Username vwest@austincc.edu
Unit Review Leader: Vicki West
Unit Name: HR Compensation

1.

What improvements have been planned/implemented:

The GATES (Generating Acc Talent Encouragement & Success) Program is a talent management program that is being developed for non-faculty employees.   The first phase is the Career Paths module. This module will inculde career assessment tools; development of individual career action plans (such as additional education or experience needed). It will also show career paths within and outside current job families. A supervisory track is included as well.

2.
How did you decide that these improvements would benefit your unit or what weakness is the unit trying to improve:

For some time employees have mentioned the lack of a career path and many seem "stuck" in thier current jobs. They have asked administration for assistance in having the opportunity identify what they need (education and or experience) to move into other jobs at ACC.
The Department of Labor (DOL) has talent management projections for many current and future jobs. HR Compensation is developing the Career Paths module including some of the DOL projections as applied to work being performed at ACC.

3.
Measures: what measures are going to be used to determine if the improvements were successful.

We will gather employee participant feedback on what was helpful. We will be able to count the number of employees who "hit" the website to gather information or become a participant. We will be able to count the number of participants who change jobs within ACC.
 We can count the number of employees who enroll in related professional development classes and workshops.
We can count the number of non-supervisory employees entering the supervisory professional development program, and the number of employees fininshing the supervisory program and being selected for ACC supervisory jobs.

 And a GAP analysis is planned in phase two of the GATES program.

3a. Baseline data: the data used to determine improvements were needed

There are gaps in qulaifying employees for supervisory jobs, all of which require previous supervisory expereince. Employees who do not already have supervisory work experience upon hire, have no way to obtain it once hired. Part of Career Paths includes a series of supervisory professional development classes and experiences to provide knowledge and experience of supervisory issues and behaviors.
Employees repeatedly asking for a career path program.

3b. Target goals: the data that shows your improvements have achieved your goals

Increased employee career movement growth.
Increased numbers of participants in the career path program and related professional development classes and workshops.
Increased of internal hires for supervisory positions.
Increased of internal hires for higher positions.

Comparison of these numbers on a yearly basis, including a first year comparison to henumber of current year internal hires.

3c. Current data: where you are currently in reaching your target

The web site is under development.
 The professional development classess have been identified and resources determined.
The supervisory track of professional development courses including competencies has been developed.
 The standardization of language used in job descriptions is about half way compleeted.
 The job families are being analyzed for career growth in an vertical and horizontal manner.

Narrative:

We plan to roll out the career paths program in the fall of FY13. Work is going well on the development of the program. We will include beta tests with the employee association groups before the roll out to determine several factors such as usabiltiy, personal career path goal setting, achievability of goals, usefulness fo resources, practicality, etc.

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1.

What improvements have been planned/implemented:

Electronic Position Analysis Review(PAR) Request System

2.
How did you decide that these improvements would benefit your unit or what weakness is the unit trying to improve:

The current PAR system is web based, but is not interactive, and does not track the PARs (causing a lot of manual tracking and email sending for Compensation staff), nor inform employees of progress in the PAR review process. Jobs should change signigficantly (about 50%) for a PAR to be approved; there is currently no way to measure this.

3.
Measures: what measures are going to be used to determine if the improvements were successful.

HR Compensation is working with IT to build a new system that will assign numbers to PARs and track them trough each step of the process, eliminiating the need for manual tracking and sending of emails to each level of review. The system will allow the employee to see the progress of the review process. It will be interactive and show changes and comments made by previous review level. The new PAR system will have percentages of duties that add to 100%; thus showing thepercent change of the new duties as compared to the old duties side by side. If the PAR is approved, the new job description is ready to copy/paste into eHire.

3a. Baseline data: the data used to determine improvements were needed

There was no way to measure the percent change of new duties compared to old. Employees were complaining that they did not know theprogress of the PAR subission. A lot of time was spent by Compensation staff tracking PAR progress and emailing each level of supervisor in the review chain, and to employees. Changes and comments often have to be pasted into the next level supervisor email for review. . A new job description would have to be created from the paper PAR.

3b. Target goals: the data that shows your improvements have achieved your goals

PARs will be tracked automatically; employees can view progress of the review process; new job descriptions will be created; changes and comments will be tracked and archived; and time spent onmanual tasks will be greatly reduced for COmpensaiton staff.

3c. Current data: where you are currently in reaching your target

The system is about 3/4 developed. We are in the beginning testing phases. The target is to have it completed for September.

Narrative:

The PAR system is being developed by HR Compensation and IT. After intial testing, we will beta test it with employee association members and administrators to get feedback. If further changes are needed, they will be made. IT is about 3/4 completed with the creation process. We meet monthly for progress reports and to set goals and guidelines for the next module to be developed. Once completed, we will conduct training sessions for employees and supervisors to learn to use the new PAR system.

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1.

What improvements have been planned/implemented:

The Market Survey process will be fine tuned: additional benchmark titles will be sought; capping salaries at maximum in a pay grade for employees and/or reporting purposes will be examined; the impact of living wage on survey results will be examined; the impact of living wage on salary structure will be analyzed; and we will seek agreement of national data factors.

2.
How did you decide that these improvements would benefit your unit or what weakness is the unit trying to improve:

Benchmark titles will be confirmed and additioanl benchmarks will help progvide solid data points for hte market analysis. These other issues have been mentioned, but not researched and analysis was not conducted in past market study years. They have fiscal impact, as well as other impact. For example the living wage creates compression in lower and mifddle pay grades - this compression impacts employee morale in a negative way.   By conducting the analysis and presenting the impact issues to the PLT, HR Compensaiton can get informed decisions on how to move forward with these factors or not.

3.
Measures: what measures are going to be used to determine if the improvements were successful.

We can count the number of benchmark titles in the final version of the market study. We will either cap emplpoyees salaries or not; and/or either report salaries above the maximium in the pay grade as the actual amount or the maximum dollar amount. Impact of the living wage on survey results should show a higher pay line at the lower pay grades on the final pay line/market graph. Impact on the salary structure will show compression by inflating all the entry salaries of new hires in the lower pay grades. If we can get agreement on the considerations of using natioanl data, we can use the national datat within themarket study as data points for certain jobs.   Past market data and results will be compared to current data and results for analysis of similarities and differences and employee salary adjustments.

3a. Baseline data: the data used to determine improvements were needed

We examined the pay line to market data before adjustments were made last year when we last conducted the market survey for non-facuty positions. The issues listed above were identified, but not examined and presented to the PLT for decisions. Last year was the first time   HR Compensaiton used regression analysis for the market data.

3b. Target goals: the data that shows your improvements have achieved your goals

The decisions made by the PLT will guide HR Compensation to either use or not use data associated with each of the factors listed in #1. We can compare the data in the pay line and market line before and after adjustments on the factors are made. If approved, the data

associated with each factor will be used, and the comparison will show if it impacts the market for that job.   Additionally, we can compare the FY11 market survey pay lines and market data to the FY13 pay lines and market data to analyze similarities and differences.

3c. Current data: where you are currently in reaching your target

We are in the planning stages of what factors to present to the PLT. And we are conducting research and analysis on the costs and issues associated with the factors under consideration. The actual survey work begins in September.

Narrative:

FY12 is a non-market year for non-faculty. FY13 is the market year. In September we will begin the process by introducing the issues associated with the various factors to the PLT for discusion and decisions. Additionally, we will cross train the HR Compensation staff in completion of surveys and data analysis as well as in the regression analysis and reporting processes. The market survey process begins in September and ends in July when the budget is approved and results are reported out to the employees.