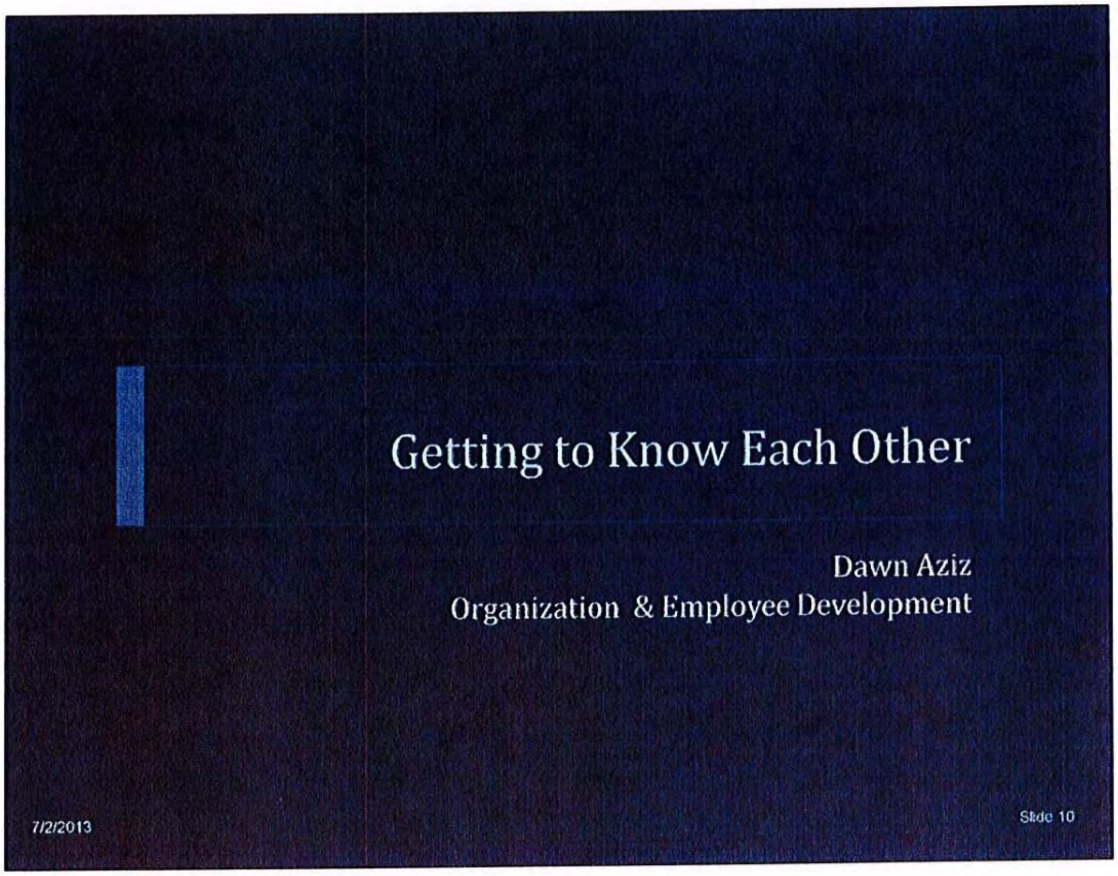
Assigns Reviews & Supervisor Reassignment/Proxies in Halogen

Staying in Touch



7/2/2013 Slide 9

Participant Notes:



Participant Notes:

Group Resume

- In small groups, create a group resume including such things as:

- □ Total Years of HR Experience
- □ Education & Certifications PHR, PHR,
- □ Areas of HR Specialization & Accomplishments
- □ Positions Held
- □ Outside Interests

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Participant Notes:

2
3+8 yrs = 10
= 47
= 7
= 37
101

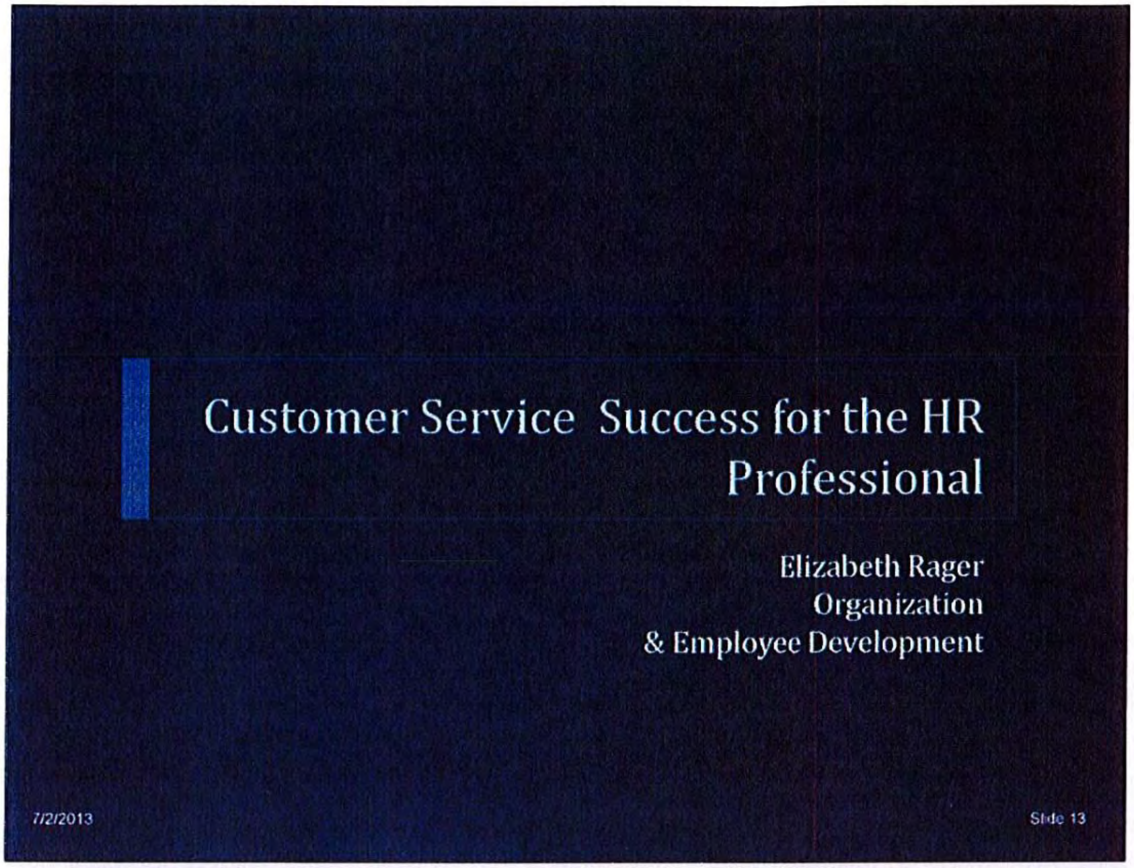
Our Strengths

- Talent
- Performance
- Change

7/2/2013 Slide 12

WAYNE STATE

Participant Notes:



Participant Notes:

Participant Notes:

Defining Your Personal Brand/Your Signature

Instructions:

What do you want to be known for at WSU? To define your personal brand, circle three to five words that bes. represent the strengths you have now or wish to acquire. Then consider ways in which you could emphasize these in your interactions with others.

Accountable	Action-Oriented	Adaptable	Agile
Agreeable	Analytical	Approachable	Assertive
Attentive	Benevolent	Bold	Bright
Calm	Carefree	Charismatic	Clever
Collaborative	Committed	Compassionate	Competent
Concerned	Confident	Confrontational	Conscientious
Considerate	Consistent	Creative	Curious
Decisive	Dedicated	Deliberate	Dependable
Determined	Diplomatic	Disciplined	Driven
Easy Going	Efficient	Energetic	Enthusiastic
Even-Tempered	Fast	Flexible	Friendly
Fun-Loving	Happy	Helpful	Honest
Hopeful	Humble	Independent	Innovative
Insightful	Inspired	Integrative	Intelligent
Intimate	Inventive	Kind	Knowledgeable
Listener	Lively	Logical	Loving
Loyal	Nurturing	Optimistic	Organized
Outgoing	Passionate	Patient	Peaceful
ʳsistent	Personal	Playful	Pleasant
	Positive	Pragmatic	Prepared

WAYNE STATE

Participant Notes:

Exploring Client Partnerships

Group A

- What can HR do to **enhance partnerships** with clients?

Group B

- What **initiatives can HR drive** to ensure working partnerships with clients?

7/2/2013 Slide 16

Participant Notes:

Exploring Client Partnerships

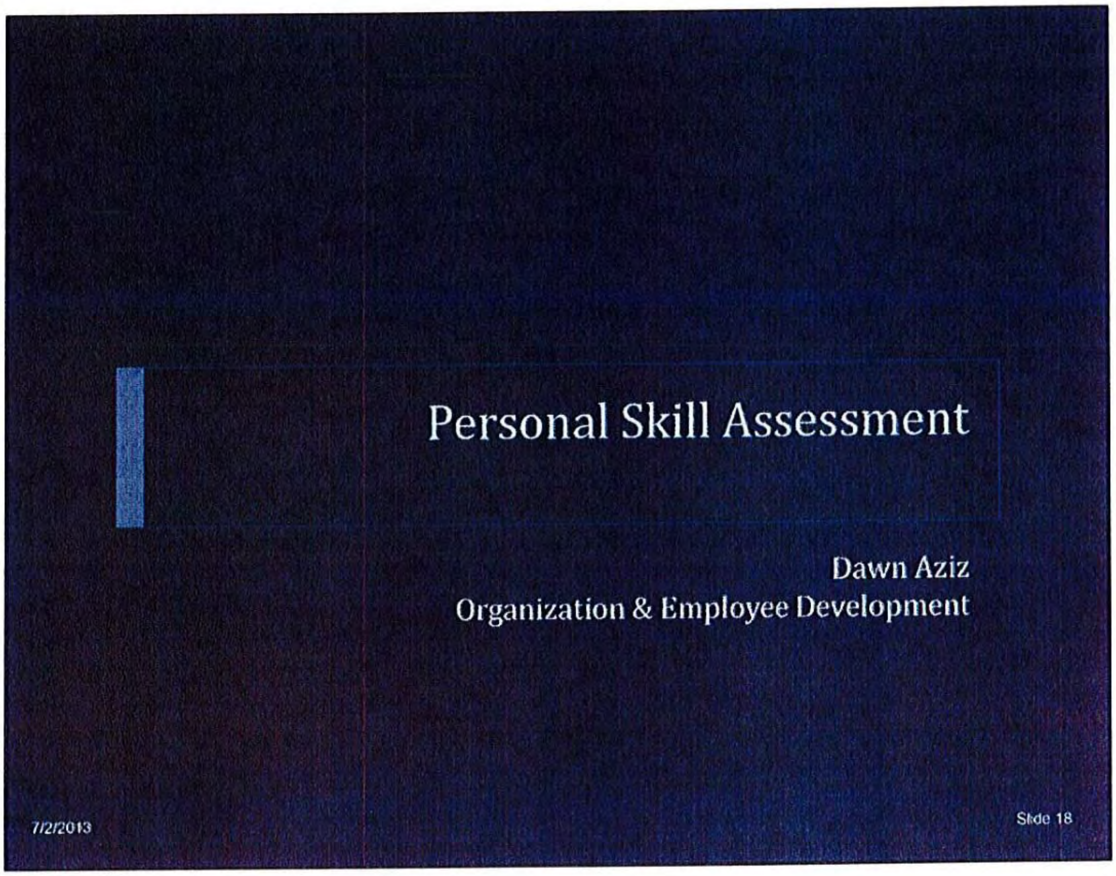
What **obstacles** may be present to achieve these HR initiatives?	How could we **overcome** these obstacles?

7/2/2013

Slide 17

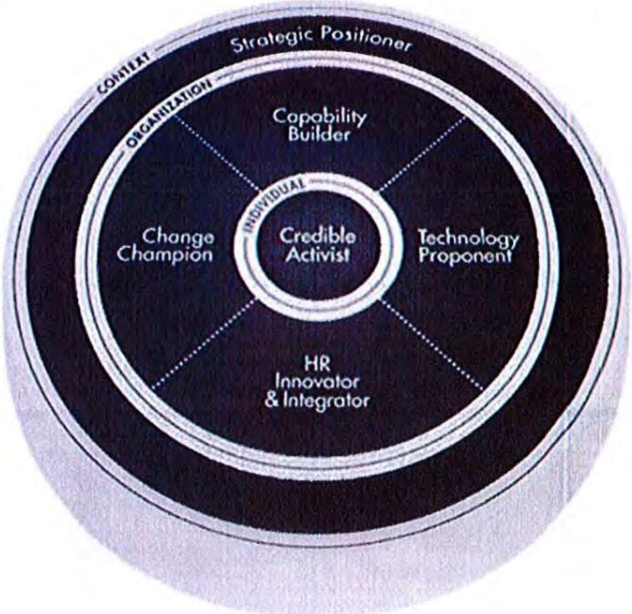
WAYNE STATE

Participant Notes:



Participant Notes:

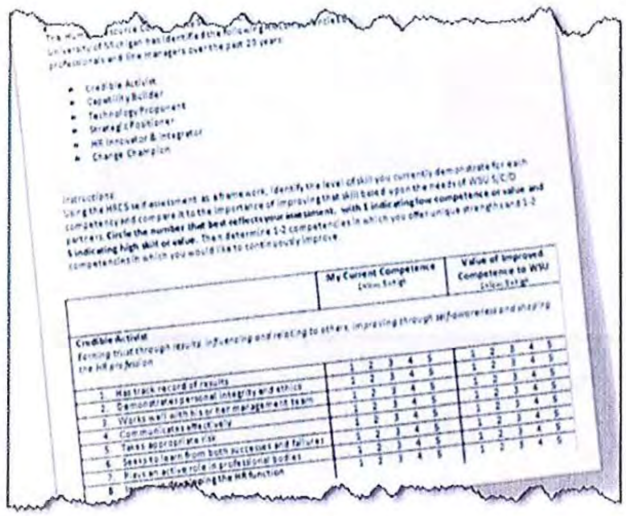
HR From the Outside In – HRCS Study



7/2/2013 Slide 19 WAYNE STATE

Participant Notes: David Ulrich HR Speaker & Book author (avail in Accelerate)

Personal Skill Assessment



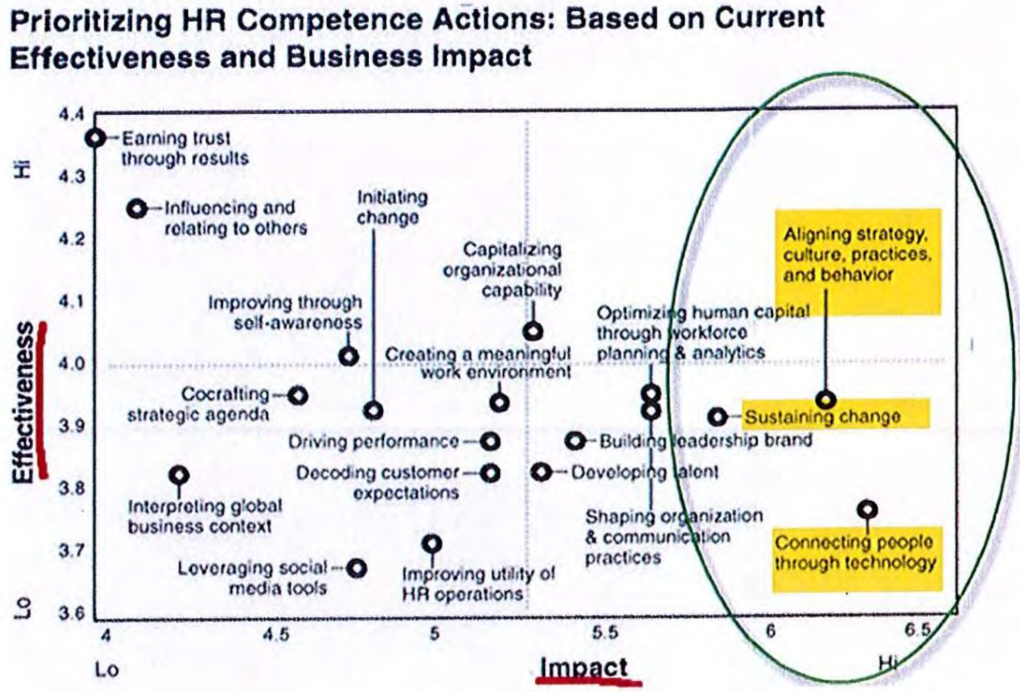
- Credible Activist
- Capability Builder
- Technology Proponent
- Strategic Positioner
- HR Innovator & Integrator
- Change Champion

Instructions

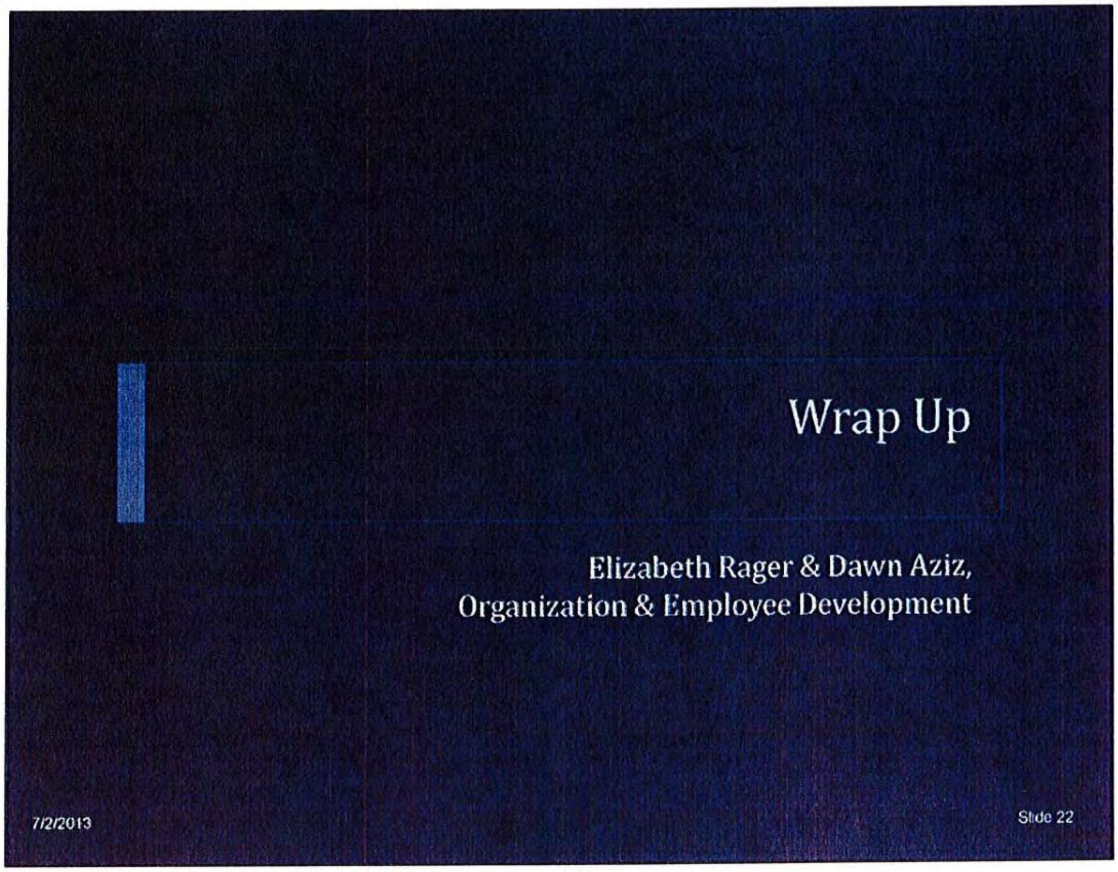
	My Current Competence	Value of Improved Competence to WSU
Credible Activist Forming trust through results, influencing and relating to others, improving through self-awareness and shaping the HR profession	1 2 3 4 5	1 2 3 4 5
1. Has track record of results	1 2 3 4 5	1 2 3 4 5
2. Demonstrates personal integrity and ethics	1 2 3 4 5	1 2 3 4 5
3. Works well with his or her management team	1 2 3 4 5	1 2 3 4 5
4. Communicates effectively	1 2 3 4 5	1 2 3 4 5
5. Takes appropriate risk	1 2 3 4 5	1 2 3 4 5
6. Seeks to learn from both successes and failures	1 2 3 4 5	1 2 3 4 5
7. Plays an active role in professional bodies	1 2 3 4 5	1 2 3 4 5
8. ... shaping the HR function		

Participant Notes:

HR From the Outside In – HRCS Study



Participant Notes:



Participant Notes:

What's Next?

Date	Course	Format	Time	Location
7/2	Banner Navigation with WSU Application Overview	Classroom	9:00 - 12:00	UGL Lab A
7/3	The Role of the Senior HR/HR Consultant	Classroom	1:00 - 3:30	3700 AAB
7/9	WSU HR Fundamentals	Classroom	9:00 - 10:30	3700 AA
7/9	EPAF Introduction	Classroom	10:30 - 11:30	3700 AAB
7/10	Labor Relations/Academic Personnel	Classroom	1:00 - 2:30	4339 F
7/12	AppXtender	Classroom	8:30 - 10:30	UGL Lab A
7/12	Cognos	Classroom	10:30 - 12:30	UGL Lab
7/15	Staffing Overview	Classroom	1:00 - 3:30	3700 A
7/18	[illegible]	[illegible]	[illegible]	[illegible]

Participant Notes:

Summary

Today we:

- Defined **WSU Client Service's strategic focus** and how their role fits
- Identified the **knowledge, skills, abilities and values needed** to contribute to the success of this position
- Appreciated the unique **strengths** we each bring to create value for our S/C/D partners
- Demonstrated effective **customer service and client partnership** behaviors
- Assessed **personal goals and strengths**

7/2/2013 Slide 24

Participant Notes:

Background Checks

Banner HRMS Training 7-2-13

Blackboard: HR Client Svcs: Organizations has lots of resources.

Send Les ~~a~~ cheat sheets to share w/ group
"Quickflow" setting up queries of screens in Banner (aka Sequences) for wfo crosswalks & link
google: Banner aid for help tips

(Don't forget to review updated policies fr. HR email.)

Navig Tips

Shift tab goes opposite of tab

Search opts... GUIALTI = ~~ss~~ Search by SOC/etc.
F5 = go to field for new screen (shortcut)

Job aid to customize My Banner is in BB HR Cl. Svcs

GUAMESG - INTERNAL BANNER Chat

~~click complete~~ to get rid of.

Cindy Pellow

From: Human Resource Policies <hrpolicies@WAYNE.EDU>
Sent: Friday, June 28, 2013 4:15 PM
To: EMPLOYEES@LISTS.WAYNE.EDU
Subject: Wayne State University policy updates June 2013

Having trouble viewing? **View Online**

WAYNE STATE UNIVERSITY

To: WSU Employees

From: Human Resources Policy Office

Subject: Wayne State University Policy Updates June 2013

Date: June 28, 2013

This email serves as notification that the following new and revised administrative policies have been updated in the **Administrative Policy and Procedures Manual (APPM)**. The below summary is intended to highlight key information for new policieis and key changes that are reflected in revised policies.

Summary of Changes

Administrative Policy and Procedures Manual (APPM)

New Policies:

1. **3.0.10.2 Background Checks** (New Policy as of 7/1/13)-Implemented to address existing policy gap for University background checks. Although the Background Checks policy goes into effect on July 1, 2013, specific issues, including the policy's application to Voluntary Faculty and student employees, are under review and will be clarified in the weeks ahead. We expect a clarified policy to be released by July 31st

2. **3.0.20 University Service Credit** (New Policy as of 6/28/13)-Implemented to address existing policy gap for University Service Credit.

Revised Policies

Administrative Policy and Procedures Manual

1. **1.3.1.2 Moving Expenses** (Revised as of 6/28/13)-Policy has been modified to reflect 2013 mileage rate change.

2. **1.7 Cash Collection & Deposting of University Funds** (Revised as of 6/13/13)-Policy has been modified to reflect recent credit card payment option for online tuition.

3. **3.0.14 Staff Identification** (Revised as of 6/28/13)-Policy has been modified to reflect current processes related to assignment of staff identification cards (i.e. OneCards)

Please review these policies by clicking on the above links or at **http://fisopsprocs.wayne.edu/appm/** and contact our office at 313-577-1525 or Kimberly Elms at 313-577-2129, if you have any questions.

WAYNE STATE UNIVERSITY AIM HIGHER

Cindy Pellow

rom:	Sharon Progar
Sent:	Friday, June 14, 2013 2:08 PM
To:	Ty Stevenson; Joye Clark; Jana E. McNair; Christine Hansen; Mark Roberts; Denise Thomas; Michael J. Mirto; Tiffany Cusmano; Tammy Hoebecke; Tamara Tranter; Meg Callow; Rob MacGregor; Joan Delaney; Mohammad G. Saklayen; Anthony Morton; David Ripple; Neco Walker; Jen Harte; 'lrobitai@med.wayne.edu'; cabrown@med.wayne.edu; Heidi Coates; Chacona Johnson (chacona.johnson@wayne.edu); Terry Margolis; Steve Henrie
Cc:	Cindy Pellow; Mildred Fuller
Subject:	WSU Background Check Process

Wayne State is implementing a new background check policy for new hires effective July 1, 2013. The background check will be required for all employee classifications. Please join Mildred Fuller, HR Consultant, as she shares an overview of this new policy with our hiring managers. This brief overview will be held on **Thursday, June 27, 2013 from 9:00-10:00 am** in Conference Room **4002 AAB**.

Please contact Cindy Pellow or me if you have any questions.

Thanks

Sharon Progar

Sharon K. Progar
Director of Business Affairs
Wayne State University
Development and Alumni Affairs
5475 Woodward
Detroit, MI 48202
Phone: (313)577-5186
Fax: (313)577-6489
Email: sprogar@wayne.edu

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Cindy Pellow

From:	Terry Margolis
Sent:	Wednesday, June 12, 2013 10:30 AM
To:	Cindy Pellow
Subject:	FW: WSU Background Check Process - Informational Sessions

Hi Cindy,
Just an FYI that I will be out of the office on all of these dates. I assume they will offer some others?
t

Terry K Margolis
Associate Vice President
Development and Alumni Affairs
Wayne State University
Beecher House
5475 Woodward Ave
313-577-9278
t.k.margolis@wayne.edu
www.giving.wayne.edu

From: HR Administrative Announcements [mailto:HR-ADMIN@LISTS.WAYNE.EDU] **On Behalf Of** Employment Service Center
Sent: Tuesday, June 11, 2013 6:18 PM
To: HR-ADMIN@LISTS.WAYNE.EDU
Subject: WSU Background Check Process - Informational Sessions

Having trouble viewing? View Online

WAYNE STATE UNIVERSITY

*****This session is mandatory for all Wayne State University Hiring Managers *****

You may have already heard that Wayne State University is implementing a new background check policy. The policy will go into effect beginning **Monday, July 1, 2013.**

The Employment Service Center has developed the new processes and procedures.

These will affect your current hiring process for **all** employee classifications.

Please join us for an informational session where you will learn how this new policy will impact the University's hiring processes.

Below is a list of the topics that will be covered:

- Overview of the new WSU Background Policy
- New Background Check Process
- Roles and Responsibilities of the Hiring Manager / Human Resources / Recommended Finalist

The sessions have been scheduled for the following:

Date	Time	Location
Wednesday June 19, 2013	2:00pm - 3:30pm	Faculty/Administration Building (FAB) Room # 4339
Thursday June 20, 2013	10:00am - 11:30am	Faculty/Administration Building (FAB) Room # 4339
Friday June 21, 2013	10:00am - 11:30am	Faculty/Administration Building (FAB) Room # 4339
Tuesday June 25, 2013	10:00am - 11:30am	Faculty/Administration Building (FAB) Room # 4339

How to register for one of the sessions?
To register for any of the sessions above, just log on to WSU Pipeline and select the Employee tab. Look down the right margin until you see the icon "Training, Seminars, Workshops". Click on the icon and it will take you to the course listings. Select the program titled *"WSU Background Check Process"* under Human Resources.

Feel free to contact the Employment Service Center for any questions at 7-2010 Option #6 or e-mail us at esc@wayne.edu.

We look forward to seeing you there!

Employment Service Center
Human Resources
Wayne State University
http://wayne.edu/hr/esc
313-577-2010

Background Check Process - Instructions for the Hiring Manager

Hiring Manager (HM) selects final candidate

E-Class Group A

- Student Assistant (ST)
- College Work Study (CW)
- Graduates (Students, Research, Teaching) (U2 and U9)
- Temporary Employees (Direct Hire) (TE)
- Voluntary Employees (VO)
- Academic Faculty (A2, A9, F1, F2, F9, FA)
- Part-Time Faculty (PT, P5, HP)
- Academic Staff (C2, C9, D2, D9, S2, S9)
- Research Employees (R2, R9)
- Medical Residents (MR)

E-Class Group B

- Non-Academic Represented (24, 7M, AS, HX OE, OS, PE, PN, PS, SA, SK)
- Non-Academic Non-Represented (EX, MA, NC, NE, NN)

HM sends Hiring Recommendation to HR to make contingent job offer. HR will also work with candidate to obtain the necessary information to begin background process.

HM makes contingent job offer to candidate. Must include contingent job offer statement. (See attached)

Does Candidate accept continget offer?

No

Yes

Case #1: If Candidate has access to a computer and has a valid e-mail: HM provides candidate with the ***"Candidate Reference Guide - Background Screening Application"*** sheet to follow instructions. (See attached)

Case #2: If Candidate does not have access to a computer and does not have a valid e-mail: HM provides candidate with the ***Authorization for Background Investigation*** form for completion and submission to HM. (See attached)

WAYNE STATE UNIVERSITY

ADMINISTRATIVE POLICIES AND PROCEDURES MANUAL

9.5 SECURITY CLEARANCE - WARRANT CHECK AND FINGERPRINTING

DESCRIPTION

The following documents the University policy and procedure for establishing security clearance on new/transferring employees who are to perform certain duties and/or work in defined areas.

POLICY

Assignments in certain University positions require that employees meet established security clearance requirements, including fingerprinting. Security clearance is required as a condition of employment for all personnel (regular staff members as well as student employees) assigned in the following areas:

Accounting (Cashier's Office)
Internal Audit
Mail Room
Parking Services
Public Safety
Receiving
Media Services Equipment Center
McGregor Memorial Conference Center
Science Storeroom/Liberal Arts
Facilities Planning and Management-
Grounds, Custodial, Building Operations, Storeroom
Central Stores

Staff members serving in other areas who have responsibility for handling significant sums of money, or have on-the-job access to drugs and/or alcohol as defined by the Federal Food and Drug Act, or have access to confidential information, may also be subject to security clearance requirements.

Persons joining the University or transferring into positions requiring security clearance are notified in advance of such requirements. Security clearance investigations are required for applicants who indicate a past criminal record on their employment application form prior to the date of placement with the University.

Security clearance procedures (warrant check and fingerprinting) are initiated prior to employment/transfer.

PROCEDURE

Responsibility	Action
Employment Services (for Regular Staff and Technicians)/ Employing Unit (for Student Assistants)	1. Have candidate complete and sign top portion of Request for Background Investigation, 783. 2. Contact Public Safety "Officer In Charge" to schedule fingerprinting. 3. Refer candidate to Public Safety with form 783 and Fingerprint Verification, 1411.
Public Safety	1. Complete warrant check and form 1411. 2. Send candidate to Employment Services with copy of form 1411. 3. Complete background investigation.
Employment Services	1. Pending final security clearance, effect placement of Candidate if preliminary check is negative. 2. Advise employing unit of security clearance findings. **NOTE:** Placement of candidate will be delayed if preliminary security clearance reveals outstanding warrants.
Public Safety	1. Receive record of arrests and convictions from appropriate agency. 2. Prepare and route form 783 to Employment Services.
Employment Services	1. Review completed form 783 for potential security questions. 2. Advise employing unit of findings. **NOTE:** Candidate may be removed from position if Background Investigation reveals information in conflict with that on the job application, or which casts doubt on the candidate's suitability for the position.

WAYNE STATE UNIVERSITY

Authorization for Background Investigation

Disclosure

Please read this form carefully as it contains your rights as a Consumer. For the benefit of each stakeholder in the organization including but not limited to ownership, employees, and strategic partners, Wayne State University may request and obtain a consumer report and/or investigative consumer "report" on you from a Consumer Reporting Agency "CRA". Wayne State University will use such report(s) solely for employment purposes.

The report is an independent investigation of your background, which pursuant to Section 603 of the Fair Credit Reporting Act (FCRA) may include information regarding your "character, general reputation, personal characteristics, or mode of living." The scope of the report may include information concerning your driving record, civil and criminal court records, education, credentials, credit history (following state guidelines when applicable), identity, past addresses, Social Security Number, substance abuse testing results, workers' comp information, previous employment, and personal references.

If you are denied employment as a result of information obtained from your background check, pursuant to the FCRA, Wayne State University will furnish to you the required adverse communications which include a copy of your background report, a summary of your rights under the FCRA, and instructions on how you can dispute inaccurate information contained within the report. Wayne State University will procure the report from:

CRA: A-Check America, Inc. • 1501 Research Park Dr. • Riverside, CA 92507 • Tel. 877-345-2021 • www.acheckamerica.com

Authorization

I ______________________________ have carefully read and understand this Consumer Disclosure and Authorization. By my signature below, I consent to the release of consumer reports and/or investigative consumer reports to Wayne State University in conjunction with my job application. I also authorize disclosure to Wayne State University and/or to the background check vendor of information concerning my employment history, earning history, education, credit history, credit capacity and credit standing, motor vehicle history and standing, criminal history, and all other information Wayne State University deems pertinent by any individual, corporation or other private or public entity, including without limitation the following: employers; learning institutions, including colleges and universities; law enforcement agencies; federal, state and local courts; the military; credit bureaus; motor vehicle records agencies; and other applicable sources. I understand that if Wayne State University hires me, my consent will apply throughout my employment to the extent permitted by law, unless I revoke or cancel my consent by sending a signed letter or statement to Wayne State University's HR Department. I also understand that, to the extent allowed by law, information contained in my job application or otherwise disclosed by me before, during, or after my employment, if any, may be used for the purpose of obtaining consumer reports and/or investigative consumer reports. This Consumer Disclosure and Authorization form, in original, faxed, photocopied, or electronic form, will be valid for any reports that may be requested by Wayne State University. I understand that providing any false information or omitting any material information on my application materials or in the interview process will be sufficient grounds for rejection of the application, or termination of employment whenever discovered.

The following is my true and complete legal name and all information is true and correct to the best of my knowledge.

Please Print:

First Name:	Middle Name:	Last Name:	Maiden Name or Other Names Used:		
Present Street Address:		City:		State:	Zip:
Social Security Number: - -		Driver's License State & Number:			DOB:
Former Street Address (Past 7 Years)	City	State	Zip	From:	To:
Former Street Address (Past 7 Years)	City	State	Zip	From:	To:
Former Street Address (Past 7 Years)	City	State	Zip	From:	To:
Former Street Address (Past 7 Years)	City	State	Zip	From:	To:

WAYNE STATE UNIVERSITY

Consumer Authorization Form (cont.)

☐ **Please check box acknowledging receipt of the federal Fair Credit Reporting Act Summary of Rights.**

A-Check America will need to contact you if additional information is needed to process your Background Investigation. Please provide a cell and/or alternate phone number and email address where we may contact you.

Cell Phone: (________) ________________________ Alternate Phone: (________) ________________________

Email Address: ____

Signature: ____ Date: ____________________

State Required Notices

Attention Applicants: If you are a resident of any of the following states, please review the additional rights afforded to residents of that state.

California, Minnesota, or Oklahoma: If a consumer background report is ordered, would you like a free copy of the report mailed to your home? ☐ Yes ☐ No (Note: Employer is required to mail applicant a copy if the box is checked yes.)

California: You have the right to access your file as maintained by the Consumer Reporting Agency (CRA) during normal business hours. By submitting proper identification and paying any duplication costs, you have the options of requesting your file via (1) mail [CRA not responsible for report after it leaves premises via mail] (2) in person at the CRA's office during normal business hours and on reasonable notice [you may be accompanied by one other person, provided that person furnishes proper identification] or (3) a summary of the file by telephone. For information regarding the privacy policy of A-Check America, please visit www.acheckamerica.com/about-us/privacy.aspx.

Maine: If requested, you have the right to be informed if (1) the Company ordered a background report on you and if ordered (2) the name and address of the Consumer Reporting Agency (CRA) furnishing the report. You may request and receive from the Company, within five business days of our receipt of your request, the name, address and telephone number of the CRA's nearest office. In addition, you have the right to request and promptly receive from all such CRAs copies of any such investigative consumer reports.

Maryland or Oregon: If the Company obtains credit history information on you, it will be used to evaluate whether you would present an unacceptable risk of theft or other dishonest behavior in the job for which you are being considered.

Massachusetts or New Jersey: If requested, you have the right to a copy of any background check report concerning you that the Company has ordered. You may contact the Consumer Reporting Agency for a copy.

Minnesota: If you submit a request to us in writing, you have the right to get from the Company a complete and accurate disclosure of the nature and scope of the consumer report or investigative consumer report ordered, if any.

New York: You have the right, upon written request, to be informed of whether or not a consumer report was requested. If a consumer report is requested, you will be provided with the name and address of the consumer reporting agency furnishing the report.

State of Washington: If the Company requests an investigative consumer report, you have the right, upon written request made within a reasonable period of time after your receipt of this disclosure, to receive from the Company a complete and accurate disclosure of the nature and scope of the investigation requested by the Company. You also have the right to request from the CRA a written summary of your rights and remedies under the Washington Fair Credit Reporting Act.

WAYNE STATE UNIVERSITY

FCRA Summary of Rights

Para información en español, visite www.consumerfinance.gov/learnmore o escriba a la Consumer Financial Protection Bureau, 1700 G Street N.W., Washington, DC 20552.

The federal **Fair Credit Reporting Act (FCRA)** promotes the accuracy, fairness, and privacy of information in the files of consumer reporting agencies. There are many types of consumer reporting agencies, including credit bureaus and specialty agencies (such as agencies that sell information about check writing histories, medical records, and rental history records). Here is a summary of your major rights under the FCRA. **For more information, including information about additional rights, go to: www.consumerfinance.gov/learnmore or write to: Consumer Financial Protection Bureau, 1700 G Street N.W., Washington, DC 20552.**

- **You must be told if information in your file has been used against you.** Anyone who uses a credit report or another type of consumer report to deny your application for credit, insurance, or employment—or to take another adverse action against you—must tell you, and must give you the name, address, and phone number of the agency that provided the information.

- **You have the right to know what is in your file.** You may request and obtain all the information about you in the files of a consumer reporting agency (your "file disclosure"). You will be required to provide proper identification, which may include your Social Security number. In many cases, the disclosure will be free. You are entitled to a free file disclosure if:

- a person has taken adverse action against you because of information in your credit report;
- you are the victim of identity theft and place a fraud alert in your file;
- your file contains inaccurate information as a result of fraud;
- you are on public assistance;
- you are unemployed but expect to apply for employment within 60 days.
- In addition, all consumers are entitled to one free disclosure every 12 months upon request from each nationwide credit bureau and from nationwide specialty consumer reporting agencies. See www.consumerfinance.gov/learnmore for additional information.

- **You have the right to ask for a credit score.** Credit scores are numerical summaries of your credit-worthiness based on information from credit bureaus. You may request a credit score from consumer reporting agencies that create scores or distribute scores used in residential real property loans, but you will have to pay for it. In some mortgage transactions, you will receive credit score information for free from the mortgage lender.

- **You have the right to dispute incomplete or inaccurate information.** If you identify information in your file that is incomplete or inaccurate, and report it to the consumer reporting agency, the agency must investigate unless your dispute is frivolous. See www.consumerfinance.gov/learnmore for an explanation of dispute procedures.

- **Consumer reporting agencies must correct or delete inaccurate, incomplete, or unverifiable information.** Inaccurate, incomplete or unverifiable information must be removed or corrected, usually within 30 days. However, a consumer reporting agency may continue to report information it has verified as accurate.

- **Consumer reporting agencies may not report outdated negative information.** In most cases, a consumer reporting agency may not report negative information that is more than seven years old, or bankruptcies that are more than 10 years old.

- **Access to your file is limited.** A consumer reporting agency may provide information about you only to people with a valid need -- usually to consider an application with a creditor, insurer, employer, landlord, or other business. The FCRA specifies those with a valid need for access.

- **You must give your consent for reports to be provided to employers.** A consumer reporting agency may not give out information about you to your employer, or a potential employer, without your written consent given to the employer. Written consent generally is not required in the trucking industry. For more information, go to www.consumerfinance.gov/learnmore.

- **You may limit "prescreened" offers of credit and insurance you get based on information in your credit report.** Unsolicited "prescreened offers" for credit and insurance must include a toll-free phone number you can call if you choose to remove your name and address from the lists these offers are based on. You may opt-out with the nationwide credit bureaus at 1-888-567-8688.

- **You may seek damages from violators.** If a consumer reporting agency, or, in some cases, a user of consumer reports or a furnisher of information to a consumer reporting agency violates the FCRA, you may be able to sue in state or federal court.

- **Identity theft victims and active duty military personnel have additional rights.** For more information, visit www.consumerfinance.gov/learnmore.

States may enforce the FCRA, and many states have their own consumer reporting laws. In some cases, you may have more rights under state law. For more information, contact your state or local consumer protection agency or your state Attorney General. For information about your federal rights, contact:

TYPE OF BUSINESS:	**CONTACT:**
1.a. Banks, savings associations, and credit unions with total assets of over $10 billion and their affiliates b. Such affiliates that are not banks, savings associations, or credit unions also should list, in addition to the CFPB:	a. Consumer Financial Protection Bureau 1700 G Street NW Washington, DC 20552 b. Federal Trade Commission: Consumer Response Center--FCRA Washington, DC 20580 (877) 382- 4357
2. To the extent not included in item 1 above: a. National banks, federal savings associations, and federal branches and federal agencies of foreign banks b. State member banks, branches and agencies of foreign banks (other than federal branches, federal agencies, and Insured State Branches of Foreign Banks), commercial lending companies owned or controlled by foreign banks, and organizations operating under section 25 or 25A of the Federal Reserve Act c. Nonmember Insured Banks, Insured State Branches of Foreign Banks, and insured state savings associations d. Federal Credit Unions	a. Office of the Comptroller of the Currency Customer Assistance Group 1301 McKinney Street, Suite 3450 Houston, TX 77010-9050 b. Federal Reserve Consumer Help Center P.O. Box 1200 Minneapolis, MN 55480 c. FDIC Consumer Response Center 1100 Walnut Street, Box #11 Kansas City, MO 64106 d. National Credit Union Administration Office of Consumer Protection (OCP) Division of Consumer Compliance and Outreach (DCCO) 1775 Duke Street Alexandria, VA 22314
3. Air carriers	Asst. General Counsel for Aviation Enforcement & Proceedings Aviation Consumer Protection Division Department of Transportation 1200 New Jersey Avenue, S.E. Washington, DC 20590
4. Creditors Subject to the Surface Transportation Board	Office of Proceedings, Surface Transportation Board Department of Transportation 395 E. Street, S.W. Washington, DC 20423
5. Creditors Subject to Packers and Stockyards Act, 1921	Nearest Packers and Stockyards Administration area supervisor
6. Small Business Investment Companies	Associate Deputy Administrator for Capital Access United States Small Business Administration 409 Third Street, SW, 8th Floor Washington, DC 20416
7. Brokers and Dealers	Securities and Exchange Commission 100 F St., N.E. Washington, DC 20549
8. Federal Land Banks, Federal Land Bank Associations, Federal Intermediate Credit Banks, and Production Credit Associations	Farm Credit Administration 1501 Farm Credit Drive McLean, VA 22102-5090
9. Retailers, Finance Companies, and All Other Creditors Not Listed Above	FTC Regional Office for region in which the creditor operates <u>or</u> Federal Trade Commission: Consumer Response Center – FCRA Washington, DC 20580 (877) 382-4357

Candidate Reference Guide - Background Screening Application

Congratulations on your recent job offer at Wayne State University. As previously mentioned, this offer is contingent upon the completion of a satisfactory background check that is required by University policy for this position, including, but not limited to, a criminal background check. If the University determines that your background check results are unsatisfactory, this offer shall be revoked. As part of this process, you will receive an e-mail invitation with instructions from A-Check America to complete the background screening application.

IMPORTANT NOTE: You have been given **72 hours** to complete the background screening application.

Please find below a helpful guide to assist you in completing the background screening application. Once the background process has been completed, you will be contacted by the Hiring Manager or Human Resources (for Non-Academic positions only).

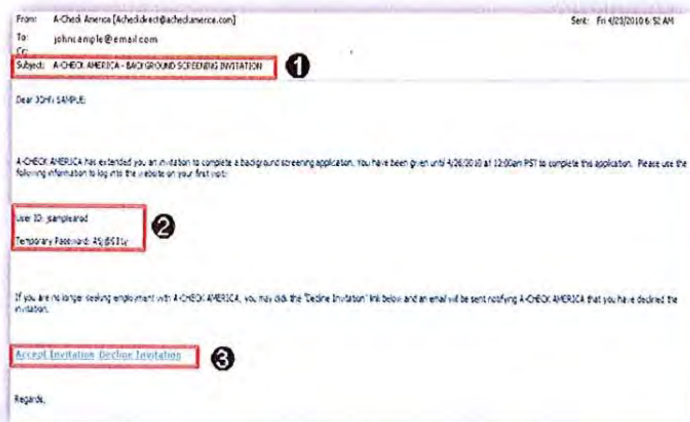
STEP 1: E-MAIL INVITATION FROM A-CHECK

1. You will receive an e-mail invitation from with the Subject **"A-CHECK AMERICA – BACKGROUND SCREENING INVITATION"**

   The e-mail will contain a system generated **Login** information. You will need this information to access the website.

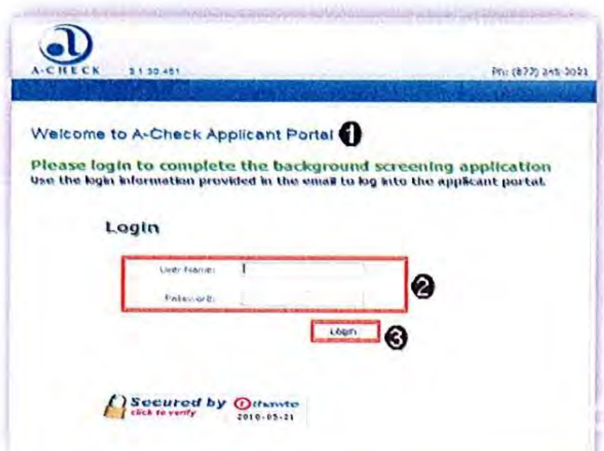
3. Select **Accept Invitation** to begin the background screening application.

   Note: *Your job offer is contingent upon successful completion of a background check. By selecting "Decline Invitation" you are disqualifying yourself from consideration.*



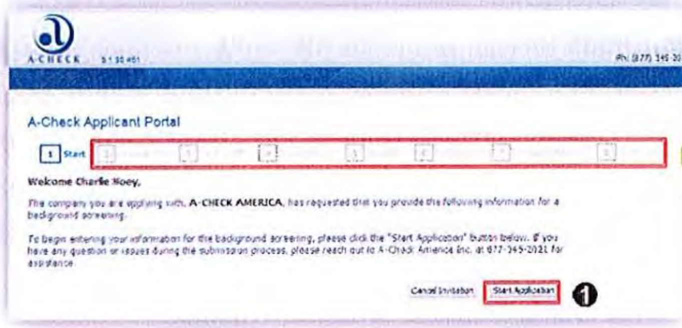
STEP 2: LOGIN

1. Once you select the **Accept Invitation** link, you will be directed to the Applicant Portal at A-Check America.
2. **Enter** your **username** and **password** from the e-mail invitation you received.
3. Click the **Login** button.



STEP 3: COMPLETING THE BACKGROUND SCREENING APPLICATION

1. After reading the welcome message, click **Start Application.**

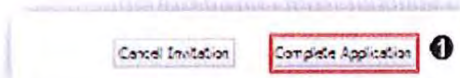


2. At this point, you will be taken to the application wizard to complete the following sections:

   - ☐ **Personal Information:** Be sure to enter your full legal name as it appears on your Government documents.
   - ☐ **Driver's Record:** Make sure you have a valid Driver's license number ready.
   - ☐ **Education:** You will be asked to provide the highest level of education completed.
   - ☐ **Employment History:** You will be asked to provide all employment history within the past 7 years
   - ☐ **Disclosed Offenses:** You will be given an opportunity to disclose any criminal records. Please provide as much accurate information as you have available to you.

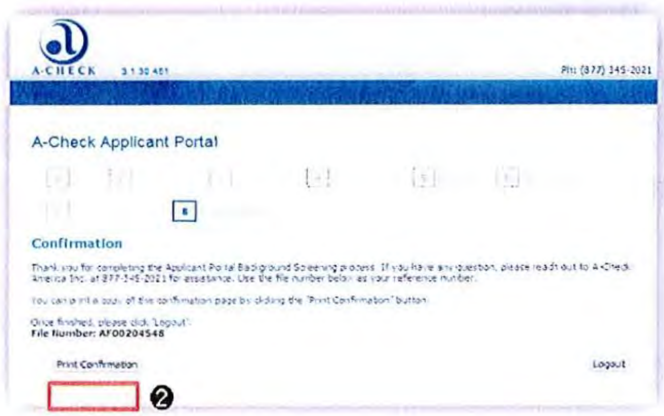
STEP 4: COMPLETING THE BACKGROUND SCREENING APPLICATION – FINAL STEPS

1. Once you have completed all sections, click **Complete Application.**

   IMPORTANT: *You MUST click the Complete Application button in order for A-Check to begin the screening process*

2. You will receive a confirmation message and file number. For your record, you should retain the file number or print a copy by clicking the **Print Confirmation** button.



WAYNE STATE

Background Check Results

A-Check America, Inc. has provided the Background Check report on the final candidate(s) listed below. After conducting the assessment on the background check results, we have determined the following:

Final Candidate Name: ______________________________

Position Title: ______________________________

Department: ______________________________

S/C/D: ______________________________

Background Check Date: ______________________________

Assessment of Results: Cleared for Hired / Not Cleared for Hire

Request for Background Check

INSTRUCTIONS FOR HIRING MANAGER:

Once candidate has accepted the contingent offer, please complete the request below and submit to HR at *esc@wayne.edu* for processing.

NOTE: If candidate completed the paper *Authorization for Background Check* form, you will need to scan it and send it to HR along with the information requested below.

Final Candidate Name (First, M.I, Last):	
Valid E-mail address:	
Employee Class (E-Class):	
Position Title:	
Proposed Start Date:	
S/C/D:	
Supervisor:	
Posting Number (If Applicable)	

WSU BACKGROUND CHECK PROCESS

Employment Service Center
Human Resources
June, 2013

AGENDA

- Introduction
- Highlights of New WSU Background Check Policy – *Publish date: **7/1/2013!***
- Background Check Process and Roles and Responsibilities of:
  - Hiring Manager
  - Final Candidate
  - Human Resources
  - Office of General Counsel

POLICY HIGHLIGHTS

- **Who will be required to undergo a background check?**
  - ALL external final candidates for employment
  - Volunteer positions
  - Persons identified by third-party staffing vendors for temporary positions
  - Individuals who are permitted to conduct activities involving minor children on University property
  - Former employees that are being re-hired after one year of separation

POLICY HIGHLIGHTS

- **All positions will require:**
  - SSN Trace
  - Criminal Records
  - National and State Sex Offender Registry Search
  - Employment History
- **Other checks will be conducted based on job relevance:**
  - Credit Check
  - Education and Licensing
  - Drug Screen
  - Motor Vehicle Check

COMMONLY CONDUCTED BACKGROUND CHECKS

Type	Purpose
SSN Trace	Used to match a person's Social Security Number to his or her name. Also verifies previous address history that will be utilized to conduct the check.
Criminal Records	Used to help identify past instances of criminal felonies and misdemeanors. Usually a SSN trace is required to verify SSN to name match before check is completed. Also, national and state sex offender registries are checked.
Educational and Licensing	Used to verify if a degree or credential was issued and to confirm the institution and date awarded. Used to also check candidate's past driving records and/or to ensure candidate is permitted to operate various types of machinery as required by position responsibilities.
Employment History	Used to verify the dates of employment, position, and salary history.
Credit History	Used to identify if an applicant has any financial accounts in collections, open loans, etc. by accessing credit bureau information.
Drug Screen	Used to test for illegal substances.
Motor Vehicle Check	Used to provide information regarding a person's driver license and driving record.

POLICY HIGHLIGHTS

- All offers of employment will be contingent upon successful background checks.
- Who will be conducting background checks on behalf of WSU?
  - All checks will be conducted by **A-Check America, Inc.** an internationally recognized employment screening organization
- Most background checks will take 24 – 72 hours
  - International checks may take longer
- Assessments will be coordinated centrally by HR in consultation with OGC and Academic Personnel
- All background check results will be kept confidential

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JOB OFFERS

HIRING MANAGER	HUMAN RESOURCES
<u>E-Class Group A</u> • Student Assistant (ST) • College Work Study (CW) • Graduates (Students, Research, Teaching) (U2 and U9) • Temporary Employees (Direct Hire) (TE) • Voluntary Employees (VO) • Academic Faculty (A2, A9, F1, F2, F9, FA) • Part-Time Faculty (PT, P5, HP) • Academic Staff (C2, C9, D2, D9, S2, S9) • Research Employees (R2, R9) • Medical Residents (MR)	<u>E-Class Group B</u> • Non-Academic Represented (24, 7M, A5, HX OE, OS, PE, PN, PS, SA, SK) • Non-Academic Non-Represented (EX, MA, NC, NE, NN)

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ROLES AND RESPONSIBILITIES

<u>Hiring Manager:</u>

Step 1: Extends contingent job offer (E-Class Group A ONLY!)

<u>To Temporary Employees (TE):</u>

"This offer is contingent upon the completion of a satisfactory background check that is required by University policy for this position, including, but not limited to, a criminal background check. If the University determines that your background check results are unsatisfactory, this offer shall be revoked or, <u>if your employment has already commenced, your employment will be immediately terminated</u>."

<u>To ALL other External Candidates</u>

"This offer is contingent upon the completion of a satisfactory background check that is required by University policy for this position, including, but not limited to, a criminal background check. If the University determines that your background check results are unsatisfactory, this offer shall be revoked."

this info goes live on website nxt Mon

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ROLES AND RESPONSIBILITIES

<u>Hiring Manager:</u>

Step 2: Provide final candidate with:

- *"Candidate Reference Guide - Background Screening Application"* ***OR***
- Have candidate complete *Authorization for Background Investigation*

Step 3: Submits *"Request for Background Check"* to Human Resources at <u>esc@wayne.edu</u>

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ROLES AND RESPONSIBILITIES

Final Candidate:

Step 1: Completes Background Screening Application *(Online form)* **OR** Authorization for Background Investigation *(Paper form)*

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ROLES AND RESPONSIBILITIES

Human Resources

Step 1: Initiate invitation to final candidate ***OR*** process *Authorization for Background Investigation* form via A-Check system

Step 2: Assess Background check results in consultation with OGC/Academic Personnel (when applicable)

Step 3: Notify Hiring Manager of background check clearance

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Questions

Job Offer Statement

To Temporary Employees:

"This offer is contingent upon the completion of a satisfactory background check that is required by University policy for this position, including, but not limited to, a criminal background check. If the University determines that your background check results are unsatisfactory, this offer shall be revoked or, if your employment has already commenced, your employment will be immediately terminated."

To all other External Candidates

"This offer is contingent upon the completion of a satisfactory background check that is required by University policy for this position, including, but not limited to, a criminal background check. If the University determines that your background check results are unsatisfactory, this offer shall be revoked."

Summary of the New WSU Background Check Policy

Background:

- In 2008, WSU began the process of reviewing the background check policy and scope to identify opportunities for enhancement

- Recent nationally publicized events heightened the need for a comprehensive background screening process at WSU

- Current WSU policies, procedures and practices were researched and documented.
  - We determined that there was no comprehensive background check policy
  - Found inconsistent application of existing background check procedures

- Peer universities in Michigan and out-of-state were surveyed regarding their practices and processes.
  - WSU lagged behind peers in background check policies and processes
  - There is a national trend to evaluate and improve background check policies

- Findings were presented to President's Cabinet.

- At Cabinet's direction, and working with Office of the General Counsel, a revised policy has been approved for implementation.

Key Highlights of the New Policy:

- Background checks will be required of
  - ALL external final candidates for employment or volunteer positions
  - Persons identified by third-party staffing vendors for temporary positions
  - Individuals who are permitted to conduct activities involving minor children on University property

- All offers of employment will be contingent upon successful background checks.

- Former employees that are being re-hired after one year of separation will require a background check

- All positions will require:
  - SSN Trace
  - Criminal Records
  - National and State Sex Offender Registry Search
  - Employment History

- Other checks will be conducted based on job relevance:
  - Credit Check
  - Education and Licensing
  - Drug Screen

Summary of the New WSU Background Check Policy

- Background Check results showing a felony conviction will be evaluated utilizing the following factors:
  - The nature and gravity of the offense
  - The time that has passed since the offense occurred and/or completion of the sentence
  - The nature of the job sought

- Candidates will be provided the opportunity to provide documentation to give additional insight into the circumstances relating to the conviction

- All checks will be conducted by a 3rd party vendor (A-Check) and will be required to comply with the Fair Credit Reporting Act (FCRA). All results will be kept confidential and maintained in the vendor's system according to federal guidelines.

- Most background checks will take 24 – 72 hours. International checks may take longer.

- All checks will be coordinated centrally by Human Resources. Assessments of results that contain adverse information will be conducted in consultation with Office of General Counsel and Academic Personnel (for academic positions).

- The WSU Background Check policy will be effective for all new hires beginning July 1, 2013.

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  - Former employees that are being re-hired after one year of separation

policy to come out in 2 wks
Eff. 7-1-13
24-72 hrs after offer - contingent on the B Chk.

POLICY HIGHLIGHTS

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  - SSN Trace
  - Criminal Records
  - National and State Sex Offender Registry Search
  - Employment History
- Other checks will be conducted based on job relevance:
  - Credit Check
  - Education and Licensing
  - Drug Screen
  - Motor Vehicle Check

COMMONLY CONDUCTED BACKGROUND CHECKS

Type	Purpose
SSN Trace	Used to match a person's Social Security Number to his or her name. Also verifies previous address history that will be utilized to conduct the check.
Criminal Records	Used to help identify past instances of criminal felonies and misdemeanors. Usually a SSN trace is required to verify SSN to name match before check is completed. Also, national and state sex offender registries are checked.
Educational and Licensing	Used to verify if a degree or credential was issued and to confirm the institution and date awarded. Used to also check candidate's past driving records and/or to ensure candidate is permitted to operate various types of machinery as required by position responsibilities.
Employment History	Used to verify the dates of employment, position, and salary history.
Credit History	Used to identify if an applicant has any financial accounts in collections, open loans, etc. by accessing credit bureau information.
Drug Screen	Used to test for illegal substances.
Motor Vehicle Check	Used to provide information regarding a person's driver license and driving record.

POLICY HIGHLIGHTS

- All offers of employment will be contingent upon successful background checks.
- Who will be conducting background checks on behalf of WSU?
  - All checks will be conducted by **A-Check America, Inc.** an internationally recognized employment screening organization
- Most background checks will take 24 – 72 hours
  - International checks may take longer
- Assessments will be coordinated centrally by HR in consultation with OGC and Academic Personnel
- All background check results will be kept confidential

Vendor is
Acheck in CA
FCRA and
[illegible]

ROLES AND RESPONSIBILITIES

Hiring Manager:

Step 1: Extends contingent job offer (E-Class Group A ONLY!)

Step 2: Provide final candidate with:

- *"Candidate Reference Guide - Background Screening Application" OR*
- Have candidate complete *Authorization for Background Investigation*

Step 3: Submits *"Request for Background Check"* to Human Resources at esc@wayne.edu

JOB OFFERS

HIRING MANAGER	HUMAN RESOURCES
E-Class Group A	E-Class Group B
• Student Assistant (ST) • College Work Study (CW) • Graduates (Students, Research, Teaching) (U2 and U9) • Temporary Employees (Direct Hire) (TE) • Voluntary Employees (VO) • Academic Faculty (A2, A9, F1, F2, F8, FA) • Part-Time Faculty (PT, P5, HP) • Academic Staff (C2, C9, D2, D9, S2, S9) • Research Assistants (R2, R9) • Medical Residents (MR)	• Non-Academic Represented (24, 7M, AS, HX OE, OS, PE, PN, SA, SK) • Non-Academic Non-Represented (EX, MA, NC, NE, NN)

JOB OFFER STATEMENT

To Temporary Employees (TE):

"This offer is contingent upon the completion of a satisfactory background check that is required by University policy for this position, including, but not limited to, a criminal background check. If the University determines that your background check results are unsatisfactory, this offer shall be revoked or, if your employment has already commenced, your employment will be immediately terminated."

To ALL other External Candidates

"This offer is contingent upon the completion of a satisfactory background check that is required by University policy for this position, including, but not limited to, a criminal background check. If the University determines that your background check results are unsatisfactory, this offer shall be revoked."

ROLES AND RESPONSIBILITIES

Final Candidate:

Step 1: Completes Background Screening Application *(Online form)* OR Authorization for Background Investigation *(Paper form)*

ROLES AND RESPONSIBILITIES

Human Resources

Step 1: Initiate invitation to final candidate ***OR*** process *Authorization for Background Investigation* form via A-Check system

Step 2: Assess Background check results in consultation with OGC/Academic Personnel (when applicable)

Step 3: Notify Hiring Manager of background check clearance

Questions

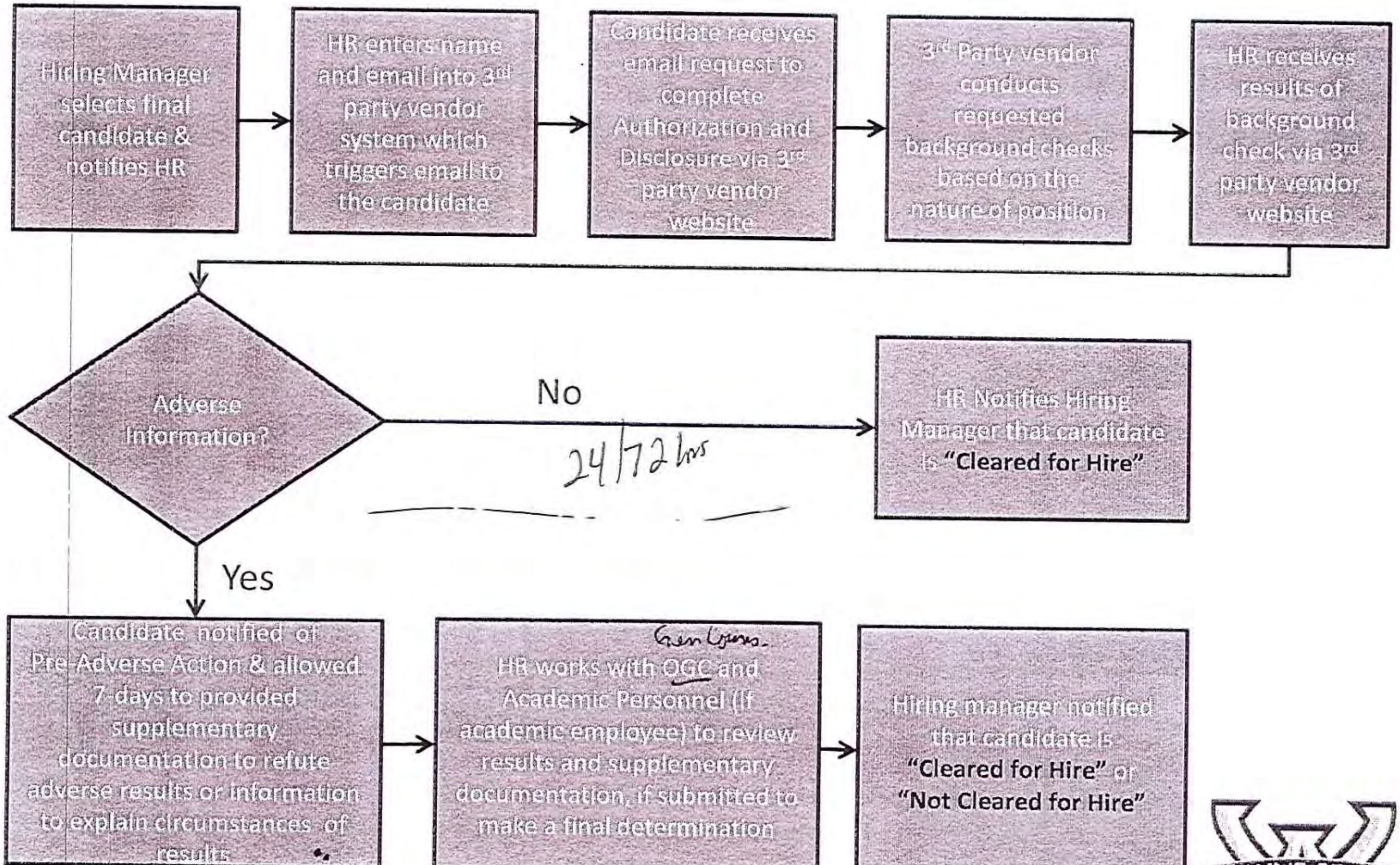
New WSU Background Check Policy*

	Faculty/ Academic Staff	Facilities/ Maintenance Staff	Residence Hall Staff	Student Services Staff	Public Safety Officers	Professional/ Clerical/Research/ Management/ Executive/Other
Criminal Records	X	X	X	X	X	X
Credit History						X (For positions that handle cash an/or have significant budgetary responsibilities)
Education and Licensing	X (For positions that require a degree or license)	X (For positions that require a degree or license)	X (For positions that require a degree or license)	X (For positions that require a degree or license)	X (For positions that require a degree or license)	X (For positions that require a degree license)
Employment History	X	X	X	X	X	X
Drug Screen		X (For positions that require the operation of motor vehicles)			X (For positions that require the operation of motor vehicles and/or use of firearms)	

* New policy will result in consistently applied background checks across S/C/Ds and among similar types of positions.

Process Overview

This process will be followed for each check required for the position:



WAYNE STATE

Job Offer Statement

To Temporary Employees:

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To all other External Candidates

"This offer is contingent upon the completion of a satisfactory background check that is required by University policy for this position, including, but not limited to, a criminal background check. If the University determines that your background check results are unsatisfactory, this offer shall be revoked."