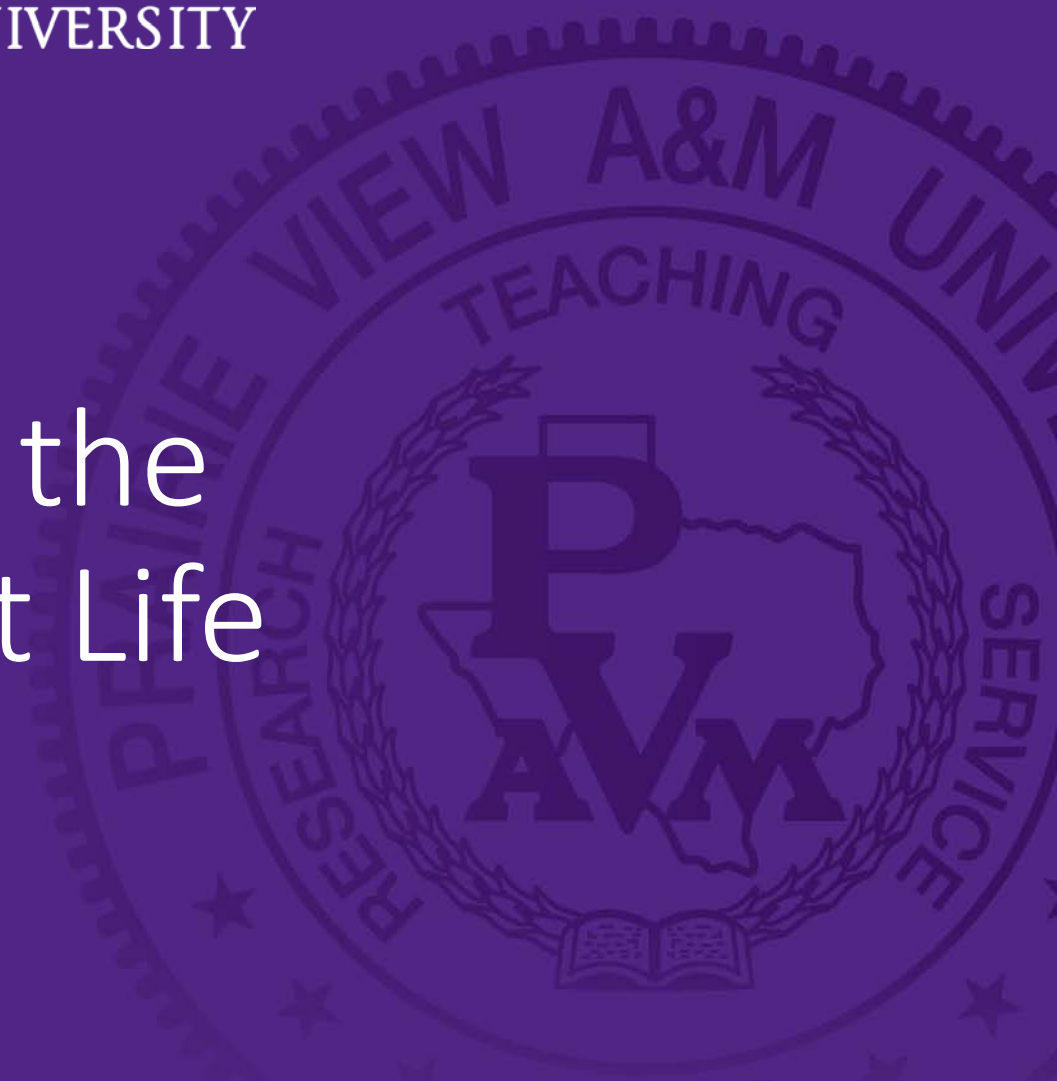


PRAIRIE VIEW A&M UNIVERSITY
HUMAN RESOURCES

Elements of the Employment Life Cycle...

...FROM THE PVAMU PERSPECTIVE



OVERVIEW



This session will cover the following key elements of human resources management:

- ***Workforce Staffing & Planning***
- ***Position Management***
- ***Job Posting***
- ***Hiring & Onboarding***
- ***Employee/Management Relations***
- ***Employee Terminations***

OBJECTIVE



- Gain an understanding of the various stages of the employment life cycle and on how each stage impacts new hires, the department, and the university
- Engage in an interactive process with HR and the employee for performance management
- Partner with HR proactively on employee relation issues to include progressive discipline, in accordance with TAMUS policies and University Administrative Procedures (UAPs)
- Work through real-life scenarios to apply your acquired skills

The Employment Life Cycle (At a Glance)



Workforce Staffing & Planning

The seal of Prairie View A&M University is visible in the top right corner. It is a circular emblem with the text "PRAIRIE VIEW A&M UNIVERSITY" around the perimeter. Inside the circle, there is a central figure holding a book, with the words "TEACHING" and "SERVICE" on either side. The year "1876" is at the bottom of the inner circle.

Workforce planning is defined as:

A continual process used to align the needs and priorities of the organization with those of its **workforce** to ensure it can meet its legislative, regulatory, service and production requirements, as well as, organizational objectives.

Engaging in Workforce Staffing & Planning



Examples of workforce planning is used at PVAMU to achieve some goals set in the Strategic Plan:

- Optimizing work schedules and employee hours (i.e. Summer Work Schedule)
- Optimizing the distribution of talent among divisions and departments (i.e. possible re-organization in a Vice President's office)
- Identifying obsolete functions within departments and re-assigning job responsibilities as necessary (i.e. reclassifying a position)
- Ensuring the greatest possible between employee's contribution and departmental goals(i.e. performance management)
- Planning & identifying where additional staffing may be needed (i.e. creating additional Faculty positions to teach new program areas)

Position Management

The logo of Prairie View A&M University is a circular seal. It features a central shield with a book and a torch, surrounded by the text "PRAIRIE VIEW A&M UNIVERSITY" and "TEACHING RESEARCH SERVICE". The year "1876" is also visible at the bottom of the seal.

The position description lays the foundation for all actions related to a position (or employee) such as:

- Provides a snapshot of a position's requirements: minimum education, experience, skills necessary and the job duties
- Sets the stage as the first step in the hiring process
- Drives the content of the job posting to attract qualified applicants to a position
- Holds employees accountable for assigned job responsibilities
- Helps measure job performance as part of the performance evaluation process

Position Management

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Elements of a well-written position description:

- Craft statements in the job description that are clear and concise
- Use action verb/object and explanatory phrases
- Ensure explanatory phrases cover: why, how, where and how often to add meaning, clarity and objectivity
- Do not use biased terminology
- Avoid using adverbs or adjectives that are subject to interpretation (i.e. frequently, some, complex, occasional, several)

Job Posting



What is the significance of a job posting?

- Make the job opportunity available to all job seekers in the market
- Sell the job and attract the best possible qualified applicants to apply
- Emphasize specific education, work experience, knowledge, physical requirements, etc. the employer believes a qualified applicant for the open position will need to be successful in the job

Job Posting



Posting a job at PVAMU:

- Posting a position is a two part process via the PV TALENT System
- A Position Description Audit Questionnaire (PDAQ) must first be completed and approved
- Once the position description has been approved, the job posting can then be initiated from the approved position description
- Required EEO documents to include the Search Committee Identification Form, Standard Evaluation Matrix and the Standard Interview Questionnaire

Common Issues with the Posting Process that result in delay and/or increased risk:

- Job posting is routed without an approved position description being done first.
- Job posting is routed without the required EEO documents being attached.
- Key budget information is missing from the position description or the job posting initiated by the department.

Job Posting



Posting Requirements at PVAMU:

- All positions must be posted in accordance with the [UAP 33.99.01.P0.01 Employment Practices](#)
- Staff positions must be posted on the University's website and with the Texas Workforce Commission (TWC) for a minimum of 5 working days
- The selection process must be in accordance with the requirements of selection/search committee in the UAP; hiring procedures to conform with the Manager Toolkits and all hiring deadlines to be met based on the HR calendar

Job Posting (Apply What You Learned)

Here's the Scenario:

Department X wants to create and hire 3 new tenure-track positions. The department has created one position description for a tenure-track Assistant Professor and would like to use this position description to post the 3 new positions that are available. In addition, the department demands that the positions are posted for 5 working days.

Discussion Questions:

1. Can Department X use the one position description and post for 3 positions?
2. What is the proper way to post all 3 tenure-track positions?
3. What possible delays does the department face if the positions are not created and posted properly?
4. What is the minimum posting requirements for these positions?

Hiring & Onboarding



Bringing aboard a prospective hire:

- Applicant statuses (the applicant flow) must be changed throughout the process to show how applicants progressed through the selection process
- Once a successful candidate has been identified, the department may begin the hiring process
- The hire date should be planned 3 to 4 weeks in advance of the anticipated hire date to allow adequate processing by all approvers in the hiring process
- Only after applicant statuses have been changed and the successful candidate is identified, the Hiring Proposal can be completed by the hiring department

Hiring & Onboarding



Bringing aboard a prospective hire (cont'd):

- Once the hire has been approved by HR, an email confirmation will be sent to the department stating that the hire has been approved.
- Only when the confirmation email has been received must the hire report for work.
- Hiring Toolkits are available at: <http://www.pvamu.edu/hr/faculty-staff-resources/manager-toolkits/>

Common Issues with the Hiring Process and their implications:

- Adequate time is not given by the hiring department to allow the process to complete in a timely manner.
- “Work Reference” checks are not done correctly by the department to show hire has the minimum experience required to perform in the job.
- Required hiring documents are not attached to the Hiring Proposal.
- EPA is not routed in a timely manner.

Hiring & Onboarding (Apply What You Learned)

Here's the Scenario:

Sally Jane was offered a position as an Administrative Assistant for Department of Anthropology. When Ms. Jane was greeted by the Employment Team at New Employee Orientation her name was not on the approved list of hires. After further discussion with Ms. Jane, it was discovered that a verbal offer of employment was made to her. She did not sign a written offer of employment.

Discussion Questions:

1. What went wrong with Ms. Jane's hire?
2. What resources were available to assist Department of Anthropology in facilitating the hiring process?
3. Did any hiring violations occur for this hire? If so, what are some of the associated hiring violations that occurred?

Performance Management



Key elements of the performance management process:

- Performance management is a continuous process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the department and/or the organization
- Have clear performance expectations by setting a series of short-term "SMART" goals that relate to the department's overall goals:
 - Specific
 - Measurable
 - Attainable
 - Relevant
 - Time-bound
- Identify training needs and provide the training needed
- Coach employees to help them reach the performance goals
- Development planning for each employee with an eye towards the department's future needs centers around the categories of:
 - Knowledge
 - Skills
 - Attributes

Performance Management



Discussing the performance appraisal:

- Create a sincere, open and professional atmosphere.
- Review the purpose of the discussion – mutual problem solving and goal setting.
- Employee's primary responsibilities in the past year. (An updated PDAQ: (Job Description), should have been provided to the employee).
- The employee's responsibilities relate to overall unit objectives.

Performance Management



Discussing the performance appraisal cont'd:

- Possible ways to improve performance.
- Barriers to effective work performance and job satisfaction in the past year.
- Employee's goals and needs for the next review period.
- Employee's significant accomplishments from the past year.
- Employee's feedback/suggestions for supervisor.

Performance Management



Discussing the performance appraisal cont'd:

- Record facts, not your impressions
- Focus on behavior, not attitudes or personalities
- Make specific observations

Performance Management (Apply What You Learned)



Here's the Scenario:

John Doe has been an exceptional performer in past years. However, this year has been a rough year for him. He recently got divorced, his work productivity has been lower than usual, he has become adversarial in the way he interacts with colleagues and normal engagement as a team member has severely declined.

Discussion Questions

1. How would you approach the performance appraisal process for this employee?
2. What would you cite as the reasons for his reduced productivity?
3. Describe the type of feedback you would give the employee to get him back on track for the upcoming performance appraisal year.
4. How would you encourage and motivate the employee to become an engaging team member again?

Employee/Management Relations

The seal of Prairie View A&M University is visible in the top right corner. It is a circular emblem with the text "PRAIRIE VIEW A&M UNIVERSITY" around the perimeter. Inside the circle, there is a central shield with a star and the letters "A&M". Below the shield, the words "RESEARCH", "TEACHING", and "SERVICE" are arranged in a semi-circle. The year "1876" is at the bottom of the inner circle.

1. Employee Relations is concerned with preventing and resolving problems involving employees which arise out of or affect work situations.
2. Employee Relations area in Human Resources provides guidance and oversight for a variety of employment matters, including leaves of absence, staff/faculty performance and disciplinary issues, staff/faculty employee grievances including formal complaints, investigation of workplace misconduct allegations and all anticipated terminations.
3. Employee Relations also provides proactive assistance to both employees and supervisors on interpretation and implementation of policies and procedures as well as the courses of options available to each party.

Employee Relations & Disciplinary Action (Nonfaculty Employees)

The seal of Prairie View A&M University is visible in the top right corner. It is a circular emblem with the text "PRAIRIE VIEW A&M UNIVERSITY" around the perimeter. Inside the circle, there is a central shield with a large letter "P" and "V" below it. Above the shield, the word "TEACHING" is written, and below it, "RESEARCH" and "SERVICE" are written. The year "1876" is at the bottom of the inner circle.

Understanding the rights of non-faculty employees (in accordance with TAMUS Policy 32.01.02 Complaint & Appeal Process for Nonfaculty Employees):

- Employees are encouraged to resolve a complaint informally before seeking the formal complaint option.
- An employee also has the right to informally discuss the matter with the immediate supervisor, department head or human resources staff.
- An employee may file a formal complaint at any stage in the employment life cycle without first seeking to resolve a complaint informally.

Employee Relations & Disciplinary Action (Nonfaculty Employees)



Dismissal of Non-Faculty Employees:

- As provided in System Policy 32.02, all nonfaculty positions in the system are “at will”
- Any nonfaculty employee may be dismissed from employment with or without cause
- Although the principle of progressive discipline is not required for any nonfaculty employees, it is encouraged as a good management practice when practicable

Employee Relations & Disciplinary Action (Nonfaculty Employees)

Procedures for Dismissal of Nonfaculty Employees:

- Hiring supervisors wishing to make a request for termination should schedule a meeting with the Director of Human Resources
- The Director of Human Resources will review the details of the case/termination request to ascertain the merit of the proposed action. Thereafter, the case is forwarded to the Office of General Counsel for ensuring legal sufficiency
- Only after the termination action has been approved by the Director of Human Resources may the department proceed with terminating the employee

Employee Relations & Disciplinary Action (Nonfaculty Employees) (Apply What You Have Learned)

Here's the Scenario

Bob was hired a year ago as a Cashier. In the past year, Bob's performance has been below the expectations set for a Cashier. Bob's performance was discussed with him multiple times and he was also put on a 6-month performance improvement plan. The department decided that it was time for Bob "to go". Bob's supervisor, Jan, called him in to her office and informed him that he was being terminated effective immediately.

Discussion Questions

1. Why was Bob terminated?
2. Was he terminated in accordance with TAMUS and/or University procedure?
3. What steps in the termination process were not followed?
4. What are some of the possible ramifications of this action?

Employee Relations & Disciplinary Action (Faculty Employees)



Understanding the rights of faculty employees (in accordance with TAMUS Policy 32.01.01 Complaint & Appeal Procedures for Faculty Members, 08.01, Civil Rights Protections and Compliance, and System Policy 12.01, Academic Freedom, Responsibility and Tenure):

- Faculty members and administrators are encouraged to maintain open lines of communication across the organization (i.e. with peers, supervisor and subordinates)
- In cases, where faculty is unable to resolve an employee/employer issue by mutual consent, they may file a formal complaint to seek resolution through formal proceedings
- Applies to faculty members defined as persons holding tenure, persons on tenure-track and instructor

Employee Relations & Disciplinary Action (Faculty Employees)



Dismissal of Faculty Employees (in accordance with TAMUS Policy 12.01 Academic Freedom, Responsibility & Tenure):

- Tenure means the entitlement of faculty member to continue in their academic positions unless dismissed for good cause
- Probationary periods typically begin with appointment to a tenure-track position and may not exceed 7 years
- Notice of non-reappointment, or of intention to reappoint a faculty member should be given in writing in accordance with TAMUS Policy 12.01 Academic Freedom, Responsibility & Tenure

Employee Relations & Disciplinary Action (Faculty Employees)



Dismissal of Faculty Employees (in accordance with TAMUS Policy 12.01 Academic Freedom, Responsibility & Tenure) – cont'd:

- Good cause for dismissal of a faculty member with tenure will relate directly and substantially to the performance of professional duties
- Issues regarding a faculty member's lack of performance in teaching, research and/or service will need to be discussed with the faculty member along with identified expectations of improvement
- Should the issues persist and if there do not seem to be any signs of improvement, then the case will need to be discussed with progressively higher levels of authority

Employee Terminations & Separations



Clearance Procedures for Employee Terminations & Separations:

- Once the department has received notification that an employee is separating (voluntary or involuntary), the department must create and process a termination Electronic Payroll Action (EPA), showing an effective date for the day following the employee's last day of work.
- Voluntary Separation – Employee left at his or her own will (resignation, retirement, etc.)
- Involuntary Separation – Employee was terminated at the will of the employer (dismissed for cause, reduction in force, death, etc.)

Common Issues with the Clearance Process

- The Office of Human Resources does not receive proper notification (letters of separation, termination, etc.) from the department
- When this occurs, HR does not have any record that the employee is separating from the University
- This creates risks for the University such as security breaches and increased liability with property and assets

Employee Terminations & Separations



Clearance Procedures for Employee Terminations & Separations (cont'd):

- Employees exiting the University must immediately schedule a clearance meeting for their last date of employment with the Office of Human Resources.
- Upon notice, the department must immediately send a copy of the resignation, retirement or termination letter, along with the acceptance letter (where applicable) to ClearanceTeam@pvamu.edu for processing.

Common Issues with the Clearance Process

- The Office of Human Resources does not receive proper notification (letters of separation, termination, etc.) from the department
- When this occurs, HR does not have any record that the employee is separating from the University
- This creates risks for the University such as security breaches and liability with property and assets

Employee Terminations & Separations



Clearance Procedures for Employee Terminations & Separations (cont'd):

- Supervisors of exiting employees must ensure that **all** University property is returned by the employee on his/her last day of work or earlier. The Office of Human Resources must be in possession of the **employee's ID badge and parking decal.**
- The exiting employee must return these two items directly to the Office of Human Resources, specifically, to the Clearance Administrator or authorized representative.

Common Issues with the Clearance Process

- Exiting employees are departing the University without returning their employee ID badge and/or parking decal
- The employee is then able to continue using their badge and parking decal without proper authorization

Employee Terminations & Separations



Clearance Procedures for Employee Termination & Separations (cont'd):

- Department Heads, Directors and University clearers have 24 hours to process each employee's clearance in the Clearance Portal ([PV PLACE](#))
- Clearances should not be completed until the department has received the clearance notification email
- The Clearance Administrator initiates the clearance process in the Clearance Portal

Common Issues with the Employee Clearance Process

- Clearance are being processed before the employee's last day in the Portal and therefore, departments do not receive clearance email notification
- The early clearance causes the "leaving" employee to be locked out of emails and other systems prematurely
- Department keys and assets are not returned to department head thereby creating a liability

Employee Terminations & Separations (Apply What You Have Learned)



Here's the Scenario

It has been determined in early April that a faculty member's contract will not be renewed for the upcoming year. The faculty member's last day as per the contract is 05/31/2015. However, due to the end-of-semester activities, you forgot to inform the employee of the employee clearance process and also forgot to route the EPA. Today's date is 08/13/2015.

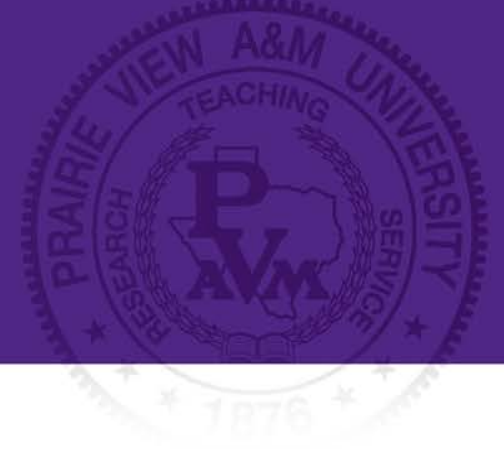
Discussion Questions

1. What were the oversights by the department in the clearance process?
2. How should the department proceed once they realized they did not follow the procedure?
3. What risks are posed due to the non-compliance violations associated with this employee clearance?

Resources



1. 33.99.99.P0.02 [Organizational Accountability](#)
2. [Violations of Human Resources Non-compliance](#)
3. [PVAMU Administrative Procedures](#)
4. [Human Resources Forms](#)
5. [Office of Human Resources](#)
6. [Manager Toolkits](#)
7. [PV TALENT Resources](#)
8. [HR Processing Calendar](#)



Questions ??