

Human Resources Liaisons Quarterly Meeting

December 12, 2007
11:00am to 12:00pm
Renaissance South (Mary Reed Bldg)

Agenda

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|--|-----------------------------|----------------|
| 1. Meeting opens | | 11:00am |
| 2. Director's message | | |
| • Supervisors' turnover survey | Dick Gartrell | |
| 3. Payroll audit findings and corrective actions | Paul Wilson & Dick Gartrell | |
| 4. Benefits update | Shannon Winckel | |
| 5. Hiring process refresher | | |
| • Interviewing questions | Adam Barnett | |
| • Reporting 1 st choice candidate hires | | |
| 6. I-9 process | Amy King | |
| 7. International Student Hiring | Amy King | |
| 8. Eco Pass & exiting employees | Meaghan Burns | |
| 9. Training & Development update | | |
| • Orientation schedule (Dec/Jan) | Sharon Gabel | |
| • HR information project | | |
| • Development goals in 2007-08 | | |
| 10. Risk Management update | | |
| • Critical Incident Notification System (CINS) | Jennifer Kogovsek | |
| • New Workers' Compensation Law | | |
| 11. Open Forum (Q and A) | | |
| 12. Announcements | | |
| 13. Meeting close | | 12:00pm |

Next meeting: Thursday, 7 February, 2008 – 9:00am in Renaissance South

Turnover Survey for Managers

Recognizing there is a significant cost to turnover, the University and the Human Resources Department are committed to the issue of turnover and gaining a better understanding of the forces that lead to employees leaving the University or transferring to another position.

Please help us by taking a few minutes to complete the following questions regarding the recent turnover of position _____ in your area.

- 1) **When did the employee separate from their position?** _____

- 2) **Why did the employee leave their position?**
 Resigned Released Released in-lieu-of Termination Layoff
 Retired Transfer End of Assignment

- 3) **Notwithstanding the impact of the temporary vacancy of the position and the dislocation of the work, did the turnover in your unit result in an overall positive outcome?**
 Yes No
Please Explain: _____

- 4) **How much overall value did the former employee consistently add to your division?**
 Significant Value Moderate Value Little Value

- 5) **Rate the effectiveness of the former employee.**
 -50% Extremely ineffective
 0% Neither ineffective nor effective
 50% Effective
 100% Extremely effective

- 6) **Did the loss of this employee adversely affect the unit's critical knowledge/processes?**
 Yes No
If yes, please explain: _____

- 7) **Estimate the impact of this position's turnover on business process/unit effectiveness.**
 Minimal Moderate Severe

- 8) **What action did you take to handle the vacancy?**
 Post & Fill Eliminate Position Reorganize the Position
 Require a Higher Level Candidate Other _____

- 9) **If you re-post this position, do you plan on changing the job description?**
 Yes No

- 10) **What is the single most important knowledge, skill or ability that a new hire must possess for this position?**

If you have filled the vacated position, please answer the following:

Compared to the prior occupant of this position, does the new hire meet the expectations or exceed the expectations?

- a. Meet Exceed
- b. **Estimate the added value of the new hire.**
- 50% Extremely low value
 - 0% no value
 - 50% Moderate value
 - 100% Extremely high value



Dear HR Liaison,

The Human Resources department highly recommends adding specific questions to your postings. The applicant tracking system contains a database of questions for you to utilize. Please contact the HR Employment Services Specialist for assistance. By adding specific questions you can:

1. Disqualify unqualified applicants.
2. Cut down on interview time by asking important questions in the application
3. Assign points to applicants for ratings
4. Maximize the capabilities of the applicant tracking system

***Note: Please make sure that the questions you add are specific to the qualifications and responsibilities in the job description and the posting.**

2. In an effort to document information on the hiring process for a particular candidate, we would like to remind you that the system allows you to give an internal status for each applicant. The hiring manager has the following status options:

Under Review by Manager/Committee
Interview Pending
Interviewed
Awaiting Letters of Recommendation
Background Check
Offered Job
Offered Job, but Offer Not Accepted
Hired
Finalist
Not Hired (sends rejection email)
Not Hired

The status "Offered Job, But offer Not Accepted" is particularly important for our reporting capabilities on hiring the #1 candidate.

I hope the University of Denver's applicant tracking system has been an effective tool for your open searches. If you have any problems or questions about the system, please don't hesitate to call Adam Barnett at 303-871-3502.

Thank you,
Adam Barnett
Employee Services Specialist

International Student Employment – New Hire Checklist

International Student and Scholar Services – Contact: Office of Internationalization x14912

- International student meets all eligibility conditions for employment:
 - Has been, is, and intends to be enrolled as a full time student (12 credits for undergraduates, 8 credits for graduates) since obtaining F-1 student status, unless specifically authorized by ISSS to be less than full time
 - Possesses valid and accurate passport, I-94, and I-20 documents
 - Total hours of on-campus employment in **all** positions does not exceed 20 hours/week while school is in session, unless specifically authorized by ISSS
 - Has not and will not be employed off-campus, unless specifically authorized by ISSS
 - Has otherwise maintained F-1 status

- F-1 students who have a job or been offered a job on-campus are eligible for and must apply for a Social Security Number if he/she does not already have one.

To apply an F-1 student must submit the following to a Social Security Administration office at least 10 days after his/her arrival to the United States:

1. Form SS-5, Application for a Social Security Card; <http://www.ssa.gov/online/ss-5.pdf>
 2. Valid Passport with I-20 and I-94;
 3. Certification letter from International Student and Scholar Services (ISSS)
 - a. To obtain a letter from ISSS, submit a Document Request Form and the letter from the on-campus employer to the receptionist in the Office of Internationalization, 2200 S. Josephine. Please allow 5-7 days for processing.
 - b. ISSS Document Request Form: <http://www.du.edu/intl/iss/docreq.pdf>
 4. Letter of employment from current on-campus employer or offer letter of employment from prospective on-campus employer. This letter should be on employer letterhead, give your name and the job title, and be signed by the employer. http://www.du.edu/intl/iss/pdf/ssn_sample.pdf
 5. A temporary number will be assigned to the student. The student can work using the temporary number, but must provide a copy of the permanent social security number to payroll
-
- J-1 international students must have a letter of approval from International Student and Scholar Services or the J-1 program sponsor prior to starting on-campus employment.

Human Resources - Contact: Human Resources x17420

- Hiring Manager submits Background Check for candidate unless the candidate previously had a background checked processed for DU employment **AND** has been employed with DU within the last 90 days
 - If a copy of the visa, passport, and I-94 is provided with the background check, a background check will only need to be run for the addresses in the United States
 - In-state address(es) only – up to 1 week
 - Out-of state address(es) – up to 2 weeks
 - International address(es) – up to 4 weeks
 - <http://www.du.edu/hr/forms/documents/BackgroundCheckInteractive.doc>

- Upon notification that student has passed the background check and the student has accepted the job offer, the Hiring Manager submits the following paperwork:
 - I-9 with Alien # or Admissions # filled in - <http://www.uscis.gov/files/form/i-9.pdf>
 - Affirmation Statement - <http://www.du.edu/hr/forms/documents/AffirmationStatement.pdf>
 - Confidentiality Agreement - <http://www.du.edu/hr/download/confidentialitystmt.pdf>
 - Patent Agreement - <http://www.du.edu/hr/forms/documents/EmployeePatentAgreement.pdf>

(Continued...)

Payroll

- Hiring manager submits MBTH upon notification that student has passed the background check – *Contact: Glenna Leff x13754*
 - <http://www.du.edu/hr/download/MBTH.doc>

- Student sets appointment with payroll before receiving first paycheck and brings following documents – *Contact: Paul Wilson x13744.*
 - Passport
 - I-94 Arrival/Departure Record Card (small white card inside visa)
 - U.S. Visa
 - I-20 Certificate of Eligibility (F-1 visa holders)
 - IAP-66 Certificate of Eligibility (J-1 visa holders)
 - Social Security Card issued by the U.S Social Security Administration

Office use only

Eco Pass number _____

- New Annual Eco Pass Issued
- Replacement Eco Pass-- \$25 paid
- Replacement Eco Pass – Previous Eco Pass voided and returned

DU Employee Eco Pass Benefit

The RTD Eco Pass is an annual transit pass that the University of Denver has purchased for benefited employees. The Eco Pass benefit provides one calendar year of unlimited RTD Regional, Express, Local, Light Rail, call-n-Ride and SkyRide service plus the Guaranteed Ride Home Program that provides free taxi service in the event of an emergency or an unexpected change in work schedule. The Eco Pass is valid 24 hours a day, 7 days a week, including holidays. **Please note:** the Eco Pass is not valid for special RTD shuttle services such as the RockiesRide, the BroncosRide or Access-a-Ride.

2007 ECO PASS AGREEMENT

As an active, benefited employee at the University of Denver I acknowledge receipt of one Eco Pass sticker valid for the period of December 1, 2007 until December 31, 2008. By my signature I agree to the conditions of the Pass that are specified below:

- 1) The Pass is valid only while I am actively employed by the University of Denver. Should I terminate my employment with the University, I agree to surrender the Pass to the **Human Resource Office, Mary Reed Building room #403, on or before the last day of employment.** Failure to return the Pass by this time will result in a fee to be deducted from my final paycheck or billed to me, as outlined below, based on date of separation from the University:

Quarter of year in which employment ends	Fee due for non-returned Eco Pass
1 st Quarter (January – March)	\$ 200
2 nd Quarter (April – June)	\$ 150
3 rd Quarter (July – September)	\$ 75
4 th Quarter (October – December)	\$ 50

- 2) I understand that if my DU ID card is lost or stolen and I choose to get a replacement Eco Pass, I *will be charged \$25*, cash or check. If I am getting a new DU ID card but am able to return my current Eco Pass to be voided, I *will not* be charged the replacement fee. I understand that I am allowed only two (2) replacement passes in a calendar year.

Print Name

Banner ID #

Signature

Date



1 8 6 4

MEMORANDUM

TO:
FROM: Human Resources Office
RE: Eco Pass
DATE:

Dear _____,

Our records indicate that you received an RTD Eco Pass for 2007 during your active employment. You have since terminated your employment on _____, therefore are no longer eligible for the Eco Pass benefit.

Please either submit payment in the amount of _____ immediately per the terms of the Eco Pass agreement you signed upon receipt or return the Eco Pass to the Human Resources Office. Refer to the chart below for an explanation of the fee.

Quarter of year in which employment ends	Fee due for non-returned Eco Pass
1 st Quarter (January – March)	\$ 200
2 nd Quarter (April – June)	\$ 150
3 rd Quarter (July – September)	\$ 75
4 th Quarter (October – December)	\$ 50

Please make checks payable to the University of Denver and send payment or pass to

Human Resources Office-Benefits
2199 S. University Blvd.
Denver, CO 80208

Thank you for your prompt attention in this matter. Additionally, we are attempting to gather information from departing employees on their experiences working at the University. If you haven't had an opportunity to complete an exit interview, please contact Adam Barnett at 303-871-3502.

Sincerely,

Meaghan Burns
Human Resources Coordinator

GETTING STARTED

...Here's to a



Quick Start

The first few days of employment can be challenging and confusing. The following checklists will help you get settled quickly. Even if you have been with the University of Denver for a short period of time, it may be useful to review the list to ensure that the important “basics” have been accomplished.

Employees receive a letter when their personnel information is entered into the DU system. The letter provides new employees with their DU ID, introduces them to webCentral and tells how to access both webCentral and DU email.

WebCentral and the DU web provide many opportunities to explore and learn more about DU before you come to campus!

First Day Checklist

Become familiar with your work area and its operations

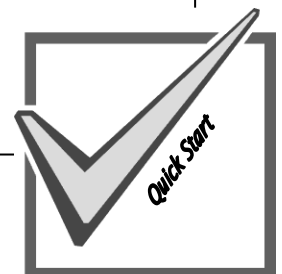
- Get copy of your position description
- Settle into your workspace (desk, computer, phone, files, supplies)
- Set up phone and e-mail
- Locate your departmental mailbox
- Locate the nearest copy and fax machines (if applicable)
- Note the nearest exits (in case of emergency)
- Determine appropriate dress code for your department and position

Complete paperwork

- I-9 Form (required: www.du.edu/hr – *New Employees / New Hire Paperwork*)
- W-4 Form (required: www.du.edu/hr – *New Employees / New Hire Paperwork*)
- Online Emergency Contact Information
(required: [webCentral / myWeb / Employee / Personal Information](#))
- Online Parking Permit (optional: www.parking.du.edu/)
- Online Payroll Direct Deposit Request (optional:
[webCentral / myWeb / Personal Info / Add/Change Bank Account Info / Insert New](#))

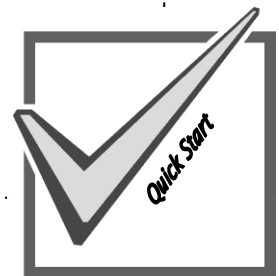
Read information for new employees (www.du.edu/hr/index.html)

- Pioneer ID Card
- Parking at DU
- Getting Connected: Telephones and Computers



Read information for new employees (www.du.edu/hr *New Employee link*)

- New Employee Guide (www.du.edu/hr/forms/employee_guide.html)
- Employee Handbook (www.du.edu/hr/policy/index.html)
- Getting Started (www.du.edu/hr/orientation - select "Getting Started") – information about...
 - Parking
 - Pioneer ID Card
 - Technology Tools
 - Pay Practices and Payroll
 - Performance Review and Development System (PRDS)
- The History of DU (www.du.edu/hr/orientation - select "History")
- Information about the People, Programs and Places of DU (www.du.edu/hr/orientation - select "People, Programs, Places")
- Resources available to Employees of DU (www.du.edu/hr/orientation - select "Special Topics")
 - University Technology Services
 - Center for Teaching and Learning
 - Risk Management
 - Penrose Library
 - Office of Sponsored Projects



Special Roles: If you are a...

Manager, read policy information

- Human Resources Policies and Procedures (www.du.edu/hr/policy/index.html)
- Other Policies (www.du.edu/bfa/policy/index.html)
- Register for Workplace Law for New DU Managers

Tenure-Track Faculty, read the Faculty Guidelines

- Faculty Personnel Guidelines Relating to Appointment, Promotion, and Tenure (APT) Document (www.du.edu/facsen)

Adjunct Faculty, access

- Adjunct Faculty Website (www.du.edu/hr – *New Employee link*)

Emergency Coordinator

- Review and maintain the Emergency Plan
- Call Campus Safety to identify responsibilities

Budget Officer

- Register for Banner System training (www.du.edu/uts/banner)
- Contact Budget & Planning and the Controller's Office for training and detailed orientation

Human Resources Liaison

- Register for Banner System training (www.du.edu/uts/banner)

Non-Appointed Employee, access

- Non-appointed Employee Website (www.du.edu/hr – *New Employee link*)

Driver of University Vehicles

- Register for DU Defensive Driving course (www.du.edu/risk/automobileliability.html)

Register online for Orientation (www.du.edu/hr/training - select "Register")

- Register for Orientation where you will receive benefits information, information about the University, its mission and goals, and policies, procedures and resources.

Obtain useful information to quickly integrate you into the DU environment

- Discuss performance goals with your manager, and complete the Performance Review and Development System (PRDS) form
- Sign up for the campus tour with Undergraduate Admissions (x13377)

New Employee Orientation (on the job)



First Day Checklist for Managers of New Employees

Warm Welcome:

- Genuine welcome by the supervisor
- Enthusiastic introduction to coworkers
- Assign a buddy
- Lunch with coworkers, supervisor, or buddy

Tour of Facilities:

- Where to park, parking permits
- Departmental mailbox
- Copy and fax machines
- Nearest exits (in case of emergency)
- Building access
- Rest room locations
- Break facilities, refrigerator
- Smoking areas
- Settle into the workspace (desk, computer, phone, files, supplies)
- Where to obtain a Pioneer Identification Card

Review:

- Position, title and salary
- Timecard and leave reporting
- Pay schedule
- Rest and meal breaks
- How to get supplies
- Safeguarding personal belongings
- Keys
- Emergency procedures; evacuation routes
- If there is an accident...
- Work hours and overtime
- Organizational chart

Expectations:

- Complete the I-9 form
- Complete the W-4 form
- Dress code
- Attend Orientation session
- Job description
- Goals and accountabilities
- Assign meaningful first-day assignment

Online course ideas for PEDS professional development

Try online learning! We offer more than 2,000 business, professional, and technology courses, available 24/7 to anyone with a DU email account. Find out more at www.du.edu/hr/oe and select **Online Learning**. You can view the Course Catalog and create your own account (select **Getting Started** from the left menu).

Going from Management to Leadership	Building Better Work Relationships	Emotional Intelligence in the Workplace
The Mark of a Leader [LEAD0221] Communicating a Shared Vision [LEAD0222] The Enabling Leader [LEAD0223] Communicating as a Leader [LEAD0225]	Building Effective Interfunctional Relationships [COMM0191] Building Effective Intercultural Relationships [COMM0192] Building Effective Intergender Relationships [COMM0193]	What Is Emotional Intelligence? [COMM0141] Emotional Intelligence at Work [COMM0142] Teamwork and Emotional Intelligence [COMM0143] Increasing Your Emotional Intelligence [COMM0144]

The 21st Century Learning Curve	Practical Budgeting for Managers	Business Writing Essentials
KNOW0203: The Potential of Self-directed Learning KNOW0205: Performance Support KNOW0206: Benchmarking for Best Practices	FIN0201: The Basics of Budgeting FIN0202: Building an Operating Budget FIN0203: Capital Budgeting	COMM0011: Writing with Intention COMM0014: Crisp Composition COMM0017: The Writing Process

Problem-solving and Decision-making for Business	Ethics in Business	Sexual Harassment
PD0232: Framing the Problem PD0233: Generating Alternatives in Problem Solving PD0234: Dynamic Decision Making	PD0171: Ethical Decision Making PD0172: Managerial Business Ethics PD0173: Organizational Ethics	HR0181: Sexual Harassment Awareness for Employees HRO182: Dealing with Sexual Harassment Claims HRO306: Avoiding Harassment Claims: Policies and Procedures

Working More Effectively - Taking Control of Your Time	Achieving Organizational Excellence Through Critical Thinking	Business Etiquette and Professionalism
PD0103: Major Time Management Challenges PD0151: You and Your Time PD0152: Techniques for Better Time Management PD0153: Developing Good Time Management Habits	PD0252: Developing Fundamental Critical Thinking Skills PD0253: Strategies for Facilitating Critical Thinking PD0254: Critical Thinking Skills for Managing	COMM0181: Everyday Business Etiquette COMM0182: Communication Etiquette COMM0183: Etiquette and the Business Meeting COMM0184: Etiquette for Supervisors

Finance Fundamentals for Non-financial Professionals	Business Professionalism	Coaching for Business
FIN0151: Principles of Financial Management FIN0152: Basics of Budgeting FIN 0154: Understanding Financial Statements	PD0261: Personal Accountability: Working for Your Inner Boss PD0262: Self-empowerment: Managing from Within PD0265: Successful Lifelong Learning	MGMT0281: Coaching for Business MGMT0282: Successful Coaching Relationships MGMT0283: Key Stages in Coaching MGMT0285: Mindsets, Emotions, and Coaching

Fast Tracking Your Career	Consulting with the Internal Client	Leadership Skills for Women
PDO131: Get Your Career on the Fast Track PDO135: The Boss Factor PDO136: Improving Your Image	CONS0122: Internal Consulting Skills CONS0123: Establishing a Relationship with Internal Clients CONS0125: Evaluating Internal Assignments	LEAD0131: The Secrets of Female Leaders LEAD0132: Building Your Support System LEAD0135: Establish and Maintain Authority

Advanced Skills for Administrative Support Professionals	Financials for Non-Accounting Professionals	4-Dimensional Leadership
ADM0112: Managing Yourself and Those Around You ADM0113: Partnering with Your Boss ADM0114: Communicating with Power and Confidence	FIN 0101: The Language of Accounting and Finance FIN 0102: Using Financial Statements in Business Decisions FIN 0103: Budgeting Fundamentals	LEAD0111: Four Dimensions of Complete Leadership LEAD0112: Putting Four-Dimensional Leadership into Action

Workers' Compensation Designated Provider Information

We are sorry to learn you have sustained a work related injury. You should seek treatment at one of the medical providers below. These medical providers specialize in on-the-job injuries. The University's providers are:

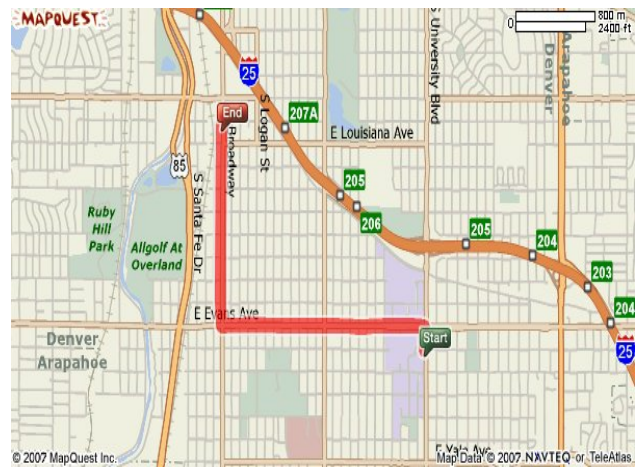
ROCKY MOUNTAIN MEDICAL GROUP

730 W Hampden Avenue, Suite 200
Englewood, CO 80110
(303) 762-0900



CONCENTRA MEDICAL CENTERS

1212 S Broadway, Suite 150
Denver, CO 80210
(303) 777-2777



Please contact them to be seen as soon as possible. If you have any questions, please feel free to talk to me. My goal is to ensure that you get the care you need to recover quickly and return to work as soon as possible.

Sincerely,

Jennifer Kogovsek

Jennifer Kogovsek
Loss Control Manager
303.871.2354
303.871.4455 Fax

Workers' compensation insurance contact information:

Pinnacol Assurance
7501 E Lowry Blvd
Denver, CO 80230-7006
303-361-4420

Colorado Minimum Wage Order Number 24

Effective January 1, 2008, Minimum Wage Order Number 24 establishes a new state minimum wage rate of \$7.02 per hour, which is adjusted for inflation, in accordance with Article XVIII, Section 15, of the Colorado Constitution.