FINANCIAL ADMINISTRATOR DEVELOPMENT PROGRAM

Human Resources
Talent Management Administration

May 12, 2015
Danielle Polaskey
Manager, Talent Management Administration

Formal Education: Michigan State University
• Masters in Human Resources and Labor Relations
• Bachelors in Communication

Multiple Work Perspectives over last 10 plus years:
• External & Internal Consultant
• Compensation & Benefits Specialist
• Employment Relationship Specialist
• HR Director - Business Partner
• Talent Management Manager
What Is Talent Management?

“Talent management is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs.” (SHRM, 2006)
Why Is Talent Management Important?

- Activity: Discuss at your table the possible direct and indirect costs of managing talent ineffectively

<table>
<thead>
<tr>
<th>Direct Costs</th>
<th>Indirect Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of staff filling in while position is vacant</td>
<td>Quality of work</td>
</tr>
<tr>
<td>Cost of lost knowledge, skills and contacts</td>
<td>Increased absenteeism</td>
</tr>
<tr>
<td>Time invested in replacing employee</td>
<td>Reduced customer service</td>
</tr>
<tr>
<td>Time invested in the hiring process</td>
<td>Individual/team productivity</td>
</tr>
<tr>
<td>Cost of training newly hired employee</td>
<td>Individual/team performance</td>
</tr>
</tbody>
</table>
Financial Impact

• How much does one employee cost MSU over 30 years of employment? Consider an employee who makes $70,000

Salary Cost = $70,000
Benefit Cost = $20,000
Total Cost per year = $90,000
Multiply by 30 years = 2,700,000
= $2.7 Million for one employee

• Managing talent has a very real financial impact!
Talent Management Administration

- Lead for Talent Acquisition
- Best Practices for Performance Management
- Lead for Retention
Current Talent Acquisition Responsibilities

Partner with units on the posting/hiring process…

- Provide guidance on writing position descriptions
- Review posting text
- Post vacancies on MAP/COMPASS
- Screen resumes based on minimum requirements
- Support units through interview/selection process
- Initiate criminal background checks
Current Talent Acquisition Responsibilities (Continued)

• Staffing Strategies - Foundations of Effective Leadership Course

• Represent MSU at career fairs

• Deploy temporary help (Office Services)

• Partnership with Graystone Advertising Group
Future Talent Acquisition Initiatives (Next 18-24 Months)

- Identify and support recruiting efforts that attract high performing individuals
- Analyze technological requirements for a Recruiting System, selecting a system provider, and implementing the system
- Evaluate, reengineer and implement hiring process improvements in collaboration with stakeholders
Performance Management Initiatives

Current:
- Provide guidance and support for units on the performance management process
- Education/training
  - Performance Management - Foundations of Effective Leadership Course

Future:
- HR is in the process of determining better ways to assist units with performance management

A BOLD NEW IMPERATIVE: ADVANCE OUR CULTURE OF HIGH PERFORMANCE

We are compelled to elevate the quality and effectiveness of every product, service, and process to realize our highest aspirations and the expectations of our partners. It is a call to action for all associated with Michigan State University.
Retention Initiatives

Current:
- Coordinate awards and recognition events
  - Service Awards, Jack Breslin Distinguished Staff Award, Gliozzo Clerical-Technical Awards, Ruth Jameyson Award
- Administer the University’s layoff and bypass process

Future:
- Assess ways we can partner with University leaders to support strategic objectives and retain key employees
# Example Metrics

<table>
<thead>
<tr>
<th>Talent Management Area</th>
<th>Example Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent Acquisition</td>
<td>• New Hire Performance in First Year</td>
</tr>
<tr>
<td></td>
<td>• Ratio of Offers Made to Acceptances</td>
</tr>
<tr>
<td></td>
<td>• Time to Fill</td>
</tr>
<tr>
<td></td>
<td>• Cost per Hire</td>
</tr>
<tr>
<td>Performance Management</td>
<td>• Compliance Rate of PDP Completion</td>
</tr>
<tr>
<td></td>
<td>• # or % of PDPs failed vs. passed</td>
</tr>
<tr>
<td></td>
<td>• Reasons cited for failed PDPs</td>
</tr>
<tr>
<td>Retention</td>
<td>• Turnover Rate</td>
</tr>
<tr>
<td></td>
<td>• Engagement/Satisfaction</td>
</tr>
<tr>
<td></td>
<td>• Stay Interviews</td>
</tr>
</tbody>
</table>
Talent Management Metrics

- Postings processed (Executive Management, FAS, Extension, Support Staff only)
  
  = 1,667 postings last year

- Resumes screened (Support Staff only)

  = 33,311 resumes last year or 641 per week

- Criminal background checks processed (Support Staff only)

  = 4,812 Criminal Background Checks
Questions?

Contact the Presenter:
Name: Danielle Polaskey
Title: Manager, Talent Management Administration MSU HR
E-mail: dpolaskey@hr.msu.edu
Office number: 517-884-0058

Contact Talent Management Administration:
E-mail us: TalentManagementAdministration@hr.msu.edu

Contact MSU HR Solutions Center:
E-mail us: SolutionsCenter@hr.msu.edu
Office number: 517-353-4434

Human Resources Website: HR.msu.edu
Talent Management

Organization Development
Professional Development Services

Todd E. Bradley
Jennie Yelvington
Working Together to Meet Campus Needs

Faculty & Organizational Development

HR Organization Development

HR Professional Development Services
Organization Development (OD) Provides

- Unit assessments
- Team development/alignment interventions
- Behavioral style profiling - DiSC
- Vision, mission, goal-setting
- Change management
- Conflict Management
- Strategic Planning
OD assists teams in enhancing their work environment by facilitating

- Effective communication
- Clear roles within a structure
- Effective processes
- Clear expectations for performance and behavior
- Timely informal/formal accountability and feedback
- A foundation of effective leadership
Occupational Half Life:
The time it takes for one-half of current job skills to become outdated or obsolete.

<table>
<thead>
<tr>
<th>1970</th>
<th>Present</th>
</tr>
</thead>
<tbody>
<tr>
<td>12-15 years</td>
<td>2-3 years</td>
</tr>
</tbody>
</table>

Finding & Keeping Great Employees, Jim Harris, Ph.D. and Joan Brannick, Ph.D., 1999
Professional Development Services

Skill gaps on your team? We can help!

Anticipating and meeting the needs of the University’s support staff to align professional development opportunities with institutional priorities and direction

- Instructor led classes
- Customized departmental programs
- elevateU online learning
- Leadership Development
- Mentoring
- Organizational Consulting re: professional development needs/gaps
Partnering with Campus Experts

- Controller’s Office
- English Language Center
- CABS
- University Services
- MSU Police
- Travel Office
- Office of Sponsored Programs
- Office of inclusion & Intercultural Initiatives
- General Council
A Full Service Partner: Controller’s Office Example

PDS Role:

- Consult on training best practices
- Handle registration in EBS
- Marketing
- Set up classrooms & order/manage food
- Pilot new programs
- Review evaluations and make recommendations
Anticipated Organizational Impact

- Stronger leaders
- Increased collaboration and team effectiveness
- Highly skilled, agile workforce
- Improved unit processes
- Increased Engagement & Retention
Metrics and Measurements

Tools employed to measure & establish benchmarks

1. OD surveys to measure reported impact & morale
2. Customer surveys to measure satisfaction
3. Focus groups
4. Course evaluations & participation reports
5. Follow up course evaluations to measure application of skills
# Plan to Set & Measure Goals for PDS & OD (Draft)

<table>
<thead>
<tr>
<th>MSU Impact</th>
<th>Target (Examples, actual targets not yet set)</th>
<th>Method</th>
<th>Current Results</th>
</tr>
</thead>
</table>
| **Stronger Teams**          | Increased team effectiveness as evidenced by surveyed participants reporting increased team effectiveness following OD intervention | Survey of units with OD interviews                                     | • 40% decrease in repeat unit interventions from 2013 to 2014  
• 50% increase in new unit request for services from 2013 to 2014 |
| **Stronger Leaders**        | Increased engagement in PDS leadership programs as evidenced by yearly increase in participation and survey participants reporting that they are applying skills learned | Number of Participants in leadership programs (PDS & elevateU)  
Survey - training usefulness on the job (self-report) | • More new supervisors trained. From 17 in 2011 to 125 in 2014  
• 60 Foundations participants yearly; 170 participants in other leadership ITL programs  
• Reported improvement in decision making, work relationships, effectiveness & productivity |
| **Skilled Workforce**       | Provide relevant programming to boost staff skills needed at MSU, as evidenced by yearly increase in participation and survey participants reporting that they are applying skills learned | Number of participants, instructor led training & elevateU  
Surveys re: application of skills learned | • 54% increase in ILT attendance  
• 2300 in elevateU, accessing 5000 different resources  
• 94% of elevateU surveys indicate they are applying content learned |
| **Process Improvement**     | Improve understanding and application of process improvement strategies, as evidenced by number of individuals and units who have taken MSU Process Mapping and reports from units on progress | Total participants in process mapping  
Number of units who have participated  
Reporting of changes to processes | • 280 people trained representing more than 80 units on campus  
• Reduced silos, increased understanding |
| **Increased Engagement**    | Enhanced team cohesiveness and morale as evidenced by survey participants reporting improvement following OD intervention | Unit Survey, individual and supervisory self-report                     | • 45% increase in providing direct unit interventions from 2013 to 2014 |
Looking to the future...

- **Organizational Effectiveness**: Support MSU’s strategic priorities, goals and objectives through targeted strategies and actions.

- **Workforce Development**: Develop, implement, facilitate and manage programs to support MSU’s strategies related to support staff development.

- **Leadership Development**: Support MSU’s leadership priorities with developing individual and organizational programs.
Questions and Comments

Contact information

• OD Services, Todd E. Bradley, 517-884-4976
  bradl264@hr.msu.edu

• Professional Development Services
  Jennie Yelvington, 517-884-3798
  jennie@hr.msu.edu

www.hr.msu.edu
Total Compensation & Wellness

Chuck Folino
Senior Comp & Benefits Specialist
Tuesday, May 12, 2015
Contents

• Mission Alignment
• Total Comp & Wellness (TCW) Office Overview
• TCW Teams
• Q&A
BOLDER BY DESIGN

Our shared strategic framework: six imperatives that commit us to delivering distinctive, high-value impact and experiences in everything we do:

1. **ENHANCE THE STUDENT EXPERIENCE** by expanding opportunities for where, when, and how students learn and increasing the value of an MSU degree.

2. **ENRICH COMMUNITY, ECONOMIC, AND FAMILY LIFE** through research, outreach, engagement, entrepreneurship, innovation, diversity, and inclusiveness.

3. **EXPAND INTERNATIONAL REACH** through academic, research and economic development initiatives, and strategic alliances.

4. **INCREASE RESEARCH OPPORTUNITIES** by expanding funding to support high-impact scholarship and research.

5. **STRENGTHEN STEWARDSHIP** by nurturing the university’s financial assets, campus environment, infrastructure, and people.

6. **ADVANCE OUR CULTURE OF HIGH PERFORMANCE** by elevating the quality and effectiveness of every product and process.
HR Mission

“Our Mission is to support the university’s strategic imperatives by anticipating and meeting the needs of a changing community through high-quality, innovative services designed to advance our culture of high performance.”
HR CORE VALUES

- Accountability
- Inclusion/ Input
- Effective Communication

- Recognition
- Service
What is Total Compensation & Wellness (TCW)?

• “Compensation refers to all forms of financial returns and tangible services and benefits employees receive as a part of an employment relationship.” (Milkovich, Newman, Gerhart, 2014)

• TCW is the Center of Expertise responsible for the strategic direction of benefits and compensation programs.
Source: http://www.nobleresourcing.com/organizationaldevelopment.html
CFOs and Workers Agree:
Employees Most Likely to Quit Over Salary

- Inadequate salary and benefits: 28% (CFOs), 38% (Employees)
- Limited opportunities for advancement: 22% (CFOs), 20% (Employees)
- Unhappiness with management: 14% (CFOs), 16% (Employees)
- Overworked: 12% (CFOs), 9% (Employees)
- Lack of recognition: 12% (CFOs), 6% (Employees)
- Bored with their job: 8% (CFOs), 10% (Employees)

Source: http://www.shrm.org/hrdisciplines/compensation/articles/pages/salary-employees-quit.aspx#sthash.wF1q5bRJ.dpuf - 10/24/2014
Benefits & Compensation

Team Members

Tabatha Dixon
Chuck Folino
Carole Nicholas
Will Smith
Shayla Thomas

Services

- Benefits Administration
- Support Staff Compensation
- Support Staff Classification
Benefits & Compensation: Services

- Benefits Administration
  - Eligibility – including ACA
  - Open Enrollment – Support Staff, Faculty & Academic Staff, & Students

- Support Staff Compensation
  - Lump Sum Payments – Merit, Equity, Retention, Signing Bonus, etc.
  - Pay Changes - Merit, Equity, Retention, Step Increase, Job Rate, etc.

- Support Staff Classification
  - Position Classification/ Reclassification - including position audits
  - Classification & Compensation Data/Surveys
Metrics 2015

✓ Average age of reclassification requests
✓ # of field audits
✓ % on time Postings
✓ % on time Pay actions
✓ Response time
Resources
Resources (Cont.)

MSU Human Resources Affordable Care Act Information

The information contained in this site provides a summary of the Affordable Care Act (ACA), also referred to as Health Care Reform. Health Care Reform brings massive changes and complex information, and while many provisions of the law are still being worked out, MSU continues to implement elements where there is a clear understanding of the law. The ACA was passed by Congress and signed into law by the President on March 23, 2010, and upheld by the Supreme Court on June 28, 2012.

This mini-site was created to provide you with MSU’s activities in our effort to comply with ACA and also to provide you with access to resources where more information can be found, such as the Henry J. Kaiser Family Foundation website.

The video “Health Insurance Explained – The YouToons Have it Covered!” produced by the Henry J. Kaiser Family Foundation, is a light-hearted treatment of a difficult and important topic, breaking down insurance concepts, such as premiums, deductibles and provider networks. It explains how individuals pay for coverage and obtain medical care and prescription drugs when enrolled in various types of health insurance, including HMOs and PPOs. The video is available on the right or the full-screen mode video link is available here.

This site will be helpful in communicating latest activities to those who visit and have an interest in learning more. Our plan is to post updated information as it becomes available.

Questions?

If you have questions about the Act or information offered on this page, please email ACAMail@hr.msu.edu

For questions related to the Health Fee and preferred account numbers for the ACA charges, please email HR ACAHealthFeeInfo@hr.msu.edu


This information was reprinted with permission from the Henry J. Kaiser Family Foundation. The Kaiser Family Foundation, a leader in health policy analysis, health journalism, and communication, is dedicated to filling the need for trusted, independent information on the major health issues facing our nation and its people. The Foundation is a non-profit private operating foundation, based in Menlo Park, California.
Leaves

Team Members

Kendra Culham
Rosemary Huguelet
Sheila Chorey
Tony Lemke
Julie Reynolds
Beth Tominski

Services

- Paid, Unpaid, & FMLA
- LTD
- Workers’ Compensation
Leaves (2014 data)

- FMLA – 1,000 employees per year
- LTD – 20 cases
- Workers’ Compensation – 959 claims; approx. $2,800,000
Resources

✓ Campus Outreach
✓ Workers’ Compensation Agency - http://www.michigan.gov/wca
✓ USDOL
# Retirement

<table>
<thead>
<tr>
<th>Team Members</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dianne Kneipshield</td>
<td>✓ 403(b)</td>
</tr>
<tr>
<td>Dan Mackey</td>
<td>✓ 457(b)</td>
</tr>
<tr>
<td>Sherry VanKampen</td>
<td>✓ Executive Compensation</td>
</tr>
<tr>
<td></td>
<td>✓ (e.g. 401(a))</td>
</tr>
</tbody>
</table>
Retirement (2014 data)

✓ Total Plan Value = $4.4B
✓ Participation
  ✓ 403(b) base = 95.5%
  ✓ 403(b) supplemental = 33.8%
  ✓ 457(b) deferred comp. = 8.3%
✓ Total Contributions in 2014
  ✓ 2014 employee contribution = $79.2M
  ✓ 2014 MSU contribution = $74.7M
Resources

✓ Campus Outreach
✓ One-on-One consultation
Resources (Cont.)

Where do I find Retirement Planning Tools or Information?

Education Opportunities and Online Tools

You can participate in a retirement education program or use online planning tools,

- Education Programs
- Webinars and Online Tools
  - Fidelity
    - Calculators and Tools
    - Webinars
  - TIAA-CREF
    - Calculators and Tools
    - Learning Center
    - Webinars
  - Straightline
  - Other
    - MSU Payroll Calculator
    - Taking the Mystery Out of Retirement Planning
    - Start Early to Take Charge of Your Financial Future - For College Seniors and Young Workers

Request Individual Appointment

- Investment Vendors

Approved Investment Vendors for MSU Retirement Plans

Michigan State University is proud to offer faculty and staff a variety of investment opportunities for the 403(b) Retirement Plan and the 457(b) Deferred Compensation Plan. MSU Human Resources Benefits is available to assist all employees with retirement questions and concerns.

The following investment vendors are options for the MSU Plans. You may contact your investment vendor for forms, general fund information, fund performance, existing account information, allocation changes, transfers, withdrawals and beneficiary information.

Approved Investment Vendors may accept MSU 403(b) Retirement Plan and 457(b) Deferred Compensation Plan in-plan contract exchanges from both Approved Investment Vendors and Former Investment Vendors and non-MSU rollovers.

<table>
<thead>
<tr>
<th>Investment Vendors</th>
<th>Available Plans</th>
<th>Appointments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fidelity Investments</td>
<td>403(b) Base Program</td>
<td>Make an appointment 800-642-7131</td>
</tr>
<tr>
<td>MSU Microsite</td>
<td>403(b) Supplemental Program</td>
<td></td>
</tr>
<tr>
<td>PO Box 770092 800-343-0860</td>
<td>457(b) Deferred Compensation Plan</td>
<td></td>
</tr>
<tr>
<td>Cincinnati, OH 45277-0090</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TIAA-CREF</td>
<td>403(b) Base Program</td>
<td>Make an appointment</td>
</tr>
<tr>
<td>MSU Microsite</td>
<td>403(b) Supplemental Program</td>
<td>TIAA-CREF Local Office</td>
</tr>
<tr>
<td>PO Box 1293</td>
<td>457(b) Deferred Compensation Plan</td>
<td>4660 South Hagadorn Rd</td>
</tr>
<tr>
<td>Charlotte, NC 28201-1293</td>
<td></td>
<td>East Lansing, MI 48823</td>
</tr>
<tr>
<td>800-842-2252</td>
<td></td>
<td>517-203-3610</td>
</tr>
<tr>
<td></td>
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<td>866-842-2825</td>
</tr>
</tbody>
</table>
Summary

- Mission Alignment
- Total Comp & Wellness Defined
- Teams & Services
- Additional Resources
Questions?

Contact Information
Chuck Folino
(517) 884-0138
folinoch@hr.msu.edu
Strategies for Performance Management
To
Reduce Potential Liabilities

Kathie Elliott, Asst. Director
Employee Relations
May 12, 2015
MSU Human Resources
Organization Chart

Jim Nash
Director

Tamie Wise
Executive Secretary

Kathy Waldie
Executive Secretary

Employee Relations

AJP
Sharon Butler
Assistant Vice President

Det Breasmonts
Exec. Staff Assistant

Human Resource Services

Lisa Dunlap
Executive Secretary

Donna Donovan
Director

Talent Management

Murtaza Lokhandwala
HR Assistant Director

Shari Margarves
HR Assistant Director

Alice Smith
HR Assistant Director

Solutions Center

Operations Team

Becky Hallay, HR Manager
Chelsene Clarkley, Sr. HR Professional
Samantha Lake, Sr. HR Professional
Juanita Roop, Office Assistant
Tamra Deary, Office Assistant
Jill Dekey, Admin. Assistant
Gay Ewing, Info Tech
Tanara Hicks, Sr. HR Assistant
Sarah Holmes, Admin. Assistant
Angela Hunt, Academic HR Records Coord.
Mary Jo Latvala, Adm. Assistant
Denise Lettau, Adm. Assistant
Joelle Mulder, Office Assistant
Kelly Nolan-Charter, Adm. Assistant
Sarah Powell, HR Assistant
Julie Ronk, HR Assistant
Brendetta Russell, HR Professional
Chanel Vaugh, HR Assistant
Erik Yurch, Adm. Assistant
Vacant, HR Assistant

Jeff Brodie
Mgmt Analyst/Supervisor
Becky Proctor, Sr. HR Prof/Supervisor
Joe Gazela, HR Manager
Susan Kant, Health Care Consultant
Denise McCarrick, Office Assistant
Kerry Scott, Adm. Assistant

SAP Development Team

Anna Adkerson, Sr. HR Professional
Angela Bonghole, Sr. HR Professional
Cerrie Booys, Sr. HR Prof/Supervisor
Ashley Burt, HR Analyst
Lancee Dagimbo, Info Tech
Michelle Dickey, Controller Sr. Asst Mgr
Juliana Douches, Manager/Controller
Gerald Fust, Sr. HR Prof/Supervisor
Tim Heeren, Sr. HR Prof/Supervisor
Judy Kirby, Sr. HR Professional
Enn Priddle, Sr. HR Professional
Karin Root, Sr. HR Professional
Deanna Szevercz, Controller Asst Mgr
Paula Terzian, Management Analyst
Margaret Toomey, Adm. Associate
Joelle Wilton, HR Analyst

Professional Development

Jannie Velzington, Sr. HR Prof/Supervisor
Nancy Sanchew, HR Assistant
Chrsy Turner, Sr. HR Professional

Todd Bradley, Sr. HR Professional
Carla Gobis, Sr. HR Professional

Organizational Development

Explanatory Notes

Note 4: This notation indicates end-dated positions.
This version of the organization chart shows the Talent Management realignment.
Temporary and on-call positions that are used on an as-needed basis are not reflected here.
Student employees and interns also are not reflected here.
Critical Employment Decision Points

- Initial Hiring/Promotion
- Probation/Trial Period
- Evaluations
- This is not meant to diminish the importance of daily performance management!

*Inaction at any of these points increases your exposure to lost time, lost productivity, unwanted turnover and financial loss.*
Initial Hiring/Promotion

• Don’t use promotions to financially reward someone doing their present job well
• Be aware of the trap of hiring “the best of the worst”
• Trust your instincts
• Support your hiring managers and help them avoid these same errors
• Over 2 million $ $ decision
Probation and Trial Period

- Know what probation/trial period length applies – Talent Management will assist with timelines
  - Probation
    - APA, APSA, Nurses, FOP – One year
    - CTU - 1040 hours worked (full time, prorated for others)
    - 1585, 324, 999 – 1040 hours worked (some proration)
  - Trial
    - APA – Six months
    - APSA, Nurses – Six months
    - FOP – One year
    - CTU – 256 hours worked
Probation and Trial Periods

Represent the majority of “urgent” cases in ER

- APA and APSA require interim evaluations
- CTU requires evaluation at conclusion of probation
- Best practices would dictate that all employees receive ongoing and specific feedback
- Half way point is great place for supervisor to evaluate

EXTENSIONS AND TERMINATIONS REQUIRE ER AGREEMENT!

(Extensions may also require Union concurrence)
Performance Development Programs

• Should be completed annually
  • Use approved form

• Common “problems” with PDPs
  • Not completed at all
  • Performance issues “bump into” PDP process
  • Supervisor marks “meets expectations” where not the case
  • (Occasionally) Remarks about FML protected absences
  • Surprises
Conflict Avoidance

• There is probably a performance issue which needs to be addressed when:

  • Duties and responsibilities are being moved to reduce interactions or errors
  • Others are refusing to take work to the employee
  • The employee is being reassigned
  • There is talk of staff reductions – of a specific position
  • There has been a physical move, rearrangement of
    • the office, doors closed
  • Staff are “coordinating” absences
  • Staff are “going around” the supervisor
  • Communication is through email, avoidance of face to face conversation
Liabilities

• The impact of neglecting these opportunities to address performance
  • Irritation, stress, conflict
  • Delay or failure in meeting deadlines
  • “Product” isn’t best quality
  • Internal issues become public
  • “Invites” external parties to review your operation (Union, General Counsel, Internal Audit, Arbitrator, Outside Agencies)
  • Time!
  • Records collection, review and release
  • Financial settlements
  • Unwanted turnover
  • Place yourself “on the radar” of union
Prevention and Early Intervention

- When OER and the Supervisor partner early on for case management:
  - Reduction in “urgency of cases”
  - Improved understanding of timing of interventions and level of response
  - Reduces number of administrators involved – or at least time spent
  - Pre-emptive efforts = stronger cases = stronger University position
Questions?

Office of Employee Relations
240 Nisbet
353-5510

http://www.hr.msu.edu/supportstaff.htm

Jim Nash (Director): 884-0108
Kathie Elliott: 884-0103

Amy Holda: 884-0116
Michelle Rutkowski: 884-0149