SHRC – Human Resources Update

May 17th, 2018

Talking Points
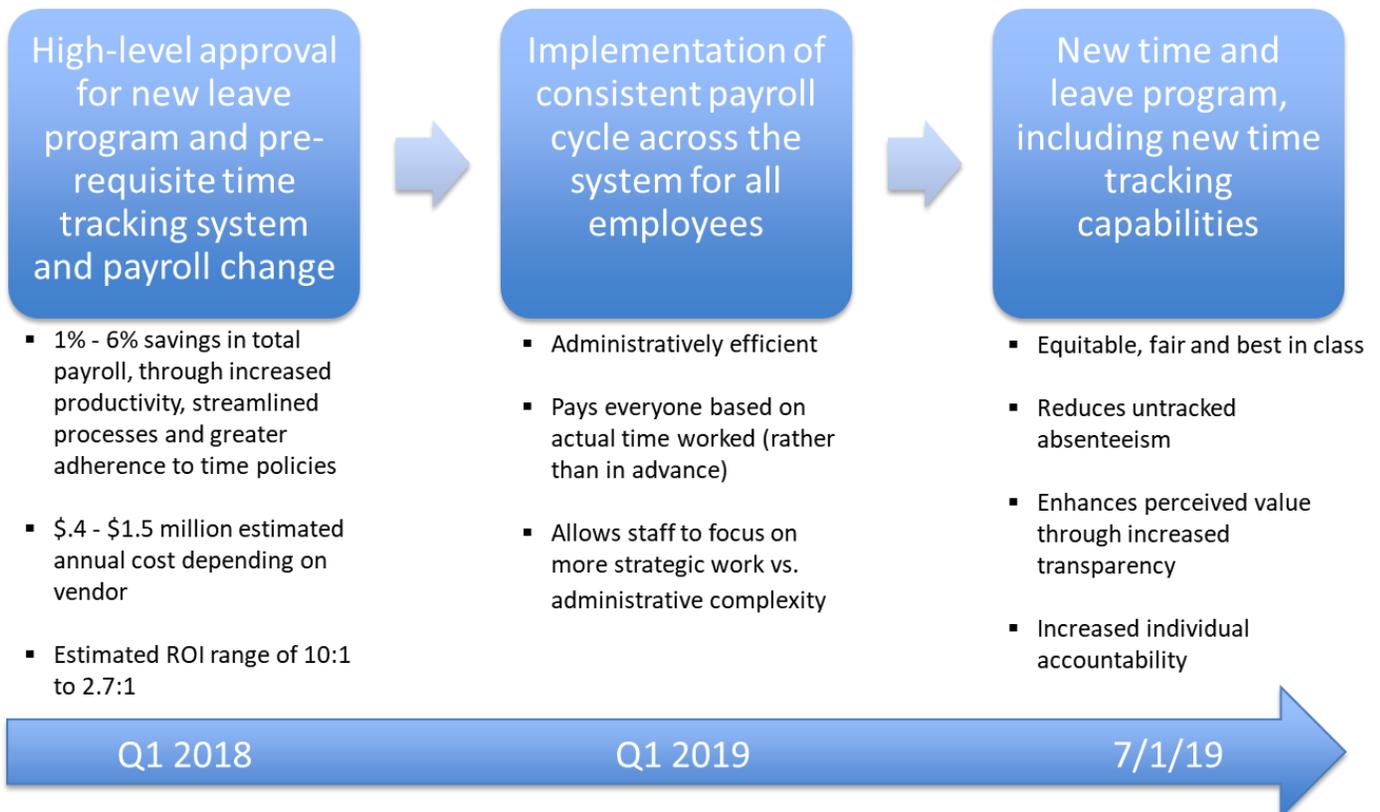
HREC continues to focus on ten areas of ongoing, mutual influence which we refer to as the HR Strategy Roadmap:

- HR Information System
- HR Policies & Procedures
- Diversity and Inclusion
- Labor Relations
- Recruiting, Staffing and Onboarding

- Talent Management
- Compensation
- Training
- HR Communication
- Benefits

Principles that guide our work include:

- Provide approaches that are fair, equitable and best in class for all employees
- Give employees more control over their well-being (personal, financial, physical)
- Support individual accountability and decision-making
- Modernize programs and services to meet workforce needs, today and into the future
- Be fiscally responsible (emphasizing greater cost predictability for organization and individual)
- Offer solutions that are administratively simple and efficient

While the prior couple of years had a major focus on Health and Wellness benefits, the primary focus for 2019 will be on Time and Leave Management:

High-level approval for new leave program and pre-requisite time tracking system and payroll change	Implementation of consistent payroll cycle across the system for all employees	New time and leave program, including new time tracking capabilities
▪ 1% - 6% savings in total payroll, through increased productivity, streamlined processes and greater adherence to time policies	▪ Administratively efficient	▪ Equitable, fair and best in class
▪ $.4 - $1.5 million estimated annual cost depending on vendor	▪ Pays everyone based on actual time worked (rather than in advance)	▪ Reduces untracked absenteeism
▪ Estimated ROI range of 10:1 to 2.7:1	▪ Allows staff to focus on more strategic work vs. administrative complexity	▪ Enhances perceived value through increased transparency
		▪ Increased individual accountability

Q1 2018   Q1 2019   7/1/19

New Leave Program

Today's Approach	New Approach	Elements of a Comprehensive Program
• Provides different benefits to different groups of employees • Perceived as Unfair or Inequitable • Doesn't adequately address needs of current or future workforce • Difficult to understand • Difficult to track and monitor use and abuses • May unintentionally encourage wrong behaviors	• Provides program that is fair for all employees • Addresses the needs of current and future workforce • Improves value through greater transparency and communication • Modernizes time tracking system and capabilities • Simplified and easier to understand	Personal Time Holidays Family and Sick Time Short Term Disability Parental Leave Long Term Disability Bereavement Community Service

Payroll Cycle Change

- The HREC, in conjunction with USNH HR, Payroll and Finance, recommended combining our two payroll processing cycles into one payroll processing cycle.
    - Equitable treatment of employees
    - Improve accuracy of Exempt (salary) employee payroll processing
    - Improve efficiency of payroll processing
    - Improve future implementation of a new HR systems such as new benefits administration platform and new time and attendance system
- Work team comprised of system-wide payroll and HR staff tasked with finalizing approach and implementation plan in coordination with leave and time management projects
- Development of comprehensive communication plan

New Time and Attendance System

- Standardize time tracking and leave management across USNH by adopting consistent policies and supporting software
- By moving to a standardized tool, USNH will more accurately track work hours, attendance and leave utilization
- Better controls on time and leave should result in savings to each campus, as well as improved reporting to manage absenteeism
- Savings gained through improved productivity, streamlined processes, and adherence to internal and external policies
- Return on investment (ROI) is projected, but will vary based on savings achieved and solution implemented